



The NSW Association of AUSSI Masters Swimming Clubs Inc. ABN: 42 468 116 472

MASTERS SWIMMING NSW STRATEGIC PLAN 2016–2018

Vision

To encourage adults, regardless of ability, to swim regularly

Purpose

- ❖ To achieve our vision
- ❖ To provide focus for the growth, funding and development of our sport
- ❖ To engage, lead and enhance the relationship with all our members and clubs

Our Values and Behaviours

In delivering this strategic plan, Masters Swimming NSW will at all times act with integrity, respect, accountability and inclusion, and will develop and grow our sport for adults.

Vision and Planning —Administration / Management / Planning— **Key Strategies 2016–2018**

DEVELOPMENT OFFICER

- ❖ Dedicated position to target growth
- ❖ Clear and regular communication with clubs and members

Objectives

- ◆ To create and implement retention strategy to reduce churn through better understanding of membership expectations and requirements
- ◆ To identify organisations that can be leveraged to grow membership
- ◆ To develop a marketing plan that includes social media and promotions
- ◆ To develop a dashboard of measures to monitor retention and growth performance

Tactics

- ◆ Implement survey for membership that will deliver insights as a basis for retention strategy and its implementation
- ◆ Engage membership through expansion of activities with other sporting bodies, national and international
- ◆ Build relationships with junior squads, ocean swims, council pools, other sporting bodies, etc. and develop business development strategy to grow base
- ◆ Work with disadvantaged groups to broaden awareness and participation, targeting 2 groups annually



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Masters Swimming NSW

Quad 1, Level 2, Sports House, 8 Parkview Drive SYDNEY OLYMPIC PARK NSW 2127

P O Box 6941 SILVERWATER NSW 2128 Phone: 02 8736 1232

Email: admin@mastersswimmingnsw.org.au Website: www.mastersswimmingnsw.org.au



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- ◆ Create and implement marketing plan including ‘member-get-member program’, promotions, social media
- ◆ Marketing committee to create and maintain a welcome e-pack for all new members

Measures

- ◆ Increased membership—new and retained
- ◆ Greater understanding of club and member needs
- ◆ Increased fan base on Facebook page

EFFECTIVE GOVERNANCE AT CLUB LEVEL

- ❖ Provide all club executives with training and education
- ❖ Improve governance at club level with assistance of NSW Sports Federation

Objectives

- ◆ To have all club executives attend one training course recommended by MSNSW in 24 months
- ◆ To agree to an annual program of events that is promoted across all clubs
- ◆ To annually review all existing policies and procedures
- ◆ To reduce health and safety issues
- ◆ To create a risk register that is reviewed at a board meeting
- ◆ To develop a media relations strategy managed by a committee
- ◆ To create social media guidelines at state and local levels
- ◆ To create a sub-committee to be custodians of MSNSW brand

Tactics

- ◆ Create, distribute and implement a manual for carnival management
- ◆ Media relations and social media strategies to include policy and procedures that are reviewed annually
- ◆ Create a sub-committee to manage a risk register and monitor performance

Measures

- ◆ Continuity of existing program of events
- ◆ Clubs retain membership
- ◆ Clubs’ executives attend education sessions

IMPROVED STRATEGIC MANAGEMENT

- ❖ Annual review of committees and board members
- ❖ Periodic review of organisation’s structure
- ❖ Educational opportunities for board and committee members



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Objectives

- ◆ To review the board's performance
- ◆ To establish committees to manage various programs / initiatives and report back to the board
- ◆ To develop a board succession plan through identifying potential talent
- ◆ To review and adjust the strategic plan annually
- ◆ To encourage a higher level of engagement of club members in the strategic process
- ◆ To have board and committee members attend an educational program every 24 months

Tactics

- ◆ The board to review its performance against accepted industry standards
- ◆ Select participants for a risk & audit committee, marketing and brand committee, and education committee
- ◆ Design a program of educational opportunities for board and committee members
- ◆ Encourage participation of club committees in the strategic process via workshops and / or webcams
- ◆ Create 2-day workshop for board members to review strategy and re-engineer where required
- ◆ Identify talent for committees and projects, targeting at least 5 candidates per year

Measures

- ◆ Improved volunteer engagement
- ◆ Increased numbers of board and committee nominations
- ◆ Satisfied and confident volunteer workforce

EXPANSION OF RANGE OF ACTIVITIES

- ❖ Partner open water swimming events
- ❖ Partner Swimming NSW
- ❖ Partner Sport & Recreation

Objectives

- ◆ To offer members a range of activities that will build engagement with MSNSW
- ◆ To leverage partnerships to grow membership through cross pollination of databases
- ◆ To promote a more collegial swimming environment across intra- and inter-branch clubs



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Tactics

- ◆ Marketing committee will include all other non-masters swimming activities in the welcome pack
- ◆ Develop relationship with oceanswims.com to position MSNSW as the premier swimming body in the state
- ◆ Meet with Swimming NSW and Sport & Recreation once per quarter to develop 2 swimming opportunities for members
- ◆ Monthly teleconference with Masters Swimming administrators interstate to create and implement 2 cross-market opportunities
- ◆ Coaches and officials courses diarised annually

Measures

- ◆ Increase participation in a wider variety of events
- ◆ Consider open water swims as an option
- ◆ Regular communication / cooperation with Swimming NSW

Growth
—Club Development / Marketing / Member Participation—
Key Strategies 2016–2018

BROADEN AWARENESS OF MSNSW BEYOND CURRENT MEMBERSHIP

- ❖ Maintain four branch championships
- ❖ Utilise Bushrangers (NBR) virtual club
- ❖ Clubs to receive personal and face-to-face service
- ❖ Facilitate personalised / individualised marketing for clubs

