

# 2020-22 MSSA OPERATIONAL PLAN

## 1. Management / Administration

**Objective:** To implement effective management systems that ensure Masters Swimming South Australia has a strong and sustainable future.

Category	Strategic Priorities	Key Performance Indicators	Actions	Who	Timeline	Progress
1.1 Governance	Foster good governance	Compliance with constitutional requirements	1. Conduct Board Meetings, Annual General Meetings, Special General Meetings and Affiliate Member Forums 2. Review current Constitution and By Laws 3. Policies developed and implemented as required	1. MSSA Board  2. MSSA Board  3. MSSA Board	1. Ongoing  2. Ongoing  3. Ongoing	1. x  2. x  3. x
1.2 Operations	Ensure effective operational performance and sound administration processes	Achieve performance targets outlined in operational plan	1. Review Key Performance Indicators of 2020-2022 Strategic Plan 2. 2020-2022 Operational Plan to be completed 3. Management of organisation undertaken according to Constitution and By-Laws 4. Ongoing contact by MSSA Administrator with Club Secretaries in a timely manner	1. MSSA Board  2. MSSA Board  3. MSSA Board  4. MSSA Administrator	1. Review every 3 months 2. Board Jan 2020 3. Ongoing 4. Ongoing	1. x  2. x  3. x  4. x
1.3 Financial Management	Maintain good financial practices to ensure financial stability and growth	Compliance with financial policies and procedures	1. Budget prepared and approved 2. Financial reports provided in timely and appropriate format and MSSA Board advised of monthly financial performance 3. Financial performance monitored and initiatives to reduce costs introduced 4. Changes in accounting practices, legislative requirements and compliance applied 5. Manage and oversee investment account 6. Annual financial reports audited 7. Align budget with Strategic Plan	1. Director Finance 2. Director Finance   3. MSSA Board  4. Director Finance   5. Director Finance 6. Director Finance 7. Director Finance	1. Nov 2020 2. Ongoing   3. Ongoing 4. Ongoing   5. Ongoing 6. March 2020 7. Dec 2020	1. x 2. x   3. x  4. x   5. x 6. x 7. x

			8. Seek increase revenue by government and community grants	8. Director Finance	8. Ongoing	8. x
	Sustain sources of revenue	Confirm current levels of budgeted annual revenue	1. Review membership fees annually to ensure appropriate to Branch outgoings 2. Channel 9 sponsorship to be completed 3. Submit proposal to Channel 9 for renewal of sponsorship when due 4. Contact Bendigo Bank re sponsorship of Jetty to Jetty 5. Maintain good level of profit from Branch events	1. MSSA Board 2. MSSA Board 3. MSSA Board 4. Director Finance 5. MSSA Board	1. Annually in July 2. Ongoing 3. Ongoing 4. When grant opens 5. Ongoing	1. X 2. x 3. x 4. x 5. x
1.4 Stakeholder Relations	Improve relationships with key stakeholders	Increased levels of funding and services with key stakeholders	1. Provide information and feedback to ongoing sponsors 2. Maintain and increase positive relationships with key stakeholders	1. MSSA Board 2. MSSA Board	1. Ongoing 2. Ongoing	1. x 2. x
1.5 Communications	Embrace initiatives for information and communication technologies	Monitor club/member satisfaction with evolving communications systems	1. Brochures, posters and calendars produced and distributed 2. Website and Facebook updated regularly 3. Media articles distributed 4. Undertake member survey monkey	1. MSSA Administrator 2. MSSA Administrator 3. MSSA Administrator 4. MSSA Administrator	1. Ongoing 2. Ongoing 3. Ongoing 4. Biannually	1. x 2. x 3. x 4. x
1.6 Risk Management	Adopt strategies to manage identified risks	Compliance with strategies	1. Continue review of OWS Risk Analysis and Risk Management Plan 2. Make current Risk Management plans available through MSSA website 3. Review safety checklist for Pool Series 4. Follow MSA Safety Policies at all events.	1. OWS Coordinator, Safety Officer and Meet OWS Coordinators 2. MSSA Administrator 3. Swim Meet Coordinator, Safety Officer 4. Swim Meet Coordinator, Safety Officer	1. Annually 2. Ongoing 3. Ongoing 4. Ongoing	1. x 2. x 3. x 4. x
1.7 Roles and Responsibilities	Maintain current comprehensive position descriptions for all MSSA Board, Delegation of Authority Roles and Employees	Current documentation	1. Current documentation reviewed and updated for positions	1. MSSA Administrator	1. June 2020	1. x

## 2. Partnerships

**Objective:** To increase the organisation's profile in the broader community through our own programs, aquatic family partnerships, health organisations and all levels of government.

