AVALON BEACH SURF LIFE SAVING CLUB
STRATEGIC PLAN 2021 - SCORESHEET

Performance indicator achieved
Performance indicator improving
No Change
Performance indicator declining
Performance indicator not achieved

Strategic Priority 1 – LIFESAVING

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
1. No loss of life between the flags	1.1. Low active member turnover	2.1 No drowning deaths during patrol hours.	0		0									
	1.2. Preventative rather than reactive patrolling	2.2 Ratio of preventative measures to rescues at state average (11).	5.6		11.8									
2. Improve patrol attendance	1.3. Revise roster to provide strongest possible patrol teams.	2.3 Consistent number of active members attending each patrol (at least 10 per patrol).	No		No									
		2.4 Increase number of patrols to 16 by 2017 and 18 by 2020.	14		13									
		2.5 Reduce average rostered hours per active member to below SLSSNB average by 2018.	41.25		41.44									
		2.6 All active members to be completing more than 10 patrol hours by 2020.	76		88									
		2.7 Low active member turnover, 80% continuing year to year.	98%		91%									
		2.8 Recognise and award 100% patrol attendance with a significant prize.	Yes		Yes									
		2.9 Trial full day patrols at each end of the season.	No		Yes									
		2.10 Conduct debrief with the most successful patrols from each season and provide feedback to all Patrol Captains.	No Change		No Change									
	1.4. Establish and man patrols with 100% redundancy above minimum award levels.	2.11 Establish all patrols with 100% redundancy in minimum awards by 2018.			No									
3. Improve patrol skills	1.5. In season training of all lifesaving skills	2.12 Place in top 5 in Branch Patrol competitions	12		TBA									
		2.13 Provide a positive skills improvement focussed Club Patrol competition with significant prize for winning patrol.	No		No									
	1.6. Scenario based training during patrol	2.14 One 15 minute scenario or training session per patrol identified in roster.	No		No									
		2.15 Develop water skills of non-competitors by introducing Sunday morning have-a-go skill sessions with qualified coaches and competitors.	No		No									
4. Improve patrol capabilities	1.7. Increased number of higher awards per patrol	2.16 Encourage, identify and appoint more Patrol Captains.	14		14									
		2.17 All Patrols to have female BBM qualified Vice Captains or Captains by 2020. Patrols may have 2 Vice Captains.	5		5									
		2.18 Provide at least 2 IRB drivers per patrol by 2018	3 pat		2 pat									
	1.8. Provide high quality surf life saving equipment	2.19 Update major life saving equipment at least every four years. Audit and upgrade beach equipment annually.	No Change		No Change									
		2.20 Achieve annual increase in SLS Gold Medallion awards.	2		1									

