

Strategic Plan 2014 - 2019

Soldiers Beach Surf Lifesaving Club



2014 – 2019



Our Organisation

Soldiers Beach Surf Life Saving Club has been established since 1953, and we welcome over 149,000 visitors to our beach every summer season. We have a proud history of providing a quality service to our community and keeping Soldiers Beach safe for all beach goers and demonstrating through competition our members skills of lifesaving.

Our Vision

To save lives, help create great Australians and engage with the local community.

Our Purpose

To provide a quality lifesaving and first aid service to the community and all users at Soldiers Beach, with the aim to have zero preventable deaths between the red and yellow flags.

Our Activities

- ✓ Lifesaving and aquatic rescue
- ✓ First Aid
- ✓ Service to the community
- ✓ Surf Sports
- ✓ Fundraising
- ✓ Personal and educational development
- ✓ Youth development & education
- ✓ Volunteerism

Our Values

- ✓ We are a family orientated organisation
- ✓ Honor values and traditions on which our club was formed
- ✓ Provide a valuable service to our community
- ✓ We are inclusive
- ✓ Being a valued member of the community and being responsive to community needs
- ✓ We operate with integrity and accountability
- ✓ Provide a safe and welcoming environment for education and development in surf lifesaving for all members





Strategic Plan – Lifesaving and Patrols - Saving lives, preventing injury whilst still having fun

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
1.	Increase our number of patrols over the strategic plan life from 10 to 15	1.1 Liaise with Director Education to ensure smooth transition from Bronze Medallion training to patrols	Member will not receive award until 25hrs of patrol have been completed	CC/CTO
2.	Increase our retention of lifesavers from year to year	2.1 Director of Lifesaving to meet each new bronze candidate when they begin award course.	Club Captain and President to attend course Induction	CC/CTO/Pres
		2.2 In conjunction with Director of Education introduce a buddy system, where a new award candidate is 'buddied' with an existing member	75% of award candidate members are 'buddied' with an existing member	CC/CTO
		2.3 Make patrols more interactive by giving patrols activities to partake in whilst on the beach e.g. rescue scenarios.	Patrol Captains report greater satisfaction	CC
		2.4 Have two patrol feedback meetings per year, where Patrol Captain meets with Director Lifesaving to feedback information about patrols and identify areas of improvements.	Meetings taking place and information from meetings is feedback to Management Committee	CC
3.	Most patrols have at least two First Aid, ARTC and Spinal qualified people and indeed most of the membership is picking up these skills as we roll them out through the off season. All new bronzes routinely do first aid and ARTC; most train as crew.	3.1 Promote lifesaving operations actively nominate people for awards		CC/CTO
		3.2 Utilise skills of existing members to assist in achieving this outcome	Existing members engaged in process	CC/CTO



4.	Increase number of 100% patrol attendances each year of plan	4.1 Inform patrol members of their upcoming patrol via SMS and social media	Patrol Captains reporting their patrols awareness of rostered patrols	Club Captain/Patrol Captains
		4.2 Ensure patrol roster is completed by September 1 each year	Use last patrol roster for guidance	Club Captain
				Club Captain
5.	Increase our number of female patrol captains to four (4) by season 2016/17	5.1 Up skill talented female members	Liaise with chosen members/value input	Club Captain
6.	Increase our family orientated patrols to five (5) by season 2016/17	6.1 Re-organise roster to cater for this	Allows more free time for family units	Club Captain
7.	Ensure sufficient gear and equipment resources are available for patrols	7.1 Use of higher quality equipment on patrol	This equipment's quality is maintained at annual gear inspection	CC/Pat Cap/Patrol member
		7.2 Action "more mature" BM candidates for water safety	Encourage members as part of training	CC/CTO



