



AVALON BEACH SURF LIFE SAVING CLUB

STRATEGIC PLAN
2021



BACKGROUND AND BRIEF

BACKGROUND

- Avalon Beach SLSC is a successful and growing Surf Life Saving Club on the northern beaches of Sydney which will have its 100th anniversary in 2025. In 2014 the Club completed major renovations to its Surf Club building, which had been a major goal for many years. With that goal now achieved, it is time to consider goals for the next five years and beyond, and the means to achieve these goals.
- Avalon Beach SLSC has never had a comprehensive strategic plan.
- In 2016 Avalon Beach SLSC adopted a new constitution, and is currently developing a set of By-laws.
- The Club has to date grown and developed organically and successes have largely been due to the efforts of particular individuals, of which there have been many, and a dedicated Board of Management.

BRIEF

- The Board of Management and Club members should be working to a well defined, commonly agreed and regularly revisited set of objectives.
- To determine a set of mutually agreed goals which work towards a long-term vision.
- To resolve and implement the strategies to achieve these goals.
- To assess and monitor performance indicators to determine the success of these strategies.
- To review and revise the Strategic Plan every five years.



MISSION

To save lives, create great Australians and build a better community.





VALUES- WHO WE ARE

- Surf Life Saving Australia is the largest volunteer organization in the world. SLSA is the peak coastal water safety drowning prevention and rescue authority, performing thousands of rescues, preventative actions and first aid treatments every year.
- Our primary role is to save lives at the beach and undertake preventative actions by providing water safety and lifesaving services.
- Avalon Beach SLSC is one of 21 clubs within Surf Life Saving Sydney Northern Beaches Branch, 129 clubs within Surf Life Saving New South Wales and 313 clubs within Surf Life Saving Australia. SLSA currently has approximately 169,000 members.
- Since Avalon Beach SLSC was established in 1925, surf lifesavers have patrolled Avalon Beach on weekends and public holidays each season (between September and April) wearing the internationally recognised and highly visible bright red and yellow uniforms.
- Avalon Beach SLSC is a charitable, community based, not-for-profit volunteer organisation.
- We deliver an array of lifesaving, education, surf sports and member activities including social, community and surf sports events.
- We stand for life. We protect life. We promote life. We save life.
- Our movement prides itself on providing members with a sense of belonging, education, skills and the opportunity to give back to the community. We welcome Australians of all backgrounds, beliefs and ages.



OUR PURPOSE

- Avalon Beach SLSC exists to save lives and we are committed to prevent drownings at Avalon Beach and wherever our members operate.
- Avalon Beach is one of the most dangerous beaches in the Sydney region.
- Avalon Beach SLSC averages 58 rescues per year. We are proud of our history of no loss of life between the flags. In 2015, volunteer lifesavers in NSW completed almost 6000 rescues, saving at least 320 lives.
- We undertake rescues and preventative actions, perform first aid and educate the community about water safety.



PRINCIPLES

- Avalon Beach Surf Life Saving Club is committed to strategic policy alignment with Surf Life Saving Sydney Northern Beaches, Surf Life Saving NSW and Surf Life Saving Australia to achieve outcomes of shared significance.
- We are pursuing our mission to save lives, create great Australians and build a better community.
- We are adopting the ethos of continuous improvement across our organisation with shared responsibility and accountability.
- We are building our capacity and resources to deliver greater support to our members and enhance our charitable services to the community.
- We are responding to the needs of our membership, the community and the Government and are actively engaged with our stakeholders.
- We are creating a more inclusive organisation to reflect the diversity of our community.
- We retain flexibility to respond to opportunities and threats that arise, as the needs of key stakeholders can change.
- We cherish our history and tradition.
- We act with integrity.
- We respect and value the contributions of our members.
- We are actively engaged.
- Our members are the core of our movement and are vital to our success.
- We are undertaking a long term strategic approach.



OUR STRENGTHS

- We take pride in our 90 year history and traditions.
- We have a successful lifesaving record with no lives lost on patrol in the history of the Club.
- We are an inclusive, family oriented and friendly club that welcomes all new members and attempts to offer opportunities for all.
- We have a growing membership in both the Senior and Junior Club.
- We have a successful Nippers program, with excellent home beach activities, a rigorous training schedule and strong competition results that are rapidly improving.
- We have a sound fiscal position with a positive cash flow and no long term debt.
- We have a strong and innovative youth program with increasing youth membership.
- We are a Club that embraces diversity, gender equity and equality.
- We successfully run social, community and surf sports events.
- We work with and build positive relationships within the community.
- We take pride in our recently completed, state of the art Clubhouse. We successfully manage and host a diverse range of community and social events, classes and programs at our venue.
- We have a strong, enthusiastic and dedicated Board of Management with a diverse range of members. The BOM includes a number of young members assuming significant roles who are capable of managing the Club into the future.
- We consistently achieve strong results in surf sports competition, particularly in Nippers, Surf Boats and Masters.
- We provide strong support by club members in Branch, State, National and International activities.
- We have a strong administration hierarchy that is improving with each season.



AREAS FOR IMPROVEMENT

- The number of active members has fallen in the 2015/16 season from previous years.
- Our patrol attendance rates are below average, despite requiring fewer patrol hours than most Clubs.
- The number of award qualifications of active members is relatively low, particularly in the areas of IRB Driver and Crew.
- Whilst the new Clubhouse has provided the basis for our long-term future in providing a strong income stream for the ongoing operation and development of the Club, we do not have a significant reserve of savings in order to provide financial security for the future. A healthy reserve of funds is a key aspect of financial sustainability.
- A relatively small number of long serving members provide the majority of key services with regards to education and training, assessing, officials, administration and general activities. We need to widen the number of members participating in Club management and training.
- Sponsorship is becoming increasingly difficult to obtain and income from events is unreliable and extremely draining on volunteer resources. We need to Continue to build up and successfully manage the venue hire and bar in order to provide a constant, reliable and sustainable income stream.
- Some items of building work, fixtures and fittings remain incomplete. We need to develop a plan to continually upgrade and improve our Clubhouse.
- Participation rates by active members in surf sports, particularly in Nippers, Open, and IRB competitions are relatively low. We need to improve these areas and continue to build on the strengths of our Masters and Surf Boat teams.
- We have a lower than average conversion rate from General Members to Active Members



REPORTING FRAMEWORK

- Each year Avalon Beach SLSC prepares an Annual Report which details its activities and provides audited financial statements for the year. This Annual Report is tabled for adoption at the Annual General Meeting in July each year.
- The Board of Management will detail performance against this Strategic Plan yearly by means of the Performance Indicators assessed in the Strategic Plan Scoresheet, to be published with the Annual Report.
- Performance Indicators will be benchmarked against the SLSNSW Club Sustainability Indicator Report.