Strategic Priority 2 – CLUB DEVELOPMENT AND SUSTAINABILITY

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
5. Increase conversion of General to Active Members	1.9. Encourage Junior membership families to undertake education and training for Awards	2.21 Provide flexible course time lines to accommodate family life / females / fitness levels and work commitments.	No		No									
		2.22 Promote and encourage General Members to fill Club management positions.	1		1									
6. Maintain and improve strong engagement with the Community	1.10. Strengthen community events such as Carols, the Lion Island Challenge and the Surf Swim.	2.23 Develop, promote and successfully run community events including Carols, the Lion Island Challenge and the Surf Swim.	Yes		Yes									
		2.24 Look at new opportunities for community events such as a longer beach to beach swim and outdoor movie night.	No Change		Yes									
7. Grow and maintain quality membership	1.11. Develop future leaders	2.25 Establish opportunities for Board members and key personnel to meet new members and provide an avenue for questions/queries. (eg. at the end of SRC assessments or Bronze assessments).	No		No									
		2.26 Identify potential future leaders within the youth membership and offer training opportunities and positions of responsibility.	No Change		No Change									
		2.27 Encourage participation in Junior Lifesaver of the Year and Youth Opportunity Makers programs run by SLSSNB and SLSNSW.	No		No									
		2.28 Provide travel, accommodation and fuel costs for members conducting club Education and Training Courses, Coaching, Life saving services, athlete development.	No		No									
	1.12. Provide a better transition experience for members joining and leaving the Club	2.29 Provide an exit survey to understand why people are leaving the Club.	No		No									
		2.30 Implement an orientation program for new members.	No		No									
		2.31 Provide 'orientation kit' for new member's tours.	No		No									
		2.32 Encourage the buddy system of teaming up new members with senior patrol members to assist in orientating new patrol members.	No		No									
		2.33 Personal letters of thanks and best wishes for undertaking club membership from President.	No		No									
	1.13. Member recognition and fulfilment	2.34 Formally recognise achievements internally of at least 5% of members annually	30 (3%)		74 (6.4%)									
		2.35 Active Membership increase by 5% annually.	274		283 (3%)									
8. Increase diversity and gender equality throughout the Club	1.14. Increase representation of female positions throughout the Club	2.36 Provide 50% female representation of the Senior Board of Management, Junior Committee, Age Managers and Patrol Captains by 2021.			16 / 76 (21%)									
		2.37 Investigate and associate with female support organisations such as Surf Sisters in South Australia.	No		No									
9. Focus on Occupational Health & Safety guidelines and risk management	1.15. Implement a new officer position of Club Safety Officer.	2.38 Appoint Club Safety Officer.	No		Yes									
	1.16. Review current operations and provide a safer working environment.	2.39 Complete Club safety audit annually.	No		No									
		2.40 Provide Patrol Trailer by 2017.	No		Yes									
10. Continue Club improvement and development	1.17. Build morale and retention by committing to a culture of review, assessment and improvement	2.41 Review and Update Strategic Plan with maximum member contribution annually.	No		Yes									
	1.18. Continue to facilitate and develop closer working relationships with other Northern Beaches surf life saving clubs	2.42 BoM to host annual gathering of the management teams of adjacent clubs including Whale Beach, Bilgola and Newport	No		Pres / Admin meetings									
11. Maintain and strengthen the family oriented, inclusive character of the Club	1.19. Maintain low membership fees	2.43 Membership fee increases limited to 10% per year.	Yes		Yes									
		2.44 Membership fees to be maintained in the bottom 50% of Northern Beaches Surf Clubs.	Yes		Yes									
	1.20. Expand opportunities for families to spend time together, serve the community, train together and socialise together.	2.45 Promote and increase number of inclusive family activities such as the 20 Challenges.	No		No									
		2.46 Promote and encourage general involvement with fitness activities and programs such as the boaties run, fun runs and fun swims.	No		No									