Strategic Plan – Members Services

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
1.	Sustain and grow membership base	1.1 Engage in active and ongoing recruitment program	Recruitment at schools/Open Day Survey	JAC/Committee
		1.2 Ensure members are satisfied with club involvement and services	Calendar/Guide Reporting this in annual club survey to members	Members survey coordinator
		1.3 Structure clear responsibilities of members and clear program of events for season so that members are aware of direction of club (stability)	Constitution and members responsibilities are communicated	Executive Committee
		1.4 Create incentives for member involvement and retention		
2.	Engage, develop and educate junior members	2.1 Create and maintain stability of nippers program, including age managers, structure, program of events and water safety. Establish formalised education component to adhere with SLS recommendations for both theory and practical (refer to SLS provided manual)	Have designated stations for each age group	JAC/Age Managers
		2.2 Establish junior subcommittee or formalised roles with a level of autonomy for each	Committee meets regularly and report is given monthly to Management Committee	JAC
		2.3 Enquire of junior members to assess effectiveness of services, structure offered and room for improvement	Survey/feedback	JAC
		2.4 Develop junior members by challenging them in a supportive and safe environment.	Assess conditions/Risk Assessment	JAC/Age managers/Club Coach

3. Achieve and maintain a united club	3.1 Encourage club social events encompassing whole club (life members, juniors and seniors)	Atleast 2 whole of club social functions held throughout season	Social organiser/JAC
	3.2 Cross club involvement (i.e. differing age groups on patrols, rookie mentoring, Sunday events)		
	3.3 Centralised committee with a holistic vision for the club.	Agreed strategic vision each year	Executive committee





Strategic Plan - Surf Sports

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
1.	Increase level of participation of members in surf sports at carnivals, including Branch, State and Australian Championships	1.1 Grants/Sponsorship (graded – Platinum, Gold, Silver) Providing more support i.e. financial, travel arrangements, gear transfer etc	Increased number of competitors attending major carnivals from season to season	DoSS Ongoing
		1.2 Update photos and competitors achievements over the past 2 years.	Photos on display	DoSS ongoing
		1.3 Provide more awareness via regular notification of competition dates via our website; face book, newsletter and notices up on the notice board.	Competitors have more knowledge carnivals available to them	DoSS Ongoing
2.	Establish and promote an intra-club competitions	2.1 Increase weekly club swim to also include <ul style="list-style-type: none"> i. Ski race ii. Board race iii. Tube race iv. Flags v. Sprints 	Competitors are competing in multiple disciplines on weekend competition	DoSS/Competition Secretary Begin by Jan 2013
		2.2 Reward participation – Club and Carnival member of the month by creating a monthly and half yearly point score which will contribute to ‘clubby of the month’ award	‘clubby of the month’ award is consistent and contributes to competitor of the year	DoSS/Executive Season 2012/13



3.	To improve the competitiveness of the club at carnivals and member self-improvement.	3.1 Establish a formal coaching structure in all disciplines	Club coach reports to DoSS on all disciplines	DoSS/Executive Ongoing
		3.2 Recruit coaches in all disciplines for all members (nippers through to masters)	Club coach reports to DoSS on all disciplines	DoSS By season 2013/14
		3.3 Develop a mentoring program where experienced competitors mentor non-experienced competitors	Increased number of new competitors	Club coach/DoSS Ongoing
		3.4 Provide fitness and nutritional information to all competitors	Hold a nutritional talk from qualified expert annually,	Club coach/DoSS By season 2012/13 end
		3.5 Promote cross-training	Provide alternate training experiences to all members	Club Coach/DoSS By season 2012/13 end
4.	To increase the number of members with surf sports coaching and official qualifications	4.1 Provide members with course details and dates	Increase number of coaching award members by 1 each year of the plan	DoSS Ongoing
		4.2 Target appropriate members for these courses as they arise	Increase number of coaching award members by 1 each year of the plan	DoSS
5.	Up-skill members with surf sports coaching and official qualifications	5.1 Provide members with course details and dates of relevant courses that will improve their current qualification.	Pull patrol report monthly-S/Guard	CC/DoSS/CTO