STRATEGIC PRIORITIES

The Avalon Beach SLSC Strategic Plan aligns with Surf Life Saving Australia's 2020 Strategic Directions and the nine strategic directions that support this framework. These Strategic Directions are:

1. SAVING LIVES 24/7
2. HEALTHY CLUBS
3. GOVERNMENT RECOGNITION
4. FINANCIAL SECURITY
5. EFFECTIVE STATE MOVEMENT
6. INVOLVING ALL AUSTRALIANS
7. LEARNING FOR LIFE
8. ACTIVE FOR LIFE
9. INNOVATING SURF LIFE SAVING

Avalon Beach SLSC Strategic Directions are:

1. LIFESAVING
2. CLUB DEVELOPMENT AND SUSTAINABILITY
3. ADMINISTRATION AND COMMUNICATION
4. GOVERNANCE AND FINANCIAL SECURITY
5. YOUTH DEVELOPMENT
6. NIPPERS
7. SURF SPORTS
8. EDUCATION
9. CLUBHOUSE



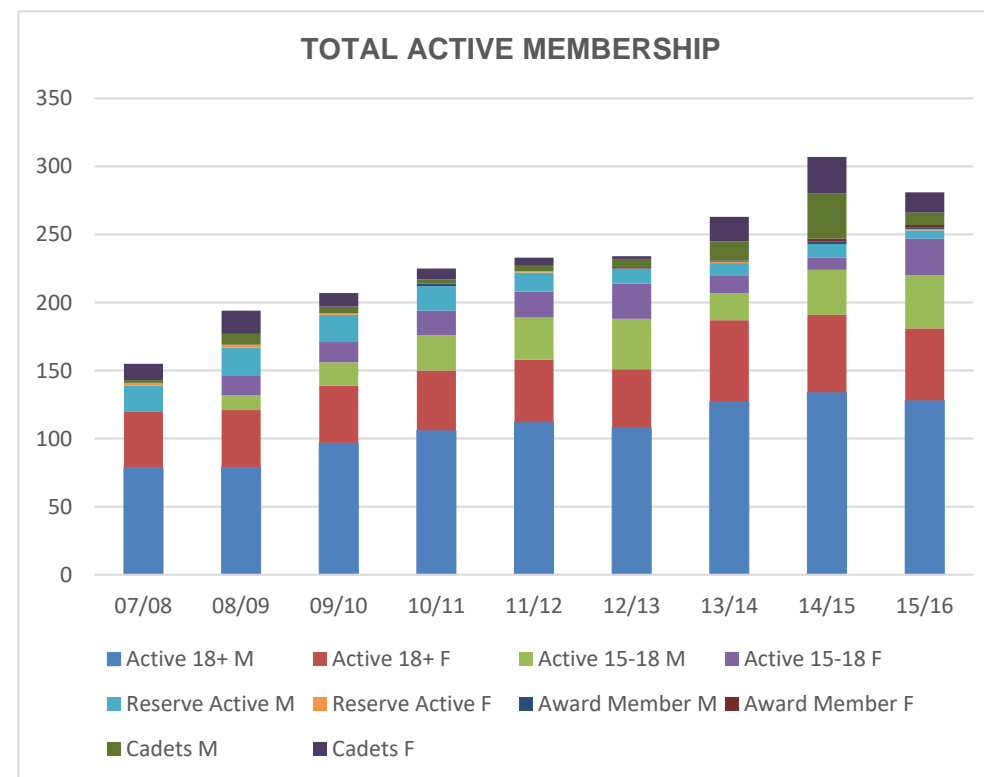
SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 1 – LIFESAVING

	Total active membership 2015/16	80	rescues
66	active members (15-18)	102	first aid treatments
181	active members (over 18)	453	preventative measures
3	award members	6931	volunteer hours on patrol
7	reserve active members	26.9	average completed patrol hours per active member
24	cadet members	41.25	average rostered hours
281	total active members	65%	average attendance (completed/rostered)

This year the number of patrols was reduced to 13. Last year there were 14 patrols, and the three years before that there were 15 or 16. Last year the average rostered hours per active member was 41.25, whereas the average for Northern Beaches Clubs was 34.33 and NSW was 37.65. Lifesaving services at Avalon Beach are currently in a downwards trajectory, with the lack of IRB Drivers and Patrol Captains severely limiting the number of possible patrols. This increases the number of patrols and number of rostered hours for every active member. There is no shortage of active members, just those with the qualifications and willingness to assume more responsible positions. The more hours and patrols demanded of active members, the less they are likely to contribute. It is important that this decline is promptly arrested and reversed. Lifesaving is the mission of this club and it is the foremost priority.

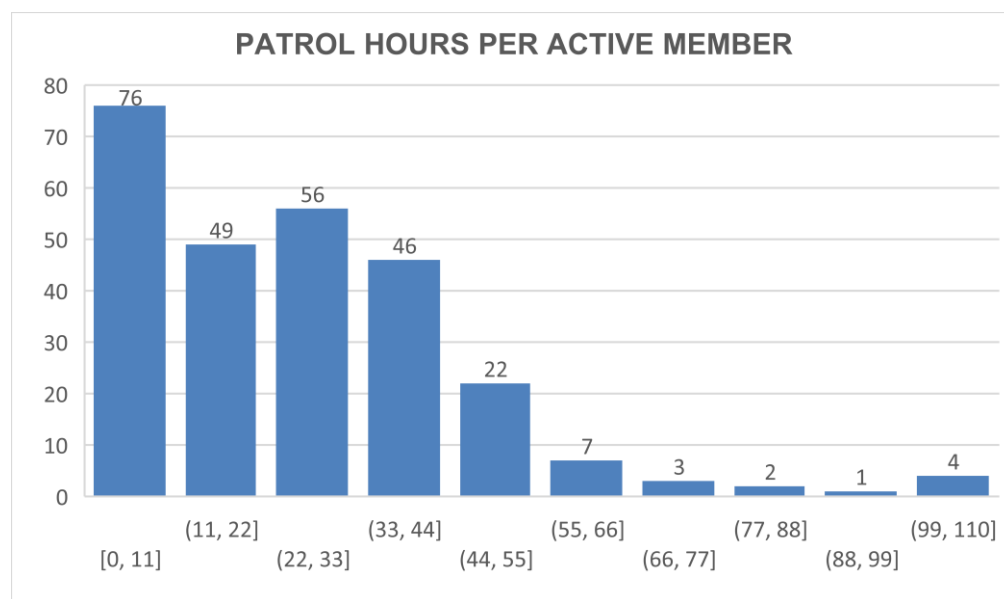
This year a Choose Your Patrol process was introduced which provided active members with choice of patrols for the first time. The process worked successfully and will continue to be developed with a view of offering members flexibility while maintaining the strongest possible patrol teams on the beach.