Strategic Priority 3 – ADMINISTRATION AND COMMUNICATION

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
12. Maintain a strong management team	1.21. Succession planning	2.47 Board members and Club officers to find and train a replacement for their position in the season prior to standing down.												
		2.48 No vacant Board or officer positions.	7 vacant		3 vacant									
		2.49 Provide and implement a formal handover induction for each position to be completed by new members entering that position.	No		No									
	1.22. Encourage the broader membership to take an active role in their Club. This will share the workload and it will give members a spirit of ownership and belonging.	2.50 Provide Position Descriptions for all Club positions by end of 2017. This will enable better understanding of the responsibilities and duties of each position and facilitate better successions.	No		In progress									
	1.23. Board members to actively engage the younger membership of the Club to ensure they know who the directors are, what they do and how they can take a role within the Club. Create a "Buddy" system	2.51 Appoint a youth representative of the Board of Management.	No		No									
		2.52 Host a pre-season youth forum with the Board of Management to identify issues, communicate expectations, plan events and workshop ideas. Combine with a social occasion.	No		No									
	1.24. Representation and participation at SNB, NSW and SLSA programs	2.53 Submit at least one application by a Club member for every programme. Research and provide a list of opportunities and identify candidates before the start of each season.	No		No									
		2.54 Participants supported to implement learning and initiatives from these programs	No		No									
	1.25. Prevent burn out of members in management roles.	2.55 Identify members at risk of burn out and actively manage their work loads and responsibilities.	No Change		No Change									
13. Engage members and the community	1.26. Improve modes of communication: face-to-face forums, online (website), newsletter, notice boards internally and externally.	2.56 Update website weekly and used as the primary source of Club information by members	Improving		Yes									
		2.57 Maintain frequency and consistency of monthly newsletter	Yes		Yes									
		2.58 Provide at least three facebook posts per week.and live facebook posts during major events.	No		Improving									
		2.59 Achieve annual increase in number of website generated enquiries and hits	No Change		Yes									
		2.60 Inspect noticeboards weekly to keep up to date.	No		Yes									
		2.61 Provide advertising for the Club and venue hire on the back of WC doors	No		Yes									
		2.62 Provide focus in communications on why people would join the Club and how we are differentiated from other Clubs.	No		Improving									
	1.27. Improve awareness of the Club and its offerings within the local community	2.63 Identify and implement one new method of connecting with, and informing, the wider Avalon community about the Club, ie. our performance, membership benefits, events and community classes, fund raising goals etc.	No		Improving									
		2.64 Improve the way community classes are displayed on the noticeboard and website.	No		No									
		2.65 Join the Avalon Palm Beach Business Chamber.	No		No									
		2.66 Investigate provision of meals to the Bar by the Avalon on the Beach Restaurant.	No		No									
14. Increase the value, exposure and relevance of the Club	1.28. Apply for SLSNSW Club of the Year	2.67 Align ourselves with the SLSA Strategic Management Plan and implement relevant contextual strategies.	No		In progress									
		2.68 Implement ASC Club Development Program.	No		No									
		2.69 Apply for SLSNSW Club of the Year in 2018.	No		No									
15. Operational Fitness	1.29. Exceed Branch and State compliance requirements.	2.70 Develop a compliance calendar to enable all Branch/State requirements to be completed ahead of deadline.	No Change		Yes									
	1.30. Improve accuracy and consistency of membership database.	2.71 Date Joined records accurate for all current members and service awards up to date.	No Change		Yes									
		2.72 Membership Category records accurate for all current members.	No Change		Improving									
		2.73 Member Declaration completed by all current members	No Change		Improving									
		2.74 Annual increase in use of member's portal (log in and use of the portal)	Improving		Yes									
		2.75 Annual increase in number of family groups created.	Improving		Yes									
		2.76 Annual increase in number of membership renewals completed online via the membership portal	Improving		Yes									
	1.31. Consistent use of the ABSLSC brand.	2.77 Standardise club documents across all portfolios.	No		Improving									
		2.78 Produce club templates for use in all portfolios (letterheads, reports, policies etc)	No		In progress									
	1.32. Work smarter, not harder (operational efficiency)	2.79 Identify and improve efficiency of two or more labour intensive administrative tasks each year.	No Change		Improving									

		2.80 Promote the use of Dropbox to BoM with all management team regularly using Dropbox for document storage and information sharing by 2017.	Improving		Improving									
	1.33. Collaborate with local SNB Clubs to identify best practice in surf club administrative procedures	2.81 Host an “ideas exchange” session with other Administrators in SLSSNB’s region	No		Yes									
	1.34. Be adaptive to new technologies	2.82 Upgrade of Club’s technologies, ie server and modem.	Installed new wifi		Yes									
		2.83 Review of current software providers (ie. MYOB) and assess benefits of alternate providers	No		Yes adopted Xero									
	1.35. Centralise and digitise Club’s historical records	2.84 Comprehensive set of Clubs historical records online by 2020.	No		In progress									
	1.36. Improve administrative capabilities	2.85 Increase administration staff and hours.	No		Yes									