6.	Maintain surf sports equipment at optimal level	6.1 Report provided up-to-date inventory report half yearly and incorporate necessities into financial plan	Report provided and accounted for in financial plan	CC/Gear Steward
		6.3 Repair any damaged equipment as soon as possible	90% of equipment is accessible and useable throughout the season	CC/Gear Steward





Strategic Plan – Education and Training

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
1.	Provide opportunities for members to gain higher awards and qualifications	1.1 Produce club training calendar	Training calendar produced prior to first patrol each season	CTO Ongoing
		1.2 Make training calendar available via website and social media	Award candidates report knowledge of awards via these avenues	CTO/Website Coordinator ongoing
		1.3 Keep members informed of training opportunities via newsletter, website, noticeboard as they begin	Avenues are utilised	CTO/Website Coordinator Ongoing
2.	Increase number of Award candidates each season by 10%	2.1 Utilise club recruitment strategy	Schools and Open Day are used for recruitment	CTO/Committee Ongoing
		2.2 Provide training to meet the needs of award candidates		CTO/Education Network Ongoing
3.	Ensure sufficient courses are provided to fulfil patrol obligations, as per SLSNSW	3.1 Provide the following courses each year at a minimum: a. To run 3 Bronze awards b. 3 IRB crew person Award c. 2 IRB Driver awards d. 2 Spinal awards e. 2 ARTC awards f. 2+ radio awards	Utilise content experts for courses	CTO
		3.2 Annual list of awards gained for season to be included in AGM Report assessment of awards recorded for the season.	Information included in AGM Report	CTO/Registrar Education Audit Annually



4.	Sufficient trainers, assessors and facilitators to meet club training needs and obligations	4.1 2 probationary Trainers to be sourced from the members each season	Probationary trainers sourced	CTO/Patrol Captains Ongoing
5.	Advance 20% existing award members to attain next award (e.g. Bronze Medallion holder to Silver Medallion holder)	5.1 Strategically plan sequential courses, coinciding with Branch education calendar	Conduct LIFESAVING AWARDS – BM, Radio, ARTC, SFA, IRBC – all completed within an 8 to 10 week timeframe	CTO and course content experts Ongoing
		5.2 Promote up skilling and upgrades to ALL members	Notify members of Branch facilitated courses	ZEM/Education Network Ongoing



Strategic Plan – Administration and Club Services

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
	Administration			
1.	Management committee is adequately meeting club running needs	1.1 Club has management structure that supports club needs	Positions are filled at AGM each year	Executive Ongoing
		1.2 Club committees adheres to constitution	Constitution is accessible at all meetings	Director Administration
2.	Ensure long term sustainability of the club	2.1 Limit and spread the workload on committee members	Manageable workloads are reported in annual work-plan assessment	Executive
		2.2 Develop and Implement a succession plan for all committee positions	All positions are filled each year	Executive
3.	Committees are supported by infrastructure	3.1 The club has a functional admin area/computer system	Admin area is accessible by all Executive members	Director Administration
4.	Ensure the privacy of members is maintained	4.1 Committee to be familiar with the Privacy Act	A copy to be provided to committee members each season	DoA/Registrar
		4.2 Club must not make members information available to organisations other than Branch, SLSNSW/SLSA, unless permission has been given.	Media Release Form	
		4.3 The club implements its social media policy, consistent with SLSA.	Have link to SLSA website for Policies	
	Club Services			
5.	The club maintains facilities to meet the needs of members and the community	5.1 There is sufficient storage area for all gear and equipment	Gear and equipment doesn't pose an WH&S risk	DCS
		5.2 There is sufficient catering/kitchen facilities	Kitchen doesn't pose an OH&S risk	DCS



