

Strategic Plan 2023 – 2026

Vision	Masters Swimming Tasmania will inspire and support adults in Tasmania to swim for life.
Mission	To facilitate a network of clubs in Tasmania that encourage and sustain adults, regardless of ability, to swim regularly, to improve their general well-being.
What we do	<ul style="list-style-type: none"> We provide a supportive, safe, and friendly swimming environment. We promote fair play and positive participation in swimming. We train with the option to compete in swimming competitions. We engage socially with members and friends.
How we operate	<ul style="list-style-type: none"> By encouraging participation in swimming by all adult Tasmanians to improve health and fitness. We are a not-for-profit community-based sporting association and member clubs. We uphold the highest standards and ideals of fair play, competitive spirit and camaraderie amongst our members, with members of our community, and with member clubs. By working with like-minded swimming organisations and sporting groups to promote healthy lifestyles, participation and inclusion And we regularly evaluate our performance.
Strategic pillars	<ul style="list-style-type: none"> Developing Our People Member Engagement Member Services
Strategic objectives	<ul style="list-style-type: none"> To deliver a range of high-quality training programs to support our clubs, coaches, technical officials, volunteers and members. To enrich our engagement with members and work to enhance the profile of our organisation to appeal to a wide audience. To provide interesting and enjoyable programs and competitions, in partnership with clubs and external organisations.
Key performance indicators	<ul style="list-style-type: none"> Provide pathways for ongoing, high-quality training for BMC, Coaches, TOs, swimmers and members. Ensure succession planning for key BMC positions. Maintain communication networks to ensure members are well informed about all our activities. Promote Masters swimming and our organisation to the broader community. Encourage greater participation in a range of swimming competitions. Develop and nurture partnerships with key organisations.
Values	Our values of fun, fitness, friendship, integrity, collaboration, respect, and community will underpin decision making, by helping us to evaluate and prioritise initiatives.

Developed February 2023.

The **Key Performance Indicators on the MST Strategic Plan will be used to report on our actions so far.**

Actions coloured:

- **red** indicate not explored/not deeply considered so far,
- **yellow** indicate some discussions and development,
- **green** indicate fully discussed and actioned.

Strategic Priority Area 1: Developing our People.

Goal: To deliver a range of high-quality training programs to support our clubs, coaches, technical officials, volunteers and members

Target group: Coaches, technical officials, members

Objectives	Strategies	Indicators	Time	Status
Coaching: To provide professional development opportunities for coaches	a) Identify needs by canvassing club coaches b) identify potential candidates (at least 1 per club) for MSA coaching qualification c) Identify network of coaching mentors d) MSA requires all on-deck coaches to have minimal levels of quals by Jan 2024	a) b) at least 6 candidates undergoing training c) mentor coaches identified d) at least 1 coach with appropriate quals at all clubs except Burnie	a) b) by Sept 2023 c) Mar 2023 d) Mar 2024	
Coaching: To conduct up to three coach workshops per year	a) Determine workshop topics, informed by 1a above (e.g., program development, stroke development & drills, energy systems for specific training programs b) Possible swim & coach clinics July 2023	a) Online coaches' workshops occurring monthly through NCD. (Need to encourage more attendance) b) Coach clinics offered	a) Complete and occurring regularly b) Coach Clinic November 2023. Further planned for 2024	

Coaching: To establish an online coaching forum	<ul style="list-style-type: none"> a) Make available to coaches, links to MSA online coaching forums. b) Establish a Tas coaches monthly meeting and Whatsapp group 	<ul style="list-style-type: none"> a) Online coaches' workshops occurring monthly through NCD. b) Meetings scheduled and occurring 	<ul style="list-style-type: none"> a) ONGOING b) NOT YET 	
Coaching: To establish a 'recognition of achievement' program for coaches	a) MST will recognise coaching excellence	a) recognition of excellence program in place: NOT YET but under attention	a) by end 2024	
Technical officials: To provide training opps for TO candidates.	<ul style="list-style-type: none"> a) Review with Swim Tas the MOU enabling supervision of tech official candidates by ST supervisors b) Incentivise clubs to promote TO training opps at swim meets 	<ul style="list-style-type: none"> a) 2023 b) 2023 and ONGOING 	<ul style="list-style-type: none"> a) COMPLETE b) ONGOING 	
Technical officials: To identify possible entry pathways for TO training.	<ul style="list-style-type: none"> a) Consult with current technical officials to identify how they got their starts, possible strategies for introducing club members to the roles b) Identify opportunities for training of potential TO candidates (e.g., at swim meets, during training) eg "shadowing" of current TOs at meets c) Write a "how-to" article for Platypus press describing how Dolphins (or other club – Talays?) identified TO candidates, provided them with training opps and supported their qualification as TOs 	<ul style="list-style-type: none"> a) in hand b. i) ST MOU revised. b. ii) arrangement in place for online TO training with MSNSW. c) NB: PP retired 	<ul style="list-style-type: none"> a) in hand c) June 2023 COMPLETE c) Ongoing attention via FB and website 	
Governance: Ensure succession planning for key BMC positions	<ul style="list-style-type: none"> a) To identify possible training opps for committee members b) Contact SRT/MSA for advice on potential training opportunities 	<ul style="list-style-type: none"> a) NOT YET d) possible inclusive club online course 	<ul style="list-style-type: none"> a) NOT YET b) ONGOING 	

	c) Early identification and mentoring of potential BMC nominees	c) NOT YET	c) NOT YET	
Safety and Health: to provide a supportive, safe, and friendly swimming environment.	a) BCS&H contact Clubs to identify Club Safety Officer to identify Safety Officers b) Establish Branch Safety Register (???) c) Introduce Safety requirements as per MSA policy d) Define safety, first aid and resuscitation program options and publicize to all members	a) Complete b) Not required – National register in place c) Complete d) Complete	a) March 2024 b) March 2024 c) March 2024 d) March 2024	