Strategic Priority 4 – GOVERNANCE AND FINANCIAL SECURITY

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
16. Develop and improve our governance framework	1.37. Develop a strong set of By-Laws and policies	2.86 Develop and implement Club By-Laws by the 2017 AGM.	Not complete		In progress									
		2.87 Identify the need for, develop and implement new Club policies. Provide an annual review at the first BoM of each season.	Not complete		In progress									
17. Strengthen diversity and depth of income sources	1.38. Maintain and strengthen diversity of income streams including venue hire, grants, donations, membership fees, gym management, sponsorship, fundraising events. and merchandise.	2.88 Achieve a 5% increase in Surf Club revenues annually	-0.14%		36.00%									
		2.89 Appoint a Grant's Officer	No		Yes									
	1.39. Increase number and value of sponsors annually	2.90 Retain existing sponsors and sign up one additional sponsor every year.	Telstra new sponsor		No Change									
		2.91 Increase number and value of grants and subsidies annually	$ 27,356		$ 30,311									
		2.92 Provide annual audit and review of sponsorship and grants for BoM and a targeted program for the following year.	No		No									
		2.93 Set annual sponsorship income targets.			No									
	1.40. Establish greater links with existing club sponsors	2.94 Letters of appreciation and thanks at the start and end of season.	No		Improving									
		2.95 Invite sponsors to major Club activities –Prestigious trophy events / Awards Presentation evening / AGM / Regional carnival / Sunday Morning Activities.	No		Improving									
18. Ensure financial security into the future	1.41. Provide a cash reserve of funds for any unexpected future expenditure.	2.96 Maintain minimum reserve funds (Cash on Hand) of $100,000 by 2019	$ 129,489		$ 121,251									
	1.42. Provide strong annual funding for all portfolios	2.97 Review portfolio expenditure over the last 3 years and provide an annual budget for each portfolio.	No		No									
	1.43. Ensure financial security through continued active management of short term and long term financial accounting practices	2.98 Set targets and budget for all major expenditure items and/or infrastructure, short and long term, with annual review of long term budget expenses.	No		In progress									
	1.44. Develop a professional business plan (ISO 9002) to provide a blue print for the next 15 years	2.99 Develop and implement a professional business plan by 2018.	No		No									
		2.100 Identify a new Club accountant to provide the annual financial report by 2017.	Yes		Yes									
		2.101 Combine the senior and junior accounts by 2018.	No		In progress									

Strategic Priority 5 – YOUTH DEVELOPMENT

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
19. Focus on Youth Development (U15 – U18 years)	1.45. Seek input from U18 Youth concerning social activities that interests their age group	2.102 Hold at least one annual U18 social event	No		No									
	1.46. Work with regional clubs to further develop age appropriate activities	2.103 Approach other local Surf Clubs to discuss and implement combined Youth events or social activities.	No		No									
20. Focus on Youth Development (18-24 years)	1.47. Develop high quality and challenging strategies and programs to retain Club membership of U18 Youth into their twenties.	2.104 Provide an annual Surf Sports introduction and recruitment event focussed on this age group.	No		No									
		2.105 Implement youth patrols which comprise only of Under 24 year-old members.	No		No									
		2.106 Encourage, promote and support tours to Surf Sports related carnivals and events.	NZ Tour		NZ Tour									
		2.107 Promote and nominate Youth members for Youth Development Exchange and Lifesaving Exchange positions.	Improving		No Change									
		2.108 Promote development pathways to youth members.	No		No									
	1.48. Provide exclusive events for this age group	2.109 Hold at least one annual U24 social event.	No		No									
		2.110 Hold at least one annual non Surf Club related activity for this age group with a focus on fun (ie surf safari, canyoning trip).	No		No									
	1.49. Provide a mentoring program	2.111 Implement a mentoring or "buddy" program which teams up junior members with senior members with expertise in their area of interest.	No		No									
21. Provide a pathway for youth to become senior active life savers	1.50. Promote maximum Youth involvement in existing Club surf sports and surf life saving programs	2.112 At least 50% of youth participate in Championship carnival teams annually	1 of 14		7 of 25									
	1.51. Develop Youth teamwork, leadership, fitness and life saving skills	2.113 At least 75% of youth achieve new life saving award annually	13 of 14 members		8 of 25 members									
22. Enhance Club recognition as a leader in Youth development	1.52. Continue to enter awards, promote and seek recognition for our Youth Program	2.114 Be recognised as a leader in Youth Development at least once every three years	Yes		No Change									
		2.115 Promote and highlight youth involvement and success within the Club and community in media, newsletter and web site including surf sports results, awards, rescues, patrol hours.	Improving		Improving									