		5.3 The hall/auditorium meets all the clubs needs	The hall/auditorium doesn't pose an WH&S risk	DCS
		5.4 Club fully understands the conditions and requirements of its lease	Club signs the 'lease agreement' each year with full knowledge of its contents	DCS
		5.5 club facilities and equipment is compliant with WH&S requirements	Annual WH&S report identifies zero risk to members and public of facilities and equipment	DCS/OHS officer
		5.6 Bar operators are qualified with RSA	RSA certificates are kept behind the bar of all operators	DCS
6.	Cater to growing membership and needs	6.1 Improve building to cater for member needs in future	Have plans, DA Approval Source Architect Funds/Grants for new building	Executive Ongoing/





Strategic Plan – Marketing and Communications

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
1.	The club maintains clear lines of communication to all its members	1.1 Develop and disburse via surfguard email function monthly a club newsletter	Newsletter is dispersed bi-monthly	Registrar Ongoing
		1.2 Utilise clubs Facebook site to communicate with members and community regularly	Facebook site is engaging with members	Website coordinator Ongoing
		1.3 Utilise Twitter to communicate with members and community regularly	Twitter site is engaging with members	Website coordinator
		1.4 Utilise clubs noticeboard to communicate with members and community regularly	Notice board is a point of information for members	DoA
		1.5 Utilise club website to communicate with members and community regularly	Website is updated weekly	Website coordinator
		1.6 Sunday morning announcements	Announcements are taking place	JAC
2.	The club brands itself to the community as a community organisation through involvement with the Good Sports Program	2.1 Providing good news stories to the local media throughout the season		Media Contact
		2.2 Club provides information on upcoming events and activities to the local media	2 good news stories are printed in local media per annum	Publicity officer
		2.3 Make venue available for Junior associations within community	Jnr associations are invited to use club	DoA
3.	The club can attract and retain its sponsors	3.2 Promote club sponsors to members and the community	Advertising to members and on all publications	Publicity officer
4.	Function Hire is used as a strategy for marketing	4.1 Ensure function hire information is updated and available from website	Hall information is accessible	DCS



Strategic Plan – Financial Management - to continue to grow as a strong, sustainable and viable club

	Strategy (what we want)	Action (how we will achieve it)	Measures	Responsibility
1	Maintain sound and efficient financial management systems	1.1 Produce annual Budget	Budget produced by commencement of each season	Director Finance
		1.2 Operate within Budgets	Review in December of expenses against forecast budget	Director Finance
		1.3 Compliance with financial policies and standards	Expenses are managed and reported on each management committee meeting	Director Finance
		1.4 Timely and accurate financial reporting	Financials are audited on time each year and presented at AGM	Director Finance/ Auditor
		1.6 Increase reserves by 10% annually	Reserves are increased by 10% each year	Finance Committee/ Director Finance
		1.7 Improve annual profit each year	Profit is improved each year	Finance Committee/ Director Finance
		1.8 Produce long term (3-5 years) financial plan/budget forecast annually	Plan is created and implemented by beginning of season 2013-2014.	Finance Committee/ Director Finance
2	Grow reliable and diversified revenue streams	2.1 Increase Government support	Apply for at least 3 local, state or federal government grants each year	Finance committee/ Director Finance



		2.2 Sustaining sponsor support	Secure medium to long term sponsorship deals	Sponsorship Coordinator
3	Acquire and manage assets effectively	3.1 Ensure assets register is up-to-date	Asset register is completed by commencement of each season	Gear & Equipment Coordinator
		3.2 Planned maintenance and/or replacement schedules in place for all assets	Maintenance is forecast in advance in the financial forecast	Finance committee/ Director Finance
		3.3 Develop a Surf Club property facilities plan that will provide a staged and logical approach to the redevelopment and asset management of built assets on the club lease as well as freehold owned property assets to provide for the future growth and development of the Soldiers Beach Surf Life Saving Club	Plan is developed and implemented each season	Executive Committee