



Master Swimming NSW - Strategic Plan 2024 -2027

Vision

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

Summary

	Clubs	Officials & Volunteers	Swimmers	Partners, Sponsors & Key Stakeholders	Programs, Systems & Finance
Strategic Priority	Create a strong support framework to help clubs create long term sustainability.	Deliver a range of high-quality programmes to support and motivate our members, officials, volunteers, and workforce.	To promote Masters Swimming in NSW with a younger audience in mind. To build a swimming community that represents Australia's diversity.	Develop partnerships and shared resources with organisations that have compatible aims.	Strengthen our organisational sustainability for the future.
Objectives	To increase participation in Masters Swimming by assisting in the formation of Clubs. To increase participation in Masters Swimming by assisting Clubs to grow their membership	To increase the numbers of Club Coaches and Technical Officials To have a strong, empowered, and creative team working together on projects. To increase the number of volunteers. Continue to develop a succession plan.	Create a pathway for junior swimmers to transition into Masters. To better promote Masters swimming to younger swimmers. To better promote Masters swimming to unserved communities.	Pursue dual membership possibilities. Seek partnership and shared services with Swimming NSW, SLSC (Narrabeen and others)	Maintain financial sustainability. Manage organisational risk.
Action Plan	Foster our network of clubs through a strong support framework to help them create long term sustainability. Create a Club Matrix to connect swimmers with the right type of club for their needs Build capability and deepen engagement with clubs.	Provide pathways for ongoing high quality, flexible and accessible training for the Board, Staff, Coaches, Technical Officials and Volunteers. Identify and nurture suitable volunteers for higher profiles within the organisation. Celebrate the achievements of all people within the organisation. Support MSA's efforts to develop online accreditation programs.	Improve the image and awareness of MSNSW. Promote Masters swimming in a way that is attractive to the younger swimmers. Promote Masters swimming to the broader NSW community. Reduce the number of lapsed members. Improve communication with members through Social Media and Monthly Newsletters. Review the operation of Million Metres, E1000, NSW Pathway, Swim Series and Postal Swims to make sure that they are fit for purpose and to increase participation rates.	Support MSA's development of a financial model for dual membership. Develop relationships and shared objects with Swimming NSW. Develop dual sanctioning of events and membership options with other aquatic sports organisations. Maintain relationship with existing sponsors and search for new partnerships.	Create strong governance structures as expected of a State Sporting Organisation. Develop, maintain, and monitor a risk register. Remain abreast of MSA's redesign of its website and use this to redevelop MSNSW's website, concurrently if possible. Create new and innovative revenue streams to ensure ongoing financial sustainability. Maintain a close relationship with the Office of Sport NSW to ensure MSNSW gains as much financial support available through Office of Sport NSW.
Measures	Number of clubs in total and by geography.	Number of individuals in each category of Officials. Number of discrete individuals using highest Official qualification level.	Number and spread of swimmers by Age, Gender, and Residency. Attrition Rate. Reduce rate of lapsed memberships to 25% or less by Dec 2025 Reactivation Rate.	Revenue or in-kind support from Sponsors. Number of Dual Sanctioned events.	To ensure that there is sufficient Cash at Bank to meet two years forecast operating expenses.

FITNESS, FRIENDSHIP AND FUN