Strategic Priority 6 – NIPPERS

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
23. Improve quality of age manager training	1.53. Improve quality of Age Manager coaching	2.116 Increase number of Age Managers completing the SLSA Foundation course for coaches.	No		No									
	1.54. Provide opportunities for age managers to workshop, develop and swap ideas.	2.117 Hold a pre-season age manager workshop specifically to develop and swap ideas.	No		Yes									
		2.118 Develop and provide an induction procedure for new age managers.	No		No									
	1.55. Implement Age Group Admin managers to provide role-call, proficiency and communication management for the age group in order to enable the Age Manager to focus on beach activities and education.	2.119 Implement Age Group Admin managers by 2017.	No		Planned for next season									
	1.56. Increase number of Age Managers with their Bronze Medallion and higher awards.	2.120 Identify and encourage Age Managers without their Bronze Medallion to train for it in the current season.	Yes		Yes									
		2.121 Annual increase in number of Age Managers with their proficient Gold Medallion.	No		No									
24. Improve competition results	1.57. Improve participation of Nippers in competition teams.	2.122 Achieve annual increase in number of competitors and teams entered in Championship carnivals.	208 Branch and State		180 Branch and State									
	1.58. Provide specialist coaching and skills development for surf sports events	2.123 Identify and provide training opportunities for specialist coaches.	No		No									
		2.124 Promote the achievement of excellent carnival results.	Improving		Improving									
	1.59. Identify and develop potential athletes and provide the coaching required to retain them with the Club.	2.125 Achieve progressive increase in Club place in Nipper Championship carnivals every two years.	18th State 6th Branch		23rd State 7th Branch									
25. Maintain focus on fun and engagement of Nippers	1.60. Continue to provide alternative Nippers at home on carnival days	2.126 Provide a strongly supported Nippers at home program on carnival days.	Yes		Yes									
	1.61. Eliminate activities that exclude non-competitive participants	2.127 Conduct a pre-season review of Nipper activities and implement the results of the review.	No		No									
	1.62. Develop and introduce new activities to the nipper program with a focus on fun	2.128 Introduce at least two new activities to each age group every season.	No		No									
26. Provide a strong Junior Club management team and “One Club” policy	1.63. Succession Planning	2.129 Junior Board members and officers to find and train a replacement for their position in the season prior to standing down.	No		Improving									
		2.130 No vacant Junior Board or officer positions.	No		No									
		2.131 Provide and implement a formal handover induction for each position to be completed by new members entering that position.	No		No									
		2.132 Provide Position Descriptions for all Junior Club positions by end of 2017. This will enable better understanding of the responsibilities and duties of each position and facilitate better successions.	No		In progress									
	1.64. Continue and strengthen the “One Club” policy	2.133 Identify and break down any barriers between the Senior and Junior club. Provide financial support and share resources between the Clubs as required.	Improving		Yes									
		2.134 The President of the Senior and Junior Club are to attend the respective Board meetings.	Yes		Yes but not 100%									
27. Strengthen Nippers membership base.	1.65. Create stronger partnerships with all key feeder schools	2.135 Create stronger partnerships with all key feeder schools including pre-seson newsletter items and information sessions by 2018.	Improving		No Change									
	1.66. Maintain strong return rate and number of nippers without growing beyond our capacity.	2.136 Achieve greater than 80% return rate in Nippers each year.	Yes		Yes									
		2.137 Maintain Nippers membership at between 400 and 450.	438		435									
28. Improve Junior Club equipment	1.67. Provide regular funding and investment in nippers gear and equipment including high quality competition boards	2.138 Provide approximately $30,000 per year to invest in new equipment.	Yes		Yes									
	1.68. Implement strategies to maintain equipment in good condition.	2.139 Review and implement storage and maintenance procedures for all equipment. All equipment maintained to the highest standard.	Improving		Improving									