PATROL TEAM HOURS SUMMARY			
2015/16 Season			
PATROL TEAM	ROSTERED HOURS	No PATROLS	No MEMBERS
Patrol 1	34:30:00	9	20
Patrol 2	41:00:00	10	16
Patrol 3	37:30:00	9	25
Patrol 4	44:30:00	11	21
Patrol 5	41:30:00	10	24
Patrol 6	47:00:00	11	16
Patrol 7	40:30:00	10	19
Patrol 8	45:00:00	11	16
Patrol 9	37:00:00	9	21
Patrol 10	39:00:00	10	16
Patrol 11	47:00:00	11	12
Patrol 13	44:00:00	10	16
Patrol 15	34:00:00	9	21
Patrol R1	45:00:00	11	10
No Patrol Teams	14		
Average Rostered Hours	41:15:00		

PATROL HOURS COMPARISON				
		AVALON BEACH	SLSSNB	NSW
Active Membership		281	263	162.8
Contributing Members	More than the Club's Active Membership numbers?	251	247	135.6
Patrol Hours Completed		6868.5	7027.6	4371.8
Average of Rostered Hours	Actual hours of contributing members is above rostered average?	41.25	34.33	37.65
Average hours per contributing member		27.36	28.45	32.24
Average hours per member	Greater than 40 hours per member?	24.44	26.72	26.90

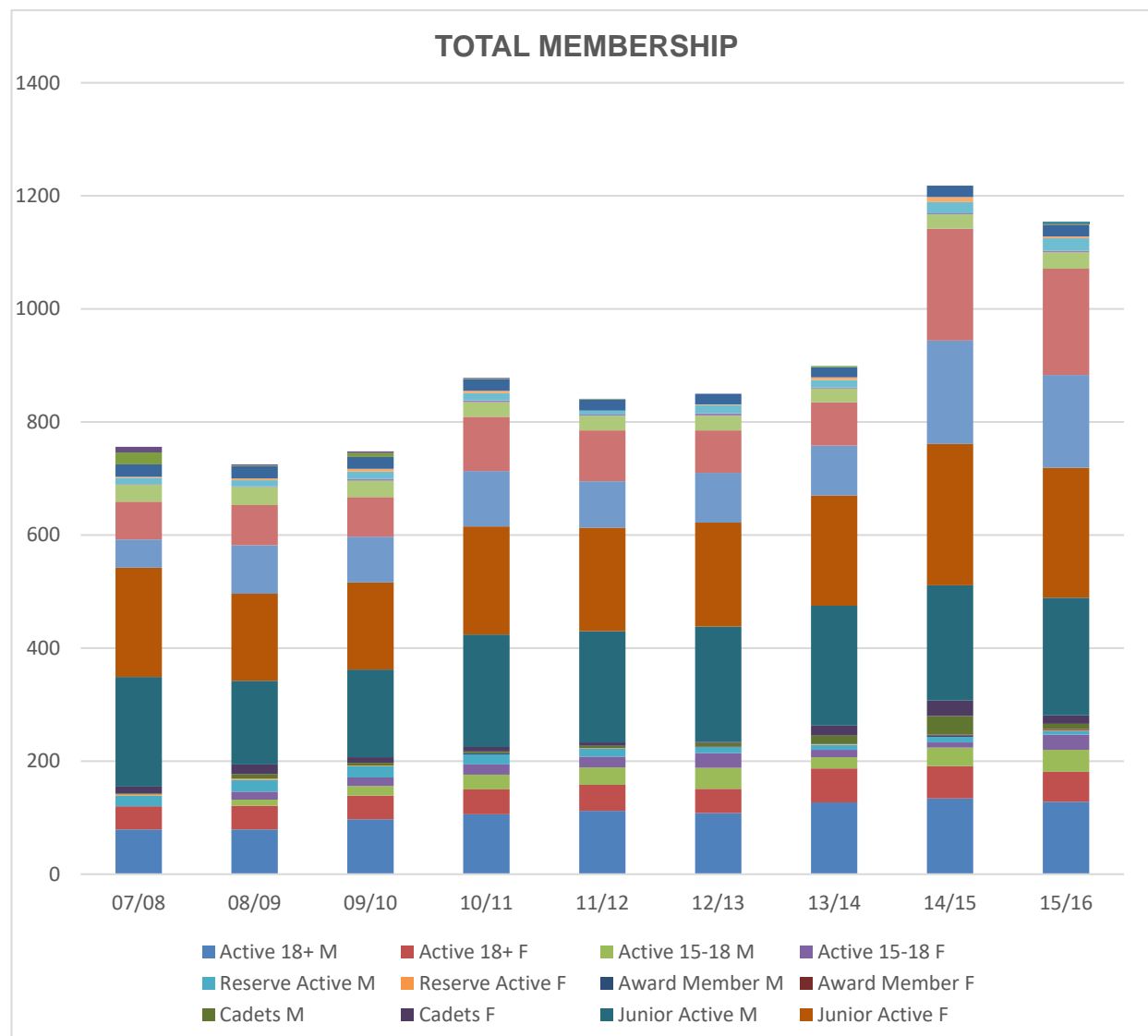




SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 2 – CLUB DEVELOPMENT AND SUSTAINABILITY

The Club is in a strong position with an overall upward trend in membership across all membership types. The Club is undergoing a growth and development phase following the completion of the new club house in 2014. An informal “One Club” policy has been adopted with the aim of breaking down barriers between the Senior and Junior Club and across any factions or separate groups. Fundraising, financial and volunteer support is encouraged between groups with the goal of benefitting the entire Club. Successful community events such as the Lion Island Challenge, Carols By The Sea and the Surf Swim continue to be held, and are currently in a transition phase with previous organisers stepping down after running for many years.