Resources:

For Coaches: MSA Coaching Director, Branch (can subsidise some of the costs of coaching development, polo shirts and workshops); MSWA coaching resources. Individuals: Peter Tonkin (BR), Reo Dante Lazzaro, Phil Tyrrell (OWS), Justin Helmich (distance, high performance swimming), Maciej Slugocki (Butterfly), Rachel Brennemo (program development, esp competition-focused)

For Technical Officials: Branch to cover costs of training as per relevant MST policy (incl polo shirts)

Individuals: Ray O’Brien, Lou Hill, Mendelt & Jocy Tillema, Perry Brereton, Di McHenry, Pauline Sampson

Partnerships: MSA, Swimming Tasmania, SRT.

Safety & Health: RLSS, SLST, St John Ambulance, private providers, Lou Hill.

Strategic Priority Area 2: Member Engagement

Goal: To enrich our engagement with members and work to enhance the profile of our organisation to appeal to a wide audience.

Target group: Coaches, technical officials, members, partners, general public, potential members especially younger people

Objectives	Strategies	Indicators	Time	Status
Maintain communication networks to ensure members are well informed about all our activities, and promote Masters swimming and our organisation to the broader community	<ul style="list-style-type: none"> a) All clubs develop their online presence b) Continue current comms strategies ie Facebook, website, Platypus Press, all available media c) Club delegates to disseminate information to clubs 	<ul style="list-style-type: none"> a) All club sites updated b) ONGOING reporting to Branch on club activities – verbal and/or written c) revised guidelines for Branch delegates 	<ul style="list-style-type: none"> a) COMPLETE March 2023 b) ONGOING. Platypus Press discontinued – New Archive replaces. c) COMPLETE June 2023 	
Promote Masters swimming and our organisation to the broader community	<ul style="list-style-type: none"> a) Produce poster and flyers for all pool venues with contact details of local clubs 	<ul style="list-style-type: none"> a) Poster developed 	<ul style="list-style-type: none"> a) NOT YET 	
Conduct social function after informal meets	<ul style="list-style-type: none"> a) Conduct social function – BBQ or similar after informal meets (Oatlands, NW meet etc) 	<ul style="list-style-type: none"> a) Social function planned to follow Oatlands meet 2023. Will continue as event is held. 	<ul style="list-style-type: none"> a) December 2023 	
Reach out and engage younger swimmers	<ul style="list-style-type: none"> a) Dual sanctioned meets showcase Masters to younger swimmers b) Participation and presence at Ocean Swims showcase Masters to younger swimmers c) Leverage off Nationals to engage younger swimmers who may come back to swimming to compete. 	<ul style="list-style-type: none"> a) ONGOING at dual sanctioned meets b) ONGOING at Ocean swims c) National leveraged 	<ul style="list-style-type: none"> a) ONGOING b) ONGOING c) Did not occur, opportunity lost. 	

	d) Engage younger swimmers to identify needs of this cohort and how to retain them	d) Younger swimmers canvassed	e) NOT YET	
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Resources: Media director (Pete), President, Mendelt (website), all clubs, SRT, (NB plus Pauline, Maz) Branch to subsidise social functions following informal meets.

Partnerships: Swimming Tasmania, SLST.

Strategic Priority Area 3: Member Services

Goal: To provide interesting and enjoyable programs and competitions, in partnership with clubs and external organisations

Target group: Coaches, technical officials, members, partners

Objectives	Strategies	Indicators	Time	Status
Improve swim meet management	a) Set up a Swim Meet Sub-Committee b) Improve swim meet management c) Improve delivery of Meet reports	a) Establish Committee b.i) Plan annual program b.ii) Confirm host Club, Meet Director, tech support & social arrangements, by October of prev. year, including avoidance of conflicts. c) Prepare and disseminate Meet Report for all Meets promptly	a) June 2023: COMPLETE b.i. August 2023: COMPLETE b.ii) ONGOING with Swim meet committee c) within 4 weeks of Meet	
Encourage greater participation in a range of swim competitions	a) Additional informal pool competitions	a. Conduct additional informal swim meet (NW coast?)	ai) Complete and ongoing. 1) New Norfolk Meet (TAC) and 2) Scottsdale meet (TLC) in 2024	
	b) Conduct further OWS competitions c) Conduct social activities at swim meets	b) Evaluate Oceans Treble and conduct another similar competition. c) Lunches at championships and BBQ at Oatlands meet	b. 2024 event conducted c) Social function planned to follow Oatlands meet 2023 and ongoing	
		b.ii) Advocate for completion of MSA OWS Rule changes	b.ii) New OWS Rules approved, but ONGOING advocacy needed.	
Develop and nurture partnerships with key organisations	a) Strengthen relationship with Swim Tas - consider affiliation.	a.i) Formal affiliation 2023	a.i) June 2023: COMPLETE	

		a.ii) Partnerships emerging with key personnel at ST, SLST, RLSS a.iii) Offer tech support for sanctioned meets	a.ii) ONGOING a.iii) NOT YET	
Avoid date clashes with SLST, other OWS and triathlon events	a) Swim Meet Sub-Committee liaise when planning 2024 program	a) 2024 program developed with no date conflicts	a) November 2024 COMPLETE Ongoing to consider 2025 program.	

Resources: Branch to subsidise informal interclub meets

Partnerships: Swimming Tasmania, SLST, Northern Triathlon club, Tri South