Category	Strategic Priorities	Key Performance Indicators	Actions	Who	Timeline	Progress
2.1 Sponsorships	Grow and leverage OWS sponsorship, securing additional sponsorship for the series	Additional OWS sponsorship secured and obligations met	<ol style="list-style-type: none"> <li>Contact Channel Nine re new proposal</li> <li>Canvas membership re sponsorship (Small or Large)</li> <li>Increase sponsorship through Marketing Plan</li> </ol>	<ol style="list-style-type: none"> <li>Robert Harris / MSSA Administrator</li> <li>MSSA Administrator</li> <li>MSSA Board</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Ongoing</li> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>x</li> <li>x</li> <li>x</li> </ol>
	Identify and secure a sponsor for MSSA and Pool Series	MSSA and Pool Series sponsors secured	<ol style="list-style-type: none"> <li>Canvas membership re sponsorship (Small or Large)</li> <li>Talk with Swimming SA re sponsorship</li> <li>Increase sponsorship through Marketing Plan</li> </ol>	<ol style="list-style-type: none"> <li>MSSA Administrator</li> <li>MSSA Administrator</li> <li>MSSA Board</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>x</li> <li>x</li> <li>x</li> </ol>
2.2 Advocacy	Maintain strong ties with Department of Sport & Recreation, Swimming SA and Masters Swimming Australia	Liaise with all bodies	<ol style="list-style-type: none"> <li>Contact bodies at regular intervals as appropriate</li> </ol>	<ol style="list-style-type: none"> <li>MSSA Administrator</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>x</li> </ol>
2.3 Promotion	Foster stronger relationships with aquatic facilities, sporting organisations etc. to identify opportunities (cross-promotional opportunities)	Increased membership and community awareness of MSSA	<ol style="list-style-type: none"> <li>Foster stronger relationships with various bodies</li> <li>Distribute Masters Flyers to targeted Aquatic Centres</li> <li>Distribute Masters Flyers to targeted Triathlon Groups</li> </ol>	<ol style="list-style-type: none"> <li>MSSA Board</li> <li>MSSA Administrator / Affiliate Members</li> <li>MSSA Board</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>x</li> <li>x</li> <li>x</li> </ol>

### 3. Participation / Development

**Objective:** To increase participation and interest in Masters Swimming through a range of development programs implemented in partnership with clubs and other organisations.

