



# Strategic Plan 2023-25

## **Masters Swimming in South Australia**

- Masters Swimming has a long history in South Australia, with a group of keen swimmers forming the first club more than 30 years ago. Today Masters Swimming SA has a membership of over 600 adults with skilled volunteers supporting the organisation to achieve its goals.
- Masters Swimming SA offers a variety of pool and open water events throughout the year and qualified coaching for all levels. There is significant club participation in these events and a healthy, fun, friendly competition between clubs.
- Masters Swimming SA aims to increase participation in swimming in South Australia, and consequently the membership of the organisation, by building strong partnerships and developing and maintaining effective management systems.

## **Our Mission**

To provide an environment at Club and State level that encourages adults to swim and participate in order to promote fitness, fun and friendship.

## **Our Vision**

To position Masters Swimming SA as the leading provider in aquatic sport for adults in the SA community.

## **Objectives**

- Coordinate the activities of individuals through clubs to gather for training, competition and social interaction at local, state, national and international levels in a safe and controlled environment.
- Publish results of these meets leading to encouraging others to take part in the organisation's activities and to measure their own performance against those of a similar age.
- Develop accredited coaches and safe coaching practices.
- Develop accredited officials to provide for fair competition.
- To maintain a communication network for clubs via State and National Branch to keep members informed about social and competition opportunities.

## **Our Key Stakeholders**

Affiliated clubs, individual members, Masters Swimming Australia, National Board of Management, State and Territory Masters Swimming organisations, MSSA Board members, coaches, officials, volunteers, employees, sponsors, SwimmingSA, State and local governments and their agencies.

## 1. Management / Administration

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

**Rationale:** Build an effective and sustainable organisation through the following strategic priorities to help ensure the organisation:

- maintains its Board, staff and services;
- has the financial resources to deliver development programs;
- maintains good relationships with key stakeholders such as clubs, sponsors and commercial partners;
- promotes the sport to attract new members and build community awareness;
- embraces new technologies to improve communications with key stakeholders; and
- uses sound risk management strategies in all facets of the organisation's operations.

Category	Strategic Priorities	Key Performance Indicators
1.1. Governance	Review constitution and ensure we continue to comply with constitutional requirements, thus providing sound governance of the organisation	Compliance with constitutional requirements
1.2. Operations	Ensure effective operational performance and sound administration processes	Achieve performance targets outlined in operational plan
1.3. Financial Management	Maintain good financial practices to ensure financial stability and growth	Compliance with financial policies and procedures
	Sustain and increase sources of revenue	Achieve current levels of budgeted annual revenue

1.4. Stakeholder Relations	Improve relationships with key stakeholders	Increase levels of funding and services with key stakeholders
1.5. Communications	Embrace initiatives for information and communication technologies	90% club/member satisfaction with evolving communications systems
1.6. Risk Management	Adopt strategies to manage identified risks	Compliance with strategies
1.7. Roles & Responsibilities	Maintain current comprehensive position descriptions for all Board and Coordinators roles	Current documentation

## 2. Partnerships

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

**Rationale:**

- Increased membership means healthy and active clubs that are accessible to all South Australian adults.
- Good communication increases the opportunities for all members to access the programs and products available.

Category	Strategic Priorities	Key Performance Indicators
2.1. Sponsorship	Grow and leverage OWS sponsorship, securing additional sponsorship for the series	Additional OWS sponsorship secured and obligations met
	Identify and secure a sponsor for MSSA and pool series	MSSA and pool series sponsors secured

2.2. Advocacy	Maintain strong ties with SwimmingSA, Masters Swimming Australia and the Office for Recreation, Sport and Racing ,	Liaise with all bodies
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

### 3. Participation / Development

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

**Rationale:**

- The local club is the entry point for members.
- To recruit and train administrators, coaches, technical officials and volunteers.
- Increasing member benefits will encourage people to access and enjoy participating in clubs in local communities.
- Implement systems and procedures that ensure swimming is conducted in a safe environment.

Category	Strategic Priorities	Key Performance Indicators
3.1. Membership	Facilitate coordination of activities between clubs in building and promoting masters swimming to local communities	Increase clubs membership levels
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
	Implement succession planning strategies to increase the number of available officials, volunteers and coaches	Increased number of trained officials, volunteers and coaches
3.3. Targeted programs	Develop targeted promotions to boost 18-30 year old membership	Progressive increase in 18-30 year old members
	Encourage greater member participation at pool meets and open water swimming events	Increase in participation in pool and open water events

## 4. Marketing

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**Objective:** Develop strong marketing strategies.

**Rationale:**

- Targeted marketing strategies will ensure MSSA will be seen as a positive contributor to fitness, friendship and fun in society and therefore encourage increased participation.

Category	Strategic Priorities	Key Performance Indicators
4.1. Communications	Market the sport to the Masters Swimming Organisation, SwimmingSA and the broader community	Increase in registered members
4.2. Targeted programs	Develop marketing strategies to increase 18-30 year membership	Progressive increase in 18-30 year members
	Encourage greater member participation at pool meets and open water swimming events	Increase in participation in pool and open water events