

SECTION 7

STRATEGIC PLAN

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The **2012-15** Strategic Plan below was endorsed at the 2012 AGM.

THREE YEAR STRATEGIC PLAN

2012 – 2015

CONTENTS

- 1. Introduction**
- 2. The Organisation**
- 3. Structure of Master Swimming**
- 4. Purpose**
- 5. Current position**
- 6. Goals**
- 7. Strategies**

1. Introduction:

New Zealand Masters Swimming (NZMS) is an adult swim organisation committed to fostering, developing, and promoting swimming as a means of fun, fitness, and friendship through programmes for members over the age of 20. NZMS has been operating since 1977.

2. The Organisation:

- 2.1 Adults who enjoy swimming as a means of keeping fit find the comradeship and friendship of Master Swimmers a great benefit. To complement the Club scene organised competition opportunities are provided.
- 2.2 Masters who compete swim in 5 year age groups i.e. 20-24, 25-29, 30-34, 35-39 etc up to 95+.
- 2.3 NZMS maintains a full set of records for all age groups in both long and short course, i.e. 50 metre and 25 metre pools. World records are maintained by FINA (World Swimming Federation) to which NZMS contributes. The NZMS top ten rankings for long and short course events are included in the World Top Ten also maintained by FINA.
- 2.4 A computer database of all members has been developed and maintained. Specifically designed software from the USA based firm Hytek has been purchased to manage the running of swim meets.
- 2.5 The determination of age for Masters swimming in respect to competition is "age at 31 December in the year of competition". The financial year for NZMS is 1 January to 31 December.

3. Structure of Masters Swimming:

- 3.1 NZMS is based on five regions –
 1. Northern
 2. Districts
 3. Central
 4. Capital
 5. Southern
- 3.2 The Council of NZMS is made up of two delegates from each region, plus an appointed Secretary/Treasurer. A President and Vice-President are elected by the Council Members every two years. The Council confirms appointment of Secretary/Treasurer, Swimming Officer, Open Water Swimming Officer, Editorial Officer, Information Technology (IT) Officer and Webmaster at the AGM. The NZMS Executive consists of the President, Vice-President, and the Secretary/Treasurer.
- 3.3 The Council meets at least once a year at the Annual General Meeting, which may also be attended by the officers.

4. Purpose

4.1 To provide an umbrella organization, run by a core group of willing volunteers – providing a national operations manual, website, newsletters, national events, membership of the International organisation, FINA, travel and other support. Masters Swimming aims to provide:

- Swimming recreation and fitness opportunities for all ages and abilities
- Competition at all ability levels and ages via sanctioned meets and fun meets, nationally and internationally – in the pool and in open water events
- Travel and social opportunities
- Health and fitness benefits
- Camaraderie/ friendship/ networking – locally, nationally, internationally
- Access to coaching/ learn to swim.

5. Current position

5.1 The immediate challenges facing NZMS are –

- Declining membership. 75% of clubs have less than 20 members
- Low profile and image, no media presence
- Few Open Water Swimming masters events – so swimmers gravitate to professional events
- Limited funding, partly due to the fact not all clubs require membership of National NZMS (contrary to Constitution). No national sponsorship. Unable to employ fully paid professionals
- Coaching not offered by all clubs
- Club leadership variable, poor communication with National Body by some local clubs.

5.2. Some NZMS achievements in 2011 were –

- Membership numbers remained stable
- An improved our financial position, from an annual deficit of \$8,000 to a surplus of \$2,000
- The recruitment of an IT Officer from within the membership, a position which had remained vacant for some years
- Members were surveyed and the results used to inform this plan
- A monthly e-news to clubs was introduced and facebook was set up
- NZMS further developed its relationship with Swimming NZ. NZMS participated in their inaugural Annual Award event and Swimming NZ ran our National Open Water Swimming Championships
- Work started on the history of NZMS.

6. Goals for 2012-15

- To increase membership by 20%
- To increase the number of and participation in NZMS events
- To ensure all NZMS members have access to coaching opportunities through their club or the National NZMS
- To maintain a financial break-even or surplus position
- To survey members in 2015 with the results showing increased satisfaction.

7. Strategies

7.1. Member services:

- Trial subscriptions to printed copies of Masterscrawl
- Enhance and extend Awards
- Research options for and implement:
 - a NZMS Coaching Programme
 - additional NZMS events.

7.2. Financial position:

- Secure sponsors for coaching programme and/or new NZMS events.

7.3. Membership marketing and PR

- Continue and develop further partnerships with Swimming NZ and other organisations e.g. Sports Trusts/ Australia Masters Swimming
- Increase the media profile of NZMS - develop media contacts and provide regular media releases
- Increase visibility via social media – further develop NZMS website and Facebook
- Negotiate for links and NZMS information on Swimming NZ & other websites
- Undertake a recruitment drive.

7.4. Management and administration

- Recruit from NZMS members to fill gaps in Executive expertise, e.g. marketing, fund raising & sponsorship, editorial, journalism
- Develop and implement an IT strategy, to improve the IT support for sanctioned meets and member management
- Develop the editorial role to include website and media
- Offer printed Masterscrawl subscriptions
- Continue work on the history of NZMS
- Complete a review and update of NZMS Manual.

New Zealand Masters Swimming 2012