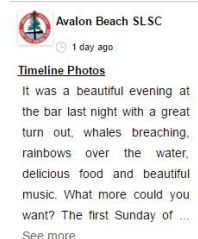
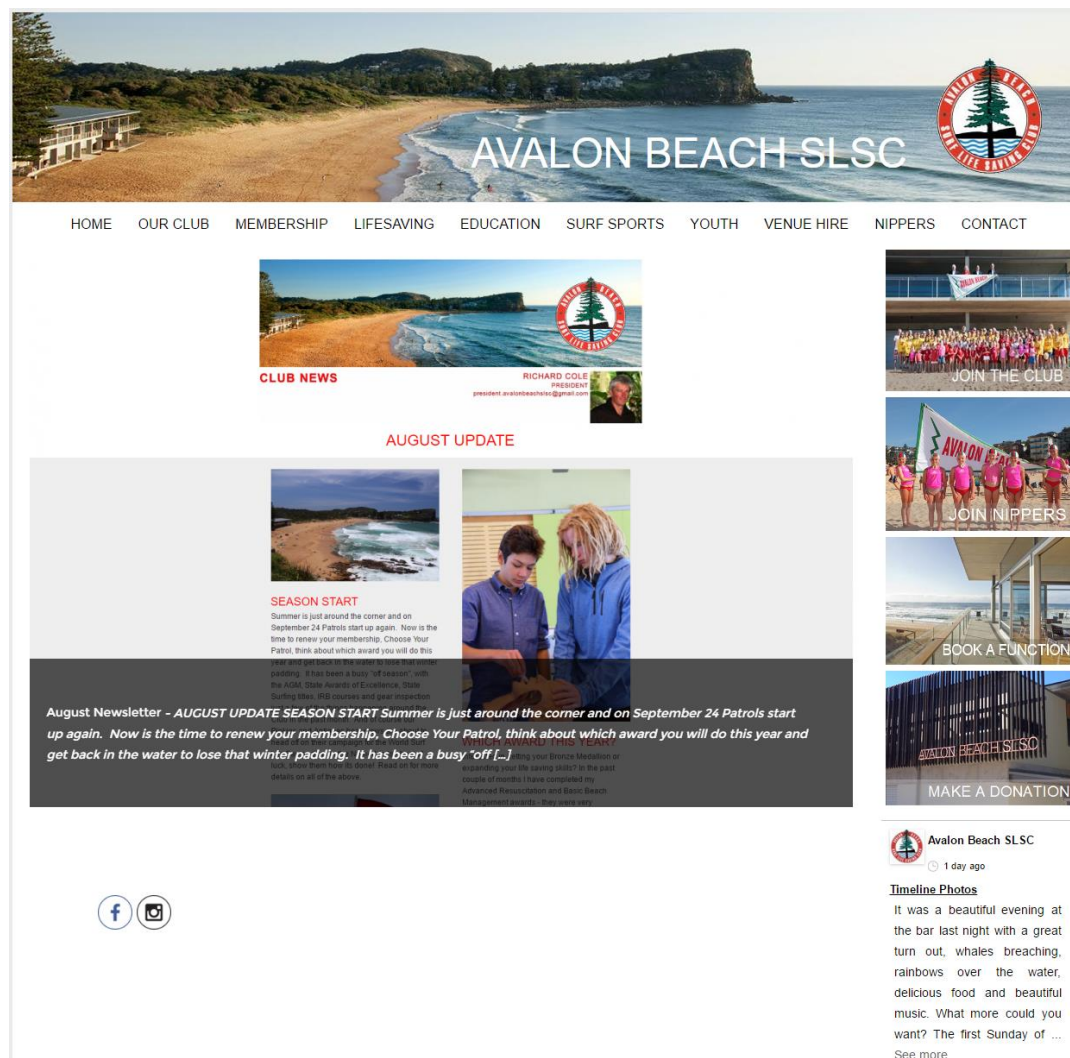
SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 3 – ADMINISTRATION AND COMMUNICATION

The Club is operating very successfully in terms of administration, with our paid administrator continuing to implement efficiency measures and apply a professional approach to the role. This was recognised in 2016 SLSSNB Awards of Excellence Most Outstanding Club for Administration. The management team is working effectively and cooperatively, and good record keeping and meeting attendance is taking place. There is a very low turnover of members in management roles, with only a few members holding more than one position and all roles being filled. There is a below average representation of women in management roles, with 4 of the 15 Board of Management positions (26%) remaining well below the ideal of 50%. All compliance measures were completed on time. There is a sustained effort to regularise the Surfguard records of members, and to move towards complete registration and renewal of membership on the Member's Portal. A centralised cloud based data and file management system has been implemented, which will preserve records, facilitate transition of Club positions and enable Club officers to access past data across all portfolios.

Communication with members is currently effective, with a new website in place, monthly Senior and weekly Junior newsletters, patrol reminder emails and texts, and regular social media postings.

There is currently little to no formal marketing of the Club, however there is a good level of media contact and promotion resulting in a good level of articles and recognition in local media.





SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

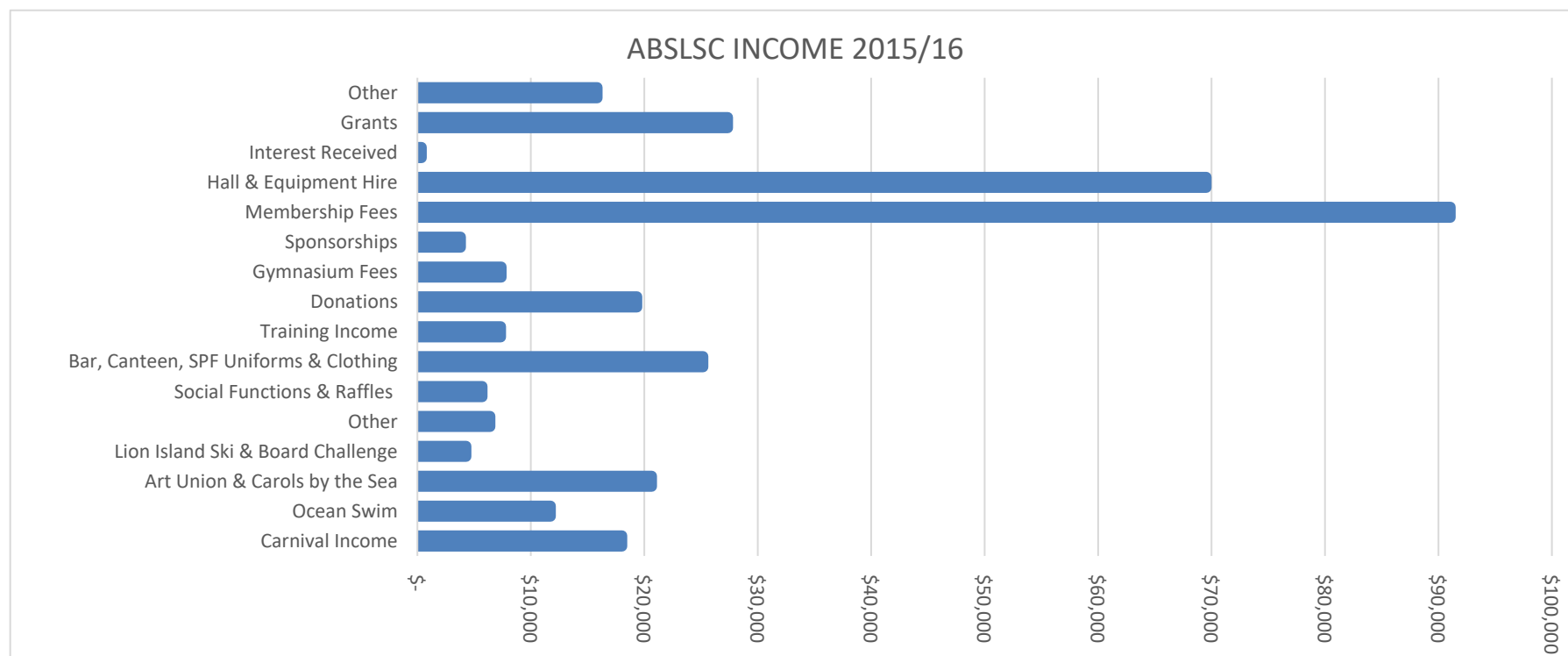
Strategic Priority 4 – GOVERNANCE AND FINANCIAL SECURITY