Strategic Priority 7 – SURF SPORTS

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
29. Increase number of Surf Boat competitors and improve results	1.69. Increase number of accredited Development Course coaches and sweeps	2.140 Increase number of accredited coaches to 4 by 2018 and 5 by 2021.	2		2									
		2.141 Ensure all accredited coaches certificates are up to date.	No		No									
	1.70. Target youth members to form new crews	2.142 Provide a new youth crew every three years	Yes		Yes									
	1.71. Provide a structured competition strategy	2.143 Provide a comprehensive written, whole of team, structured, goal based competition strategy prior to each season. Include personal performance goals and evaluation.	No		No									
	1.72. Increase number of sweeps	2.144 Increase number of accredited sweeps to 4 by 2018 and 5 by 2021.	No		Improving									
	1.73. Improve results	2.145 Achieve a medal at national level in U23, Open and Masters divisions by 2018.	No		No									
		2.146 Achieve annual increase in medals at Branch, State and National levels.	No		Improving									
30. Increase number of IRB Competition competitors and improve results	1.74. Increase number of accredited Development Course coaches	2.147 Increase number of accredited coaches to 2 by 2018 and 4 by 2021.	2		2									
		2.148 Ensure all accredited coaches certificates are up to date.	No		No									
	1.75. Target youth members to join team	2.149 Provide a new youth crew every year	No		Improving									
	1.76. Structured competition strategy and training regime	2.150 Provide a comprehensive written, whole of team, structured, goal based competition strategy prior to each season. Include personal performance goals and evaluation.	No		No									
	1.77. Improve results	2.151 Achieve a medal at state level in U23, Open and Over 35's divisions by 2018.	No		No									
		2.152 Achieve annual increase in medals at Branch, State and National levels.	No		No									
31. Increase number of Masters competitors and improve results	1.78. Increase number of accredited Development Course coaches	2.153 Increase number of accredited coaches to 2 by 2018 and 4 by 2021.	0		0									
		2.154 Ensure all accredited coaches certificates are up to date.	No		No									
	1.79. Target new members to join team	2.155 Increase number of competitors every year	12		12									
	1.80. Structured competition strategy and training regime	2.156 Provide a comprehensive written, whole of team, structured, goal based competition strategy prior to each season. Include personal performance goals and evaluation.	No		No									
	1.81. Improve results	2.157 Achieve annual increase in medals at Branch, State and National levels.	No		No									
32. Increase participation of Active Members in Surf Sports	1.82. Engage Active members and promote available opportunities in Surf Sports.	2.158 Increased number of participants across all Surf Sports.	Improving		Improving									
		2.159 Provide constant updates of opportunities and results of all Surf Sports in newsletters, facebook and on the website.	Improving		Improving									
		2.160 Encourage, promote and support team tours to Surf Sports events and carnivals.	No Change		Improving									
		2.161 Implement a Patrol Team Surf Sports Challenge competition.	No		No									
33. Maintain and improve equipment for Surf Sports	1.83. Review and provide funds to purchase up to date high quality Surf Sports equipment.	2.162 Review and provide new equipment each season.	Yes		Yes									
		2.163 Consistent team fundraising for all areas.	Improving		Improving									
		2.164 Seek and obtain sponsorship for new Surf Sports equipment.	No		No									
		2.165 Encourage organized fundraising within each discipline	No		No									
	1.84. Implement maintenance procedures for all equipment	2.166 Review and implement storage and maintenance procedures for all equipment. All equipment maintained to the highest standard.	Improving		Improving									

Strategic Priority 8 – EDUCATION

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
34. Improve capacity to deliver education	1.85. Increase Number of Trainers, Assessors and Facilitators, particularly IRB	2.167 Increase total number of active Trainers, Assessors and Facilitators to 20 by 2021.	11		11									
	1.86. Identify, train and mentor new Trainers, Assessors and Facilitators for IRB, ARTC and BM	2.168 Increase number of IRB Training Officers to 7 and IRB Assessors to 4 by 2021.	4 & 3		3 & 3									
		2.169 Increase number of ART [AID} Training Officers to 6 and ART [AID] Assessors to 3 by 2021	3 & 1		3 & 1									
		2.170 Lifesaving competition used to identify future Training Officers	No		No									
		2.171 Provide probationary trainers on every course.	No		No									
		2.172 Run an in house Training Officer Course.	No		No									
		2.173 Promote training opportunities on facebook, on the website and in the newsletter.	Improving		Improving									
		2.174 Provide better recognition of trainers at Presentation night.	No		No									
	1.87. Promote and support the nationally accredited Certificate IV in Training and Assessment	2.175 Club promote, encourage and partially pay for candidates to achieve their Certificate IV in Training and Assessment	No		No									
	1.88. Modify the Chief Training Officer role to ease the burden of the position.	2.176 Modify the Chief Training Officer role to more of an administrative and coordination role.	Improving		Improving									
		2.177 Streamline the proficiency process and administration. Provide submission to Surfguard to manage live proficiency recording.	Improving		Improving									
		2.178 Appoint 2 or 3 deputy CTO's to run specific areas of educations such as proficiencies, SRC and Bronze, and higher awards.	No		No									
	1.89 Utilise Branch run facilitated courses especially in ARTC and IRB Driver/Crew whilst we build our Trainer and Assessor capability.	2.179 Promote and utilise Branch run facilitated courses.	No		Improving									
35. Improve resourcing of education services.	1.90 Increase utilisation of resources on member's portal and educate Trainers, Assessors and Facilitators in their use	2.180 Increase in utilisation of resources by TAFs during training sessions. Provide annual audit of resource usage,	No		No									
	1.91 Ensure Trainers, Assessors and Facilitators are familiar with resources on member's portal.	2.181 Provide annual AV equipment induction session for all Trainers, Assessors and Facilitators.	No		No									
	1.92 Provide resources on USB where applicable	2.182 Provide update of portal training resources by end of 2016/17 season and annual audit.	No		No									
	1.93 Educate Trainers, Assessors and Facilitators in the use of AV equipment throughout Club	2.183 Provide compulsory annual pre-season portal training and coordination session for all Trainers, Assessors and Facilitators.	No		No									
36. Increase depth and quality of Bronze training	1.94 Include member's portal training as part of bronze induction and skills maintenance sessions	2.184 Include member's portal education as part of 16/17 season Bronze training and dry skills maintenance.	No		Yes									
		2.185 Increase in take up of member portal facilities by members (eg, online learning options, patrol swap facilities etc).	No		Yes									
		2.186 Zero members joining club via manual methods by 2019.	No		Improving									
37. Increase number of higher education awards	1.95 Add-on higher education award (ARTC, IRB) immediately after bronze training as a standard progression	2.187 Increase total number of awards to 180 by 2021.	145		144									
	1.96 Actively manage and record experience of new IRB Crew awardees leading to IRB Driver course as soon as possible.	2.188 Increase number of IRB Driver Awards to 5 per annum and IRB Crew Awards to 10 per annum until 2021.	2 & 8		2 & 11									

Strategic Priority 9 – CLUBHOUSE

			2015/16		2016/17		2017/18		2018/19		2019/20		2020/21	
GOALS	STRATEGIES	PERFORMANCE INDICATORS	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE	RESULT	SCORE
38. Maintain our Clubhouse	1.97 Develop and implement a Facility Management Plan	2.189 Develop and implement a Facility Management Plan by 2017.	No		In Progress									
		2.190 Include in the plan measurable performance for rectification of issues – two weeks for minor issues, four weeks for complex issues. Review performance annually.	No		In Progress									
		2.191 Provide quarterly updates of issues raised, both Club (internal) and Council (external).	No		Yes									
		2.192 Provide an agreed annual budget of at least $5,000 for Club (internal) issues	No		Yes									
39. Identify and provide capital improvements to our Clubhouse	1.98 Develop and implement a Facility Improvement Plan.	2.193 Develop and implement a Facility Improvement Plan which identifies, prioritises and budgets and schedules capital improvements.	Improving		Improving									
		2.194 Achieve improvements to Club storage areas to enhance the operation of the Club by 2018.	No		Planned									
		2.195 Implement improvements to the Club Function areas including a new bar by 2018.	No		Planned									
		2.196 Provide half-yearly reviews of expenditure for maintenance and capital improvements against the annual budget.	No		No									
40. Strengthen relationships with stakeholders	1.99 Seek opportunities to strengthen relationships with stakeholders	2.197 Support and build the relationship with the Restaurant.	No Change		No Change									
		2.198 Maintain a good working relationship with Council.	No Change		Improving									
		2.199 Promote and support regular venue hirers.	No Change		Improving									
		2.200 Provide a complimentary venue hire to associated community Clubs and schools.	No		Yes									
41. Extract value from the venue	1.100 Increase the revenue stream from venue hire.	2.201 Increase daytime venue hire revenue by 10% per annum.	$21,345		$17,939									
		2.202 Identify 2 new markets (ie. local businesses, city corporates) and secure bookings.	Improving		Improving									
		2.203 Promote the venue more widely and effectively.	No		No									
	1.101 Increase attendance and bar takings on regular Bar Open sessions.	2.204 Develop and market an annual club social event calendar.	No		In progress									
		2.205 Improve selection of food offered during regular bar open hours, (develop a quick bites/takeaway menu with restaurant), pie warmer, or once a month food options to coincide with live music sessions.	No		No									