



# MASTERS SWIMMING AUSTRALIA STRATEGIC PLAN 2020 - 2023



## Our Vision

Enrich and inspire adults to swim for life

### Strategic Priority

Leverage partnerships and shared infrastructure

### Strategic Priority

Deepen MSA reach into the broader adult swimming community

### Strategic Priority

Engage a younger cohort

### Objectives

Adopt a new Customer Relationship Management Model (CRM)  
Review dual Memberships  
Seek partnerships & shared services where possible for MSA

### Objectives

Create a consistent MSA brand and profile  
Leverage existing national campaigns  
Establish information-rich MSA swim for life portal  
Connect adult swimmers to i-Swim

### Objectives

Create a pathway from young adults to adult swimmers  
Connect with young adults in the tertiary education sector

Branches to continue to drive change at the local level, taking into consideration different policy settings, stakeholder requirements and resources. However, where appropriate, it is agreed the opportunity to support One Club is taken.

### Action Plan

- Prepare data for CRM transition
- Prepare member Branches in event of CRM transition
- Review deed with Swimming Australia (SA)
- Create financial model for dual membership and receive Branch feedback
- Implement new membership options for Summer 20/21
- Determine the feasibility of co-locations
- Identify, cost & implement opportunities for shared service arrangements

### Action Plan

Establish content to strengthen the MSA identity  
Establish national tools for consistent messaging  
Create & roll-out co-branded content for the Olympic campaign  
MSA swim for life portal for members/non members  
Cost & Seek funding for the build  
Secure a provider and secure the build  
Develop the MSA member journey & content  
Negotiate agreement with SA (i-Swim)  
Leverage i-Swim to members/Non-members

### Action Plan

Create a shared strategy with Swimming Australia, Tertiary Institutions, Water Polo, SLSA etc



# Data from MSA workshops

## Context

### Community Health & Wellbeing

- Increased awareness of health & well-being
- More focus on, and openness to, mental health e.g. Are U Ok? day
- Beginning of more collaborative approaches across government departments
- Health fund sponsorship
- Massive focus on well-being
- A strong link is not being made between sport and mental health
- Increased yoga, meditation and Pilates - it is inter-generational and complementary to swimming

- Encouragement of the masses
- Shorter activity times
- Move away from commitment to instant gratification
- Decreased identification with a club
- Increased use of technology – online and other tracking apps
- Culture of sport is changing and becoming more positive and inclusive
- Increased number of women in sport – greater focus on women and girls with sponsorship from the corporate sector
- Focus on changing the organisational culture within sport
- Female leaders are creating more positive cultures
- A broader range of sports available to women such as cricket and AFL
- Esports/eGaming are attracting huge audiences
- New sports are emerging
- Alliances merging between Esports and sports clubs

### Sport & Physical Activity

- Increase in walking versions of sports and other adaptations
- Overall a more inactive community
- Increase in exercise from home with apps and programs (e.g. cycling) cater to the time-poor
- Focus on inclusion e.g. LGBTIQ+, disability and ethnicity
- Smaller groups engaging together
- Increase in recreational activity versus organised sport
- Specialist groups within clubs /Coffee groups
- Travel sport economy
- Sport is entertainment
- Inclusion of a women's league
- Increase in professionalism, that is, people paid to play
- Increase in complexity of administering clubs e.g. governance
- Lots of charity walks & participation events (built into traditional events)

### MSA Swimming Local & International

- Growth in open water swimming globally – a lot of informal and formal swimmers who may not end up in a race but are completing 3-8 km (like bike riders)
- Racing purely for participation and the experience
- Skewed to older participants
- The USMS has 21 national events for 70,000 members

## Capability

### Key Strengths

- The nature of MSA and its current model aligned with current messaging around health and fitness
- Existing presence at facilities
- Presence in and at open water events
- Existing relationships with stakeholders
- Framework of coaches, volunteers and technical officials
- Adult, inclusive environments
- Strong social and community feeling driven through the branches and clubs

### Key Weaknesses

- Failure to tap into Australia's largest sport participation base – a lot of Australians can swim
- Competition for daily lane space
- MSA is down the priority list when allocating pool space for competition meets
- Perception that MSA is for old people and elite swimmers who compete
- Decreasing volunteer base, due to ageing volunteers, which is challenging as is the life blood of the sport
- Questioning relevance of the club structure to the community's changing needs
- Capacity and capability of MSA to deliver strategic and operational priorities
- Lack of diversity of MSA's sport leaders in terms of age and ethnicity

Based on the changing context, particularly the sport and physical activity landscape, the following represents the ability of MSA to respond, with consideration for both its strengths and vulnerabilities

## Future Considerations

- Engage with a strategic partner that links swimming participation with rewards/sponsorship
- Partner with the Aquatic Leisure Centre Association to increase access for MSA clubs and swimmers
- Establish relationships with bodies promoting health e.g. Black Dog

It was agreed that priorities for this strategic planning cycle must be manageable in number. Some ideas are not included in this strategy but will be considered into the future.

## Key Learnings

### Key Learnings from implementation of past strategic plans include:

- Greater focus is required by the National Office and national meetings on strategy implementation with operational discussions better managed through committees
- The strategy must be realistic and reflect a change in past approaches
- More proactive and frequent decision-making is required to drive national programs and increase delivery speed
- More coordinated approaches are required in the development of new products to reduce unnecessary duplication