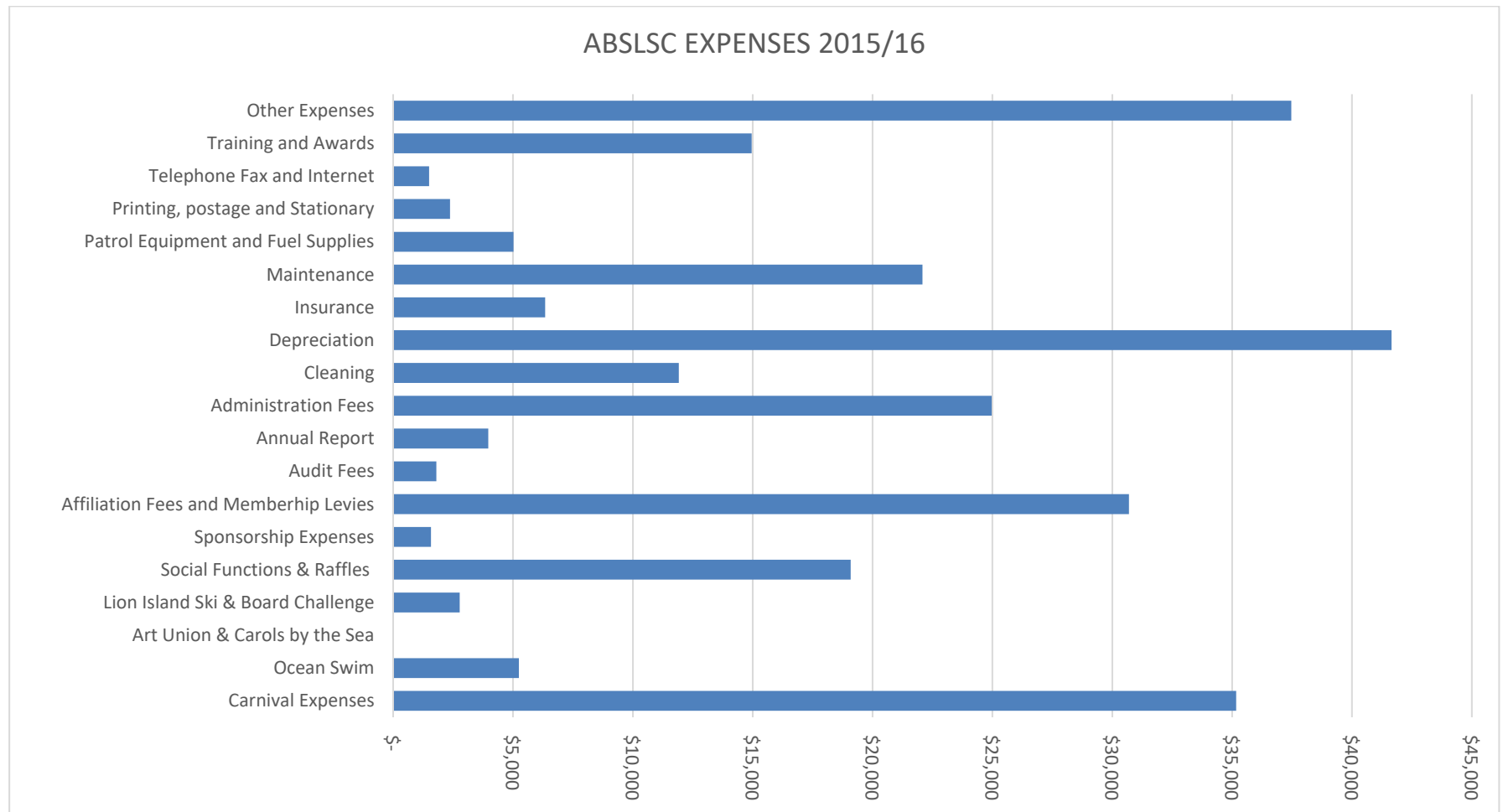
The governance of the Club is strong, with a new constitution adopted in 2016. The Club requires a set of By-Laws to accompany this constitution. A new fundraising and social events policy was implemented in the past year, however the Club lacks a consistent and comprehensive set of policy documents.

The financial position of the Club is strong, with a solid fee base from members, good income streams coming from venue hire, the bar and gym, sound income from fundraising events and a good proportion from Donations and Grants.

Despite significant expenditure on capital items and equipment in the past year a substantial profit was returned. Cash reserves are limited and a focus on building these will benefit the financial security of the Club.

2015/16 Financial Year	
Total Income	\$334,122
Total Expenditure	\$268,595
Current Profit / Loss	\$65,527
Total Assets	\$328,258
Total Liabilities	\$17,721
Net Assets	\$310,537





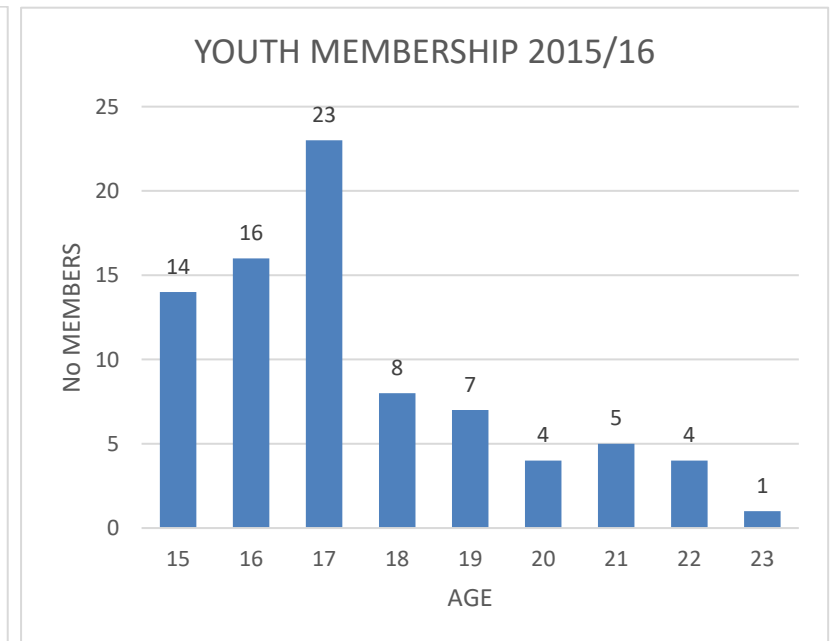
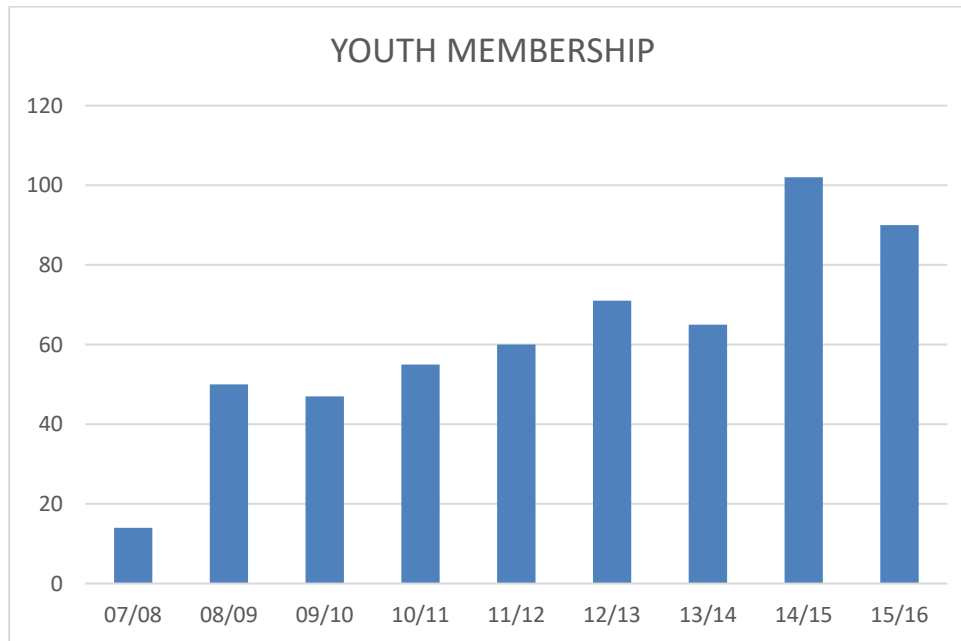


SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 5 – YOUTH DEVELOPMENT

The Avalon Beach Youth Program is one of the most successful aspects of the Club, which was recognised by the SLSNSW Awards of Excellence Initiative of the Year in 2016.

Avalon Beach SLSC is proud of its innovative youth program, designed to retain our young members in the transition from Nippers to active patrols. It focuses on social, recreational and educational activities, with a primary focus on learning new skills, keeping busy, making new friends, keeping fit and having fun. The Youth Program is designed to achieve a change in culture within the Club, to make these young age groups feel welcome, at home, involved and integral to the Surf Club and Surf Life Saving movement. Numbers of youth are growing strongly and membership fees have been waived for the U15 to U18 age groups for the current season. As the graph of current 15-24 year old membership demonstrates, the challenge remains to retain members after they turn 18. Another area to monitor closely is the conversion rate of Nippers to SRC.





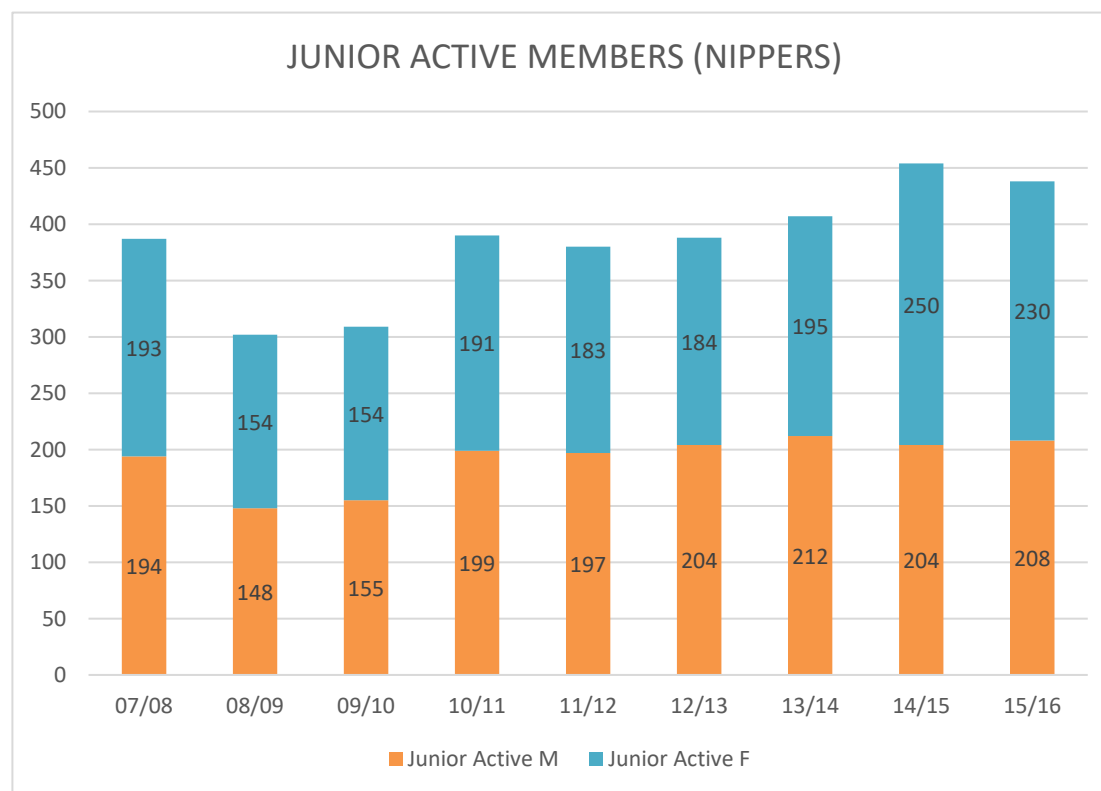
SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 6 – NIPPERS

The Avalon Beach SLSC Nippers Program continues to be extremely successful, with a long term increase in numbers and increasingly successful competition results due to a recent focus on training across all aspects of Surf Sports. Nippers retains the priorities of fun, inclusivity and skills development, despite the improving results.

The number of carnival competitors at local, branch and state level increases each year, and the overall placing of Avalon Beach at all levels also continues to improve substantially.

Avalon Beach is dominant in the Branch (which was hosted by this Club) and State Surfing Championships.



Branch 2014	Branch 2015	Branch 2016	State 2014	State 2015	State 2016
9 gold	4 Gold	4 Gold		1 Gold	
5 Silver	3 Silver	7 Silver	3 Silver	1 Silver	2 Silver
7 Bronze	4 Bronze	9 Bronze			1 Bronze
		100 Competitors			50 Competitors
		158 Points		15 Points	31 points
		6th Place		27th Place	18th Place
					25 Finalists



SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 7 – SURF SPORTS

Our Surf Sports are a successful aspect of the club, one which is integral with the quality and proficiency of our lifesaving services. Our strengths continue to lie in particular areas with some outstanding results by particular individuals and teams, and considerable room for growth and improvement overall.

The focus of Surf Sports at Avalon Beach is in the arenas of Surf Boats, IRB Racing and Masters Competition. There is minimal interest or depth in Open beach or water events. Surf Boats in particular have had a revival over the past few years with victories at State, National and World level.

BRANCH FINAL PLACINGS 2016					
CLUB	Opens	Masters	Juniors	Total	Place
MANLY	590	257	731	1578	1
NEWPORT	921	229	200	1350	2
QUEENSCLIFF	80	409	70	559	3
NORTH CURL CURL	175	90	279	544	4
FRESHWATER	215	79	211	505	5
PALM BEACH	105	387		492	6
COLLARROY	223	70	176	469	7
MONA VALE	31	154	104	289	8
AVALON BEACH	14	78	158	250	9
NORTH STEYNE	90	58	52	200	10
DEE WHY	25	98	34	157	11
NARRABEEN		83		83	12
WARRIEWOOD	8	61	6	75	13
NORTH NARRABEEN	5	4	40	49	14
SOUTH CURL CURL	21	2	16	39	15
BILGOLA	3	5	18	26	16
LONG REEF	21	3		24	17
WHALE BEACH		17		17	18
SOUTH NARRABEEN	1	6		7	19
BUNGAN	3			3	20
NORTH PALM BEACH					



IRB TEAM 2016	
2 x Managers / Coaches	<u>Results Highlights 2016</u>
14 Competitors	3 rd State Championships
7 Teams	
2 Racing IRB's (1 x rigid hull & 1 x soft hull)	
SURF BOAT TEAMS 2016	
5 Crews	<u>Results Highlights 2016</u>
20 Competitors	2 x Gold - World Championships
2 Sweeps	Gold - Trans Tasman International Surfboat Test Title
4 x boats including 1 x new boat 2015 (Darryl Johnson)	Gold - SLISA Interstate Championships
	Gold - ASRL Open Championships
	Silver – Australian Championships
	Gold and Bronze – SLSSNB Branch Point Score
MASTERS TEAM 2016	
12 Competitors approximately	<u>Results Highlights 2016</u>
	3 x Gold, 2 x Bronze – State Championships
	4 x Gold, 3 x Silver, 1 x Bronze – Branch Championships

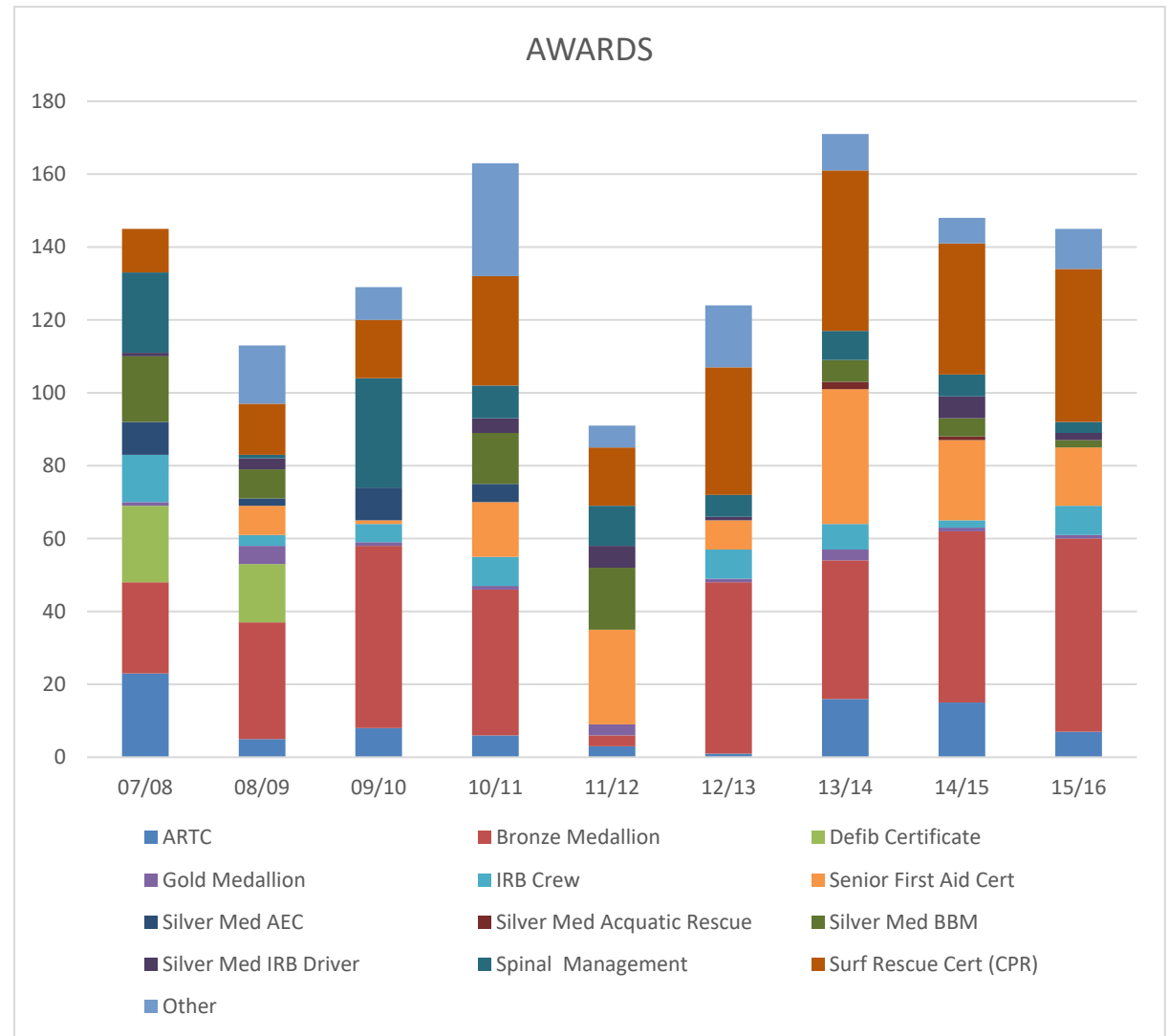


SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 8 – EDUCATION

Education and training is a traditional strength of Avalon Beach SLSC. The number of awards presented is consistently high, and in the current year was in line with or slightly above a long term average. The quality of training and education is exceptional.

The burden of training however falls on a small number of dedicated members who are also generally involved in other roles within the club in addition to their education roles. There is a substantial risk of burnout to these members. The following page indicates that our Trainer / Assessor / Facilitator numbers are well below the optimum levels.





TRAINERS/ ASSESSORS / FACILITATORS

2015/16

No. Active Members 281

No. New Members 53

	ASSESSORS				FACILITATORS	TRAINING OFFICERS			
	ART [AID]	BRONZE	IRB	SPINAL		ART [AID]	BRONZE	IRB	TOTAL
Current	1	4	3	2	0	3	9	4	26
Recommended Silver	3		3			6		6	
Recommended Gold	6		6			9		9	
	TOTAL NO ENDORSED TAFs								14
	TOTAL NO ENDORSED TAFs ACTIVE IN TRAINING AND ASSESSING								11

Clubs should have sufficient Bronze trainers and assessors to deliver and assess the ARTC and IRB awards for its members. The Quality Club Program suggests the following ratios:

Silver

At least 2 endorsed ART and 2 endorsed IRB trainers for every 50 active members (up to 150)

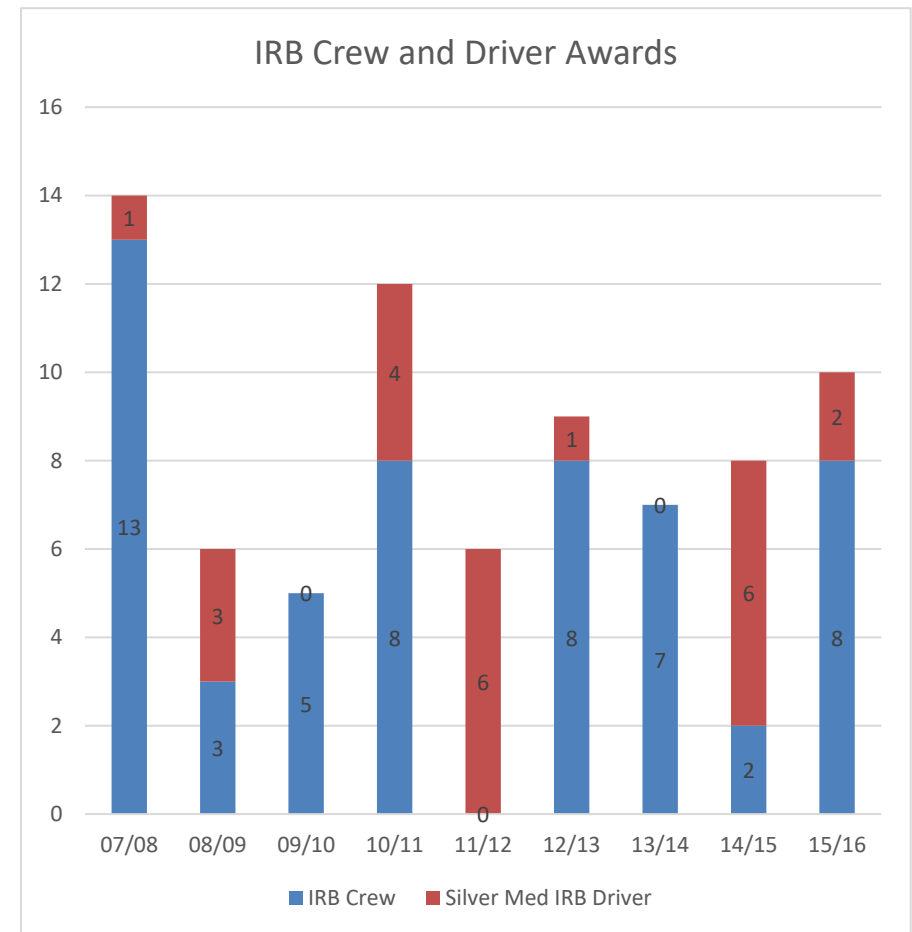
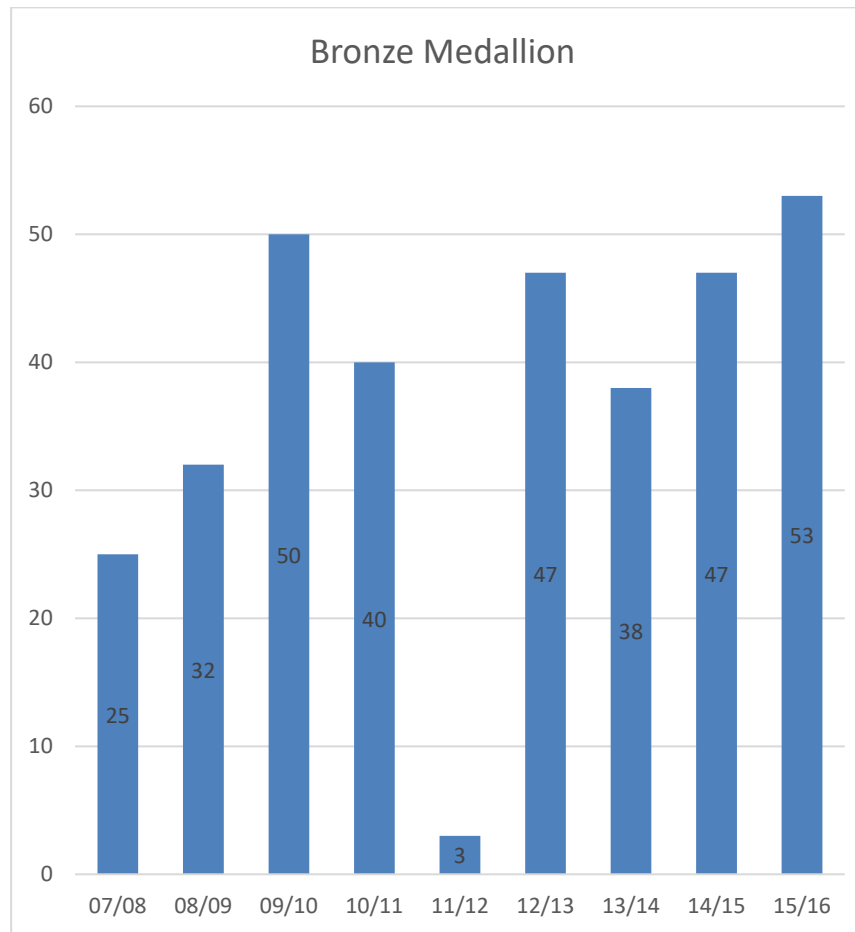
At least 1 endorsed ART and 1 endorsed IRB assessor for every 50 active members (up to 150)

Gold

At least 3 endorsed ART and 3 endorsed IRB trainers for every 50 active members (up to 150)

At least 2 endorsed ART and 2 endorsed IRB assessors for every 50 active members (up to 150)

Clubs should have sufficient trainers and assessors to deliver and assess the Bronze Medallion for new members. "New members" includes the following membership categories: Cadet, Active 15-18, Active 18+ and Probationary.



There are currently 22 active IRB Drivers prepared to be assigned to patrols. There are 13 rostered patrols this season.

A goal of 18 patrols by 2020, allowing for 2 IRB Drivers per patrol, requires 36 drivers plus 4 for redundancy and attrition, totalling 40 IRB drivers by 2020. This requires the awarding of at least 6 silver medallion IRB driver awards per year for the next three years.



SNAPSHOT – OUR CURRENT POSITION (2015/16 SEASON)

Strategic Priority 9 – CLUB HOUSE

With a new Club House completed in 2014, the focus is now on maintaining, improving and developing the facility. The past year has seen numerous additions to the building, with joinery installed to the meeting room, Club Lounge and Nippers room, new board racks, Club Lounge furniture, display of memorabilia and awards, a new external door and roller shutter. There continues to be defect issues with the building due to the poor quality of the construction. With the builder going into receivership the Club will require funds to rectify these problems now and into the future.

The Club is currently very well maintained with regular professional cleaning by our caretakers and constant maintenance issues dealt with promptly by our building officer and Council when required.

The Club House is well utilised by members as well as the community with 72 functions across the two event spaces in the past year, 17 of which were Surf Club special events. These do not include regular training sessions and Club meetings. There are currently 11 hours of weekly bookings by regular community hirers with a diverse range of activities available to the general public including yoga, pilates, dance and fitness.

Venue Hire is a significant and substantial portion of the annual income, particularly when combined with takings from the bar. The restaurant continues to under deliver the potential number of functions in the Club Room, however the club receives a substantial fixed revenue from this space regardless of the number of bookings. The Club continues to have a good working relationship with both the restaurant and new Northern Beaches Council.





STRATEGIC DIRECTIONS

Strategic Priority 1 – LIFESAVING

GOALