

Rescue Ready - LIFESAVING				
Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Rescue Ready LIFESAVING	Grow capability by :			
	1) Retention of trained lifesavers	1) Requalify 80% of active lifesavers per annum	Annually	DOL
	2) Transitioning U4 nippers through SRC	2) 80% of U14 to complete SRC award	Annually	DOL, Ed Coord, DOY
	3) Attract suitable SRC and Bronze candidates annually	3) a) Flexibility in training opportunities as we grow capacity increase course delivery options to facilitate participation options b) Use existing members to help bring in new members	Ongoing inline with point 4 below	DOL, Ed Coord
			Ongoing	DOL
	4) Continue to identify and develop new Trainers for all education courses growing capability	4) Retain 90% of trainers - Upskill existing trainers to deliver other awards (ARTC, IRB and so on) - Encourage trainers: targeted campaign to grow capacity to deliver varied styles of courses (ie. Those who can run courses over school holidays or intensive programs for nipper parents)	4/5 year plan: Capability 21/22 season: 10 new trainers with 5 of these nipper parents 22/23 season: 2 new trainers for lifesaving awards 23/24 season: 2 new trainers for lifesaving awards 24/25 season: 2 new trainers for lifesaving awards Capacity 21/22 season: SRC to BM course 22/23 season: Intensive course for nipper parents (summer holiday time), Intensive SRC course (Oct school holidays), Intensive SRC-B course (Oct school holidays) plus usual Oct and Feb courses 23/24 season onwards : maintain the above	DOL, Ed Coord
5) Provide reliable, skilled and high level surf patrols on our beach	5) a) Maximum of 10 rostered patrols per member per season. As membership increases grow the number of patrol teams ensuring they are fully serviced by quality qualified lifesavers b) Map out to all SRC/BM squads the progression of awards as their lifesaving career progresses for ongoing skills enhancement/upskilling – SRC/BM/IRBC/SMIRBD/First Aid/ARTC/SMBM/Gold c) Roving patrols to cater for the changing work environment: map out the requirements, such as minimum hours over the season and timing of hours	Ongoing	DOL	
		Ongoing as courses become available By 22/23 season or as resourcing allows	DOI, Edu Coord DOL	
6) Develop quality patrol leadership members capable of mentoring lifesavers with a succession plan in place	6) Identify members through: - PC referral - Lifesaving candidates as they finish their course - Expressions of interest	Ongoing	DOL	

	7) Maintain and review lifesaving equipment introducing technology to enhance capability, skills and support of lifesavers on our beach	7) Gear Inspection completed annually ad ongoing. Maintenance of lifesaving asset register in Surfguard identifying quantity, quality, serviceability for development of a replacement plan. Monitor the market for possibility of introducing new equipment eg. Observation tower for surveillance patrols etc	Ongoing	DOL, BOM
	8) Succession planning – identifying future leaders, mentor future leaders fr LSC positions such as DOL, ADDOL, IRB Coord, Registrar, Education Coord	8) Mentor junior leaders - Refresh of members holding positions every 3 years (approx.) - identify and train members in key roles continually - allow for fresh ideas and take for the section to continue moving forward	Ongoing	DOL, DDOL, IRB Coord, Ed Coord
	9) Seek funding through grants	Seek out new areas of ClubGrant Seek out new government grants	Ongoing or project based	DOL, LSC, DOF

Our People Our Club - STRENGTH

Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Our People Our Club STRENGTH	1) Provide a safe and welcoming club	1) Retention target 80% annually – community reach	Annually	ALL
	2) Provide a diverse range of services including lifesaving courses, surf sport coaching and competition, equipped gymnasium, a welcoming environment for mature age members and one that supports mental and physical health	2) Maintain and grow surf sports, education, lifesaving diversity, improved health services including accessible and affordable gymnasium, introduction of fitness/social group for mature age members, promote weekly coffee club where members are invited to meet others in a safe environment Look into Silver Salties Program	Ongoing	ALL
	3) Review Cub Constitution and Regulations every 3 years	3) Maintain currency with operating environment	On a needs basis and a full review for relevancy to occur every 3 years	VP/Constit. Committee
	4) Continue to adapt and improve club communications to suit all generations	4) Publish club newsletter monthly, maintain social media platforms and Surfguard messaging. Review Club website annually for currency. Use SMS Surfguard for quick information exchange and Team App for competition training and carnivals	Ongoing review for best practice for best communications	
	5) Grow and maintain membership	5) Aligning activities to ensure all interested groups have meaningful purpose, support and involvement in our club by developing a returned and recruitment strategy. Focus on developing nipper parents into active members	Annually – 250 active patrolling members	ALL
	6) Grow Club Office capability	6) Shift some administrative requirements from Directors to paid staff in an effort to attract quality club leaders for succession planning	Ongoing	Sec

Our Financial Security - STABILITY

Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Our Financial	1) To be financially secure and sustainable into the future	1) a) Maintain, acknowledge, and focus on retaining current sponsors and donors	Annually	Pres, VP, DOF
			Ongoing	Pres VP, DOF

Security STABILITY		b) Identify new sponsors and donors developing a pathway for 'walk in' doors through transparent means i.e.. 'Donate Now' options on website, monthly article in newsletter, marketing brochure for all club equipment, production of a superior marketing sponsorship document		
	2) Gown and plan for new income pathways using the clubhouse	2) a) Nurture and support Top Cat Catering, review performance at end of current lease b) Continue to improve capability and broaden appeal and income earning capacity of second function room – Heritage Room c) Implement a review within the time frame of this strategic plan re: future use and expansion of the club kiosk	Annually and term of lease Annually Within 4 years	Executive Executive Executive
	3) Develop a Grant Seeking Officer to seek our new grant opportunities	3) Seek out a member or friend with marketing capability to improve our opportunity to secure government funding grants aligning them to relevant people and activities. Identify/qualify/prepare grants. Utilise the Grant Seeking Unit through SLSA.	By 22/23 season	DOF
	4) Strong Financial Management and Plan	4) a) Develop and implement an annual budget for all areas of operation and maintain adequate cash reserves for club operations b) Compile a list of capital works for the club on an annual and priority basis, align funding source to projects c) Compile a maintenance schedule and consider funding methodology d) Maintain asset register of all club equipment ensuring the on sale of redundant, end of life or no longer required equipment, reinvesting sale funds back into general revenue.	End of season for following season Annually Annually Ongoing	ALL with DOF Building Coordinator / BOM Building Coord ALL with DOF

Our Friends Our Stakeholders - PARTNERS

Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Our Friends, Our Stakeholders PARTNERS	1) Strong and ongoing relations with the local community	1) Continue to host events such as Oktoberfest, surf carnivals ocean swim etc. public bar welcoming community members through a public information campaign. Support government and not for profit groups using club facilities at little to no cost ensuring such use is publicised internally and external through club communication methods	Ongoing	ALL
	2) Building and maintaining strong relationships with the 3 tiers of government	2) Invite all delegates to appropriate club events including sponsorship, presentations, AGM and	Ongoing	Executive

		community events such as Ocean Swim and Oktoberfest mixing and seeing the broader community		
	3) Valuing our sponsors and donors	3) Ensuring suitable recognition and protocols are in place to highlight the support of all donors to the club	Ongoing	ALL

Best Practices - GOVERNANCE

Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Best Practices GOVERNANCE	1) Ensure compliance with all relevant regulatory and financial reporting requirements	1) Compliance and reporting on: <ul style="list-style-type: none"> - GST reporting - Business Activity Statements - Charities and Not for Profit Comm - Office of Liquor and Gaming - Capitation and Affiliation with SLSNSW & SLSS - Complete of Club Annual Report & Financial Audited accounts - Working with Children Checks and any other relevant checks as required - ACNC - NSW Fair Trading 	Annually	Sec/DOF
	2) Transparent BOM, sub-committee record keeping	2) a) Minutes of meetings are recorded by all committees and distributed as per Regulations (provided to Club Secretary who provides to BOM). Plus refer Constitution Rule 35 Custody of Books and other documents b) Board activities and formation area consistent with Club Constitution and Regulations	Ongoing Ongoing	ALL ALL
	3) Succession planning for all BOM positions	3) Ongoing process of identifying future leasers to ensure the club stays relevant and moves with the times. Succession for movement within the BOM as well as refresh with new members	Constitution Rule 18.7 Term of Directors. 2 year term period – odd and even year election. Directors may be re-elected after 2 year term has concluded.	BOM

Our Surf Sports Future - PARTICIPATION

Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Our Surf Sports Future PARTICIPATION	1) Offer diverse fitness and recreational pathways to members seeking to compete and represent the club or participate in member related sports activities	1) Promote and provide the opportunity to participate in organized sports events whilst encouraging participation in Sunday events, Club Championships days and social swimming such as Dolphins Winter Swimming Club	Ongoing	DOC
	2) Recruit and develop a broad range of coaching disciplines within SLS whilst also increasing surf sport official participants	2) a) Identify all disciplines available in surf sports and align coaching capability with each sport discipline b) Increase coach personnel by 2 coaches per annum c) Review surf sports officials and create a pathway to invite members to be involved.	Annually Annually Annually	DOC, Coach Coord DOC DOC

		Minimum 1-2 new officials		
		d) Support development of coaches through SLS coaching accreditation in all areas of surf sports.	Ongoing	DOC
	3) Encourage participation through demonstration	3) a) Review existing sports to ensure ongoing healthy participation and growth. Consider one annual 'have a go' day/camp using existing member to mentor new recruits as an introduction to Surf Sports	Annually	DOC
		b) Create a pathway for U13 & U14 nippers to interact with Cadets and Juniors	Ongoing	DOC/DOY

Our Youth Our Future – DEVELOPMENT AND FUN

Strategy	Objectives	Measurements of success	Timeframe	Director/Section
Our Youth Our Future DEVELOPMENT & FUN	1) Developing our Youth	1) Building participation to a level able to be supported by Age Mangers, Water Safety, sub committee members resulting in a positive experience	Annually	DOY/Nipper Com
	2) Create asset register for all equipment with annual review	2) Review at commencement of season and created a disposal list to be presented to BOM	Annually	DOY
	3) Good Governance	3) Train and develop sufficient support members to adequately cater for expected nipper members prior to start of a season. Maintain alignment with Club Constitution and budget requirements	Annually	DOY
	4) Deliver the SLS Nipper Program promoting – lifesavers in training	4) Use expertise within the club to deliver the program ie. Trainers, coaches, lifesavers – skill and knowledge sharing	Annually	DOY/Nipper Com
	5) Promote leadership within Youth section	5) Nominate members for Branch/State Development Camps and the like	Ongoing	DOY
	6) U14 Program to engage with the younger age groups	6) Assist with Water Safety U6 upwards (at least till U10s) and beach crew assistance supporting Age Managers	Ongoing	DOY
	7) Communication	7) Parent information sessions (all ages) and U6 Induction	Annually	DOY

Legend

All – all Board members
 BOM – Board
 Pres – President
 VP – Vice President
 Sec – Secretary
 DOF – Director of Finance
 DOL – Director of Lifesaving Services
 DOC – Director of Competition
 DOY – Director of Youth
 Ed Coord – Education Coordinator

DDOL – Deputy Director of Lifesaving
 Coach Coord – Coaching Coordinator
 IRB Coord – IRB Coordinator Lifesaving
 LSC – Lifesaving Services Committee
 Constitution – Constitution Sub Committee
 Nipper Com – Youth Committee

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