Objectives

- ◆ To grow membership by providing well promoted drawcard events and other innovative carnivals and workshop-style programs
- ◆ To retain and grow members by providing clubs with appropriate development and education programs
- ◆ To continue to build on relationships with clubs and their committees, through a planned program of contact points
- ◆ To support clubs by providing support for marketing and promotion

Tactics

- ◆ Create annual calendar of mixed activities that appeal to a broad audience, ensuring 4 significant events per year



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- ◆ Marketing committee will develop a strategy to promote event and development calendars, ensuring maximum media coverage at key events to include local press, industry titles, and social media
- ◆ Marketing committee will assist clubs in developing marketing plans, providing guidance and structure as well as brand management for MSNSW
- ◆ The board will aim to hold a meeting with each club once per year
- ◆ Club presidents to be invited to annual meetings with MSNSW president

Measures

- ◆ Increase numbers of new and retained members

OPPORTUNITIES TO EXPAND RANGE OF ACTIVITIES OFFERED TO MEMBERSHIP

- ❖ Communicate with membership to ascertain desired opportunities
- ❖ Research national and international swimming organisations
- ❖ Research comparable sports organisations

Objectives

- ◆ To retain existing members through increased offerings outside current program
- ◆ To form alliances with national and international organisations including international masters swimming clubs
- ◆ To form alliances with local sports organisations

Tactics

- ◆ Create and orchestrate at least 2 event-based extracurricular programs per calendar year, one with the under-35 years category
- ◆ Develop sister relationship with one international club to share information development opportunities with one joint swim meet per year
- ◆ Develop relationships with both swimming and non-swimming bodies to grow membership, awareness and expand activities, targeting 2 per year
- ◆ Offer a range of membership options through re-education of clubs

Measures

- ◆ Programs and offerings increased throughout the year
- ◆ Activities expand to provide opportunities for swimmers who don't wish to compete
- ◆ Membership of MSNSW reflects steady growth
- ◆ Numbers to include volunteers and social members



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Improvement
—Training / Coaches / Officials / Executive—
Key Strategies 2016–2018

INCREASE NUMBER AND RETENTION OF ACCREDITED COACHES

- ❖ Provide professional development opportunities for coaches
- ❖ Branch Coaching Director or delegate to attend club sessions to assess and support new coaches
- ❖ Branch Coaching Director or delegate to assist with provision of mentors for all coaches
- ❖ Actively support coaching accreditation

Objectives

- ◆ To ensure all clubs receive coaching / coaching programs from an accredited coach following MSNSW guidelines
- ◆ To provide ongoing development for coaches through a program of workshops and clinics over a 12-month period
- ◆ To retain a number of internal and external coaches to act as mentors throughout the year
- ◆ To create a collegial environment where coaches support each other under the guidance of the Branch Coaching Director or delegate
- ◆ To increase the number of masters-accredited coaches by 10%

Tactics

- ◆ Establish a coaching committee to drive recruitment, new projects and create coaching development programs
- ◆ Recruit 8 internal and external coaches for mentoring purposes, coaches to be well briefed and have an established structure
- ◆ Create regular forums and tools for both formal and informal communication
- ◆ Branch Coaching Director or delegate to visit each metropolitan club annually and all regional clubs to assist and support coaches
- ◆ Feedback to be sought from all coaches annually via a survey to determine needs and requirements to set annual program

Measures

- ◆ Regular participation by coaches in communication forums
- ◆ High attendance (25+) at swim clinics, courses and workshops
- ◆ Increased number of new coaches joining MSNSW



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INCREASE NUMBER AND RETENTION OF ACCREDITED TECHNICAL OFFICIALS

- ❖ Provide professional development opportunities for technical officials
- ❖ Introduce all new members to the concept of officiating
- ❖ Actively increase the number of accredited technical officials

Objectives

- ◆ To provide ongoing development for technical officials through a program of workshops and clinics over a 12-month period
- ◆ To grow the number of technical officials through recruitment drive and information portal
- ◆ To raise the profile of technical officials within the organisation and clubs

Tactics

- ◆ Under the guidance of the Branch Technical Director / Training Coordinator, deliver a program of courses over 12 months across several mediums
- ◆ Recruit 10 technical officials each year through club engagement and information programs and tools
- ◆ Create regular forums and tools for both formal and informal communication
- ◆ Establish a calendar of information sessions on officialdom both online and in other locations

Measures

- ◆ Regular participation by technical officials in communication forums
- ◆ High attendance (50%–70%) at courses
- ◆ Increased number of new technical officials

IMPROVE STRATEGIC MANAGEMENT OF MSNSW— CORPORATE GOVERNANCE, PLANNING, LEADERSHIP SKILLS, COMMUNICATION

- ❖ Seek professional development for the board, administration staff and club executives
- ❖ Regular performance reviews of the board, administration staff and club executives
- ❖ Provision of training opportunities for executives

Objectives

- ◆ To provide ongoing development for executives and the board through a program of courses and workshops annually
- ◆ To establish a mentoring program for club executives with internal and / or external members in related sporting codes
- ◆ To ensure all board members are able to satisfactorily fulfil the duties of their position



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- ◆ To establish a review period for the board and administration staff of MSNSW every two years
- ◆ To create an effective three-year strategy for MSNSW

Tactics

- ◆ Establish an annual calendar of professional development opportunities covering governance, planning, leadership and communication for club executives and the board
- ◆ Seek out appropriate mentors for club executives from other swimming bodies or sports codes
- ◆ Seek out mentors for the board that are able to provide guidance to effective board participation

Measures

- ◆ Increased participation and engagement by club executives in MSNSW strategic processes
- ◆ More effective board participation
- ◆ A clear three-year strategy to present at the 2017 AGM



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