

AUSSI TASMANIA  
STRATEGIC PLAN  
1997 - 1999

Draft  
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## 1. Fundamental issues

The following are underlying issues which have determined the content of this plan:

### (i) Environmental backdrop

The activities of Aussie Tasmania occur within, and are affected by, national and local influences. These are:

- a number of previously elite swimmers, now masters swimmers, who seek to emphasise competitive activities to the detriment of general aerobic fitness, fellowship and fun;
- pressures to make coaches, officials and administrators more professional and thus making increasing demands on volunteer members
- tensions between FINA and Masters Swimming arising from different objectives, philosophies and client groups;

national and local media which focus on high profile sports and elite sportspersons who consequently attract major government and private sector sponsorships

- an increasing demand on limited pool space from an ever growing range of aquatic sports and other fitness and safety programmes.

### (ii) The nature of our activities

Masters Swimming is multi - faceted and services many different clients. In particular Aussie Tasmania :

1. promotes and facilitates the activity of swimming (which includes water polo and springboard diving) and the supporting activities of
2. coaching
3. officiating
4. administration

Its clients include elite swimmers, non-elite swimmers, aspiring swimmers and swimmers with disabilities and health problems. These swimmers are from a wide range of age groups, have greatly differing swimming abilities and motives for swimming. Other clients, much smaller in number, are actual and potential coaches, officials and administrators.

Aussi Tasmania services its various clients through a governing committee which supports and co-ordinates the activities of clubs. It facilitates the start up and ongoing operations of clubs by:

- giving information about administration, officiating and coaching
- organising coaching seminars
- supporting the training and accreditation of officials and coaches
- organising state championship meets and hosting national meets
- liaising with other branch organisations, the national body and TSI.

Its activities take place in hired accommodation which it does not control. It has no independent accommodation or storage space. Revenue is largely tied to the number of club members in the State and to surpluses from State Swim Meets. Almost all this revenue is used for administrative expenses which do not include salary costs. Its capital investment is largely the human capital of the governing committee, which is voluntarily given on a regularly basis and without remuneration. It is supplemented by rudimentary constitutional guidelines and a limited amount of physical equipment.

#### (iii) Output measures

The output or success of the governing committee's operations is measured through evaluation and consideration of a variety of indicators rather than a single measurement. These include the number of clubs, number of registered swimmers, the number of participants in State Championships and the National Aerobic competition. Other measures are the number of State and National individual and relay records broken or established annually, and the number of Tasmanian masters swimmers who achieve a ranking in the National Top Ten best times in their age group.

#### (iv) Internal Issues

A fundamental question relates to how well Aussi Tasmania is placed to meet the challenges posed by its environment. It has a record of strong achievements and a number of strengths.

Important achievements include:

- the establishment of six active clubs
- a steady total membership (368) which is increasing gradually
- the organisation of successful coaching and technical seminars
- well organised and successful championship meets

- the hosting of a National Swim meet and the swimming components of the first Australian Masters Games and four Tasmanian Masters Games
- holding the Technical Development portfolio on the National body
- an efficient and effective State Secretariat.

Strengths include:

- a body of highly motivated members who have a wide range of job and life related skills
- a 'product' in terms of a non-threatening physical activity which is therapeutic physically and mentally, which has social benefits and which appeals to a wide range of people
- the commitment of a small group of coaches and administrators.

While the achievements of Aussie Tasmania have been commendable and considerable, its ability to turn challenges imposed by the environment into opportunities is constrained by the following:

- the reluctance of members to take on leadership, administration and coaching responsibilities
- scarce pool facilities which limit the marketing of masters swimming in all its facets
- a perception that a masters activity is only for older age groups
- a lack of financial resources caused by the low profile of masters swimming as a product to potential sponsors
- difficulties in communicating the aims, purposes and achievements of masters swimming to sponsors and client groups.

There are too few pools and not enough money. Also, the therapeutic attractions of swimming appear to be so strong that participants are reluctant to take on potentially stressful organisational responsibilities.

The challenge for Aussie Tasmania is to work out strategies to overcome or bypass the identified constraints and make best use of its human and financial resources to market and deliver its product to a wider group of clients.

## 2. Strategic Plan Details

### Mission

Our mission is the same as for the national body. It is to encourage adults, regardless of age or ability, to swim regularly in order to promote fitness and to improve their general health.

### Strategy

Our broad strategy for the three year period 1997 to 1999 is to maximise the use of our talented human resources; to better market the values and benefits from Aussi activities; to increase financial resources and maximise use of pool times and spaces; and to assert the special purpose of AUSSI in relation to TSI.

The emphasis will be on encouraging, supporting, motivating and developing existing administrators, officials and coaches and refining those activities we do well.

### Aims

Our strategy implies that major aims for the next three years should be:

- To explore the costs and benefits of obtaining shared storage and office accommodation at the new Aquatic Centre in Hobart
- To provide regular professional development activities to improve the capabilities of existing administrators, officials and coaches
- To train and/or accredit sufficient new administrators, officials and coaches to enable the branch and its affiliated clubs to carry out better its existing level of services for masters swimming.
- To have at least two coaches accredited at level 2M
- To improve communication between committee members through use of the internet
- To develop new strategies for attracting financial support and gaining influence in the swimming and wider community
- To make more effective use of available swimming pools
- To host a national swim meet

<b>AUSSI MASTERS SWIMMING IN AUSTRALIA (TAS) INC</b>					
<b>BUDGET FOR TRIENNIUM 1997 - 1999</b>					
			<b>1997</b>	<b>1998</b>	<b>1999</b>
<b>Operating Revenue</b>					
Member registrations			2780	3040	3200
Club affiliation fees @ \$100 per club			600	700	800
Surpluses from State championships			1500	1500	1500
Interest			500	450	400
			5380	5690	5900
<b>Operating Expenses</b>					
Postages, printing and stationery			1800	1850	1900
Travelling- branch meetings (8@\$20)*4			640	640	640
interstate			400	400	400
Meeting costs, room hire and refreshments			300	300	300
Affiliation fees - AUSSI National			150	150	150
Tasmania Swimming			150	150	150
Minor Equipment			100	100	100
Servicing and repairs to equipment			200	200	200
Insurance			200	200	200
Audit fee			250	250	250
Telephone charges			160	200	200
Registration with Corporate Affairs			50	50	50
Bank fees and charges			50	60	60
Miscellaneous			250	250	250
			4700	4800	4850
<b>Cash surplus from operations</b>			680	890	1050
Depreciation of Equipment			1600	1600	1600
Operating Surplus (Deficit)			(920)	(710)	(550)
<b>Development Activities</b>					
Accreditation of Level 2 coaches			1000	500	0
Local coaching courses and professional development			2000	2000	2000
Official courses & professional development			500	500	500
Equipment			1500	1000	500
			5000	4000	3000
<b>Cash surplus from operations plus depreciation</b>			2280	2490	2650
<b>Savings (Cash savings used)</b>			(2720)	(1510)	(350)
<b>Costs not included</b>					
Rent of shared accommodation at Swimming Centre			1200	1200	1200
Access to Internet provider			1440	1440	1440