Category	Strategic priorities	Key Performance Indicators	Actions	Who	Timeline	Progress
3.1 Membership	Facilitate coordination of activities between clubs in building and promoting Masters Swimming to local communities	Increase clubs' membership levels	<ol style="list-style-type: none"> <li>1. Assist with Club development</li> <li>2. Establish Social Events after swim meets</li> <li>3. Promotional Programs to assist Clubs to promote MSSA</li> <li>4. Assist OWS Coordinators with local Councils re Website / Facebook pages</li> </ol>	<ol style="list-style-type: none"> <li>1. MSSA Board</li> <li>2. MSSA Board</li> <li>3. MSSA Board / MSSA Administrator</li> <li>4. MSA Administrator / OWS Coordinator</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Work in progress</li> <li>3. Ongoing</li> <li>4. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> <li>2. x</li> <li>3. x</li> <li>4. x</li> </ol>
3.2 People Development	Promote education programs that help to recruit and train coaches, technical officials and volunteers	Increase the number of coaches, officials and volunteers	<ol style="list-style-type: none"> <li>1. Provide Coaching Courses</li> <li>2. Provide Official Courses</li> <li>3. Look at recognition of service for Coaches, Officials and Volunteers</li> <li>4. Continue to provide education workshops</li> </ol>	<ol style="list-style-type: none"> <li>1. Coaching Coordinator</li> <li>2. Technical Coordinator</li> <li>3. MSSA Board</li> <li>4. MSSA Board</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Work in progress</li> <li>4. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> <li>2. x</li> <li>3. x</li> <li>4. x</li> </ol>
3.3 Targeted Programs	Develop targeted promotions to boost 18-30 year old members	Progressive increase in 18-30 year old members	<ol style="list-style-type: none"> <li>1. Contact Swimming SA Clubs to increase awareness of MSSA</li> <li>2. Liaison with Swimming SA</li> </ol>	<ol style="list-style-type: none"> <li>1. Ambassador</li> <li>2. Ambassador / MSSA Administrator</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> <li>2. x</li> </ol>
	Encourage greater member participation at pool meets and open water events	Increase in participation in pool and open water events	<ol style="list-style-type: none"> <li>1. Provide incentives for competing swimmers at events from sponsorship</li> <li>2. Provide incentives for Clubs at events – Numbers per Membership</li> <li>3. Continual improvement of event information on Website / Facebook</li> <li>4. Target non-members from events letting know the benefits of joining MSSA</li> <li>5. Target current members with emails / Facebook re upcoming events</li> </ol>	<ol style="list-style-type: none"> <li>1. MSSA Board</li> <li>2. MSSA Board</li> <li>3. MSSA Administrator</li> <li>4. MSSA Administrator / Affiliate Members</li> <li>5. MSSA Administrator</li> </ol>	<ol style="list-style-type: none"> <li>1. Work in progress</li> <li>2. Work in progress</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> <li>2. x</li> <li>3. x</li> <li>4. x</li> <li>5. x</li> </ol>

## 4. Marketing

**Objective:** Develop strong marketing strategies.

Category	Strategic priorities	Key Performance Indicators	Actions	Who	Timeline	Progress
4.1 Communications	Market the sport to the Masters Swimming Organisation, Swimming SA and broader community	Increase in registered members	<ol style="list-style-type: none"> <li>1. Distribute MSSA Flyers to targeted Aquatic Centres</li> <li>2. Ambassador to talk to other targeted organisations</li> <li>3. Contact Messenger Newspaper and regional papers re articles about coming events and items of interest</li> <li>4. Continual support of Geosnapshop re photography at all events</li> </ol>	<ol style="list-style-type: none"> <li>1. MSSA Administrator</li> <li>2. Ambassador</li> <li>3. MSSA Administrator / Affiliate Members</li> <li>4. MSSA Administrator</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Ongoing</li> <li>4. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> <li>2. x</li> <li>3. x</li> <li>4. x</li> </ol>
4.2 Targeted Programs	Develop marketing strategies to increase 18-30 year old membership	Progressive increase in 18-30 year old members	<ol style="list-style-type: none"> <li>1. Contact Swimming SA Clubs to increase awareness of MSSA</li> <li>2. Liaison with Swimming SA</li> </ol>	<ol style="list-style-type: none"> <li>1. Ambassador</li> <li>2. Ambassador / MSSA Administrator</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> </ol>
	Encourage greater member participation at pool meets and open water swimming events	Increase in participation in pool and open water events	<ol style="list-style-type: none"> <li>1. Provide incentives for competing swimmers at events from sponsorship</li> <li>2. Provide incentives for Clubs at events – Numbers per Membership</li> <li>3. Continual improvement of event information on Website / Facebook</li> <li>4. Target non-members from events letting know the benefits of joining MSSA</li> <li>5. Target current members with emails / Facebook re upcoming events</li> </ol>	<ol style="list-style-type: none"> <li>1. MSSA Board</li> <li>2. MSSA Board</li> <li>3. MSSA Administrator</li> <li>4. MSSA Administrator</li> <li>5. MSSA Administrator</li> </ol>	<ol style="list-style-type: none"> <li>1. Work in progress</li> <li>2. Ongoing</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. x</li> <li>2. x</li> <li>3. x</li> <li>4. x</li> <li>5. x</li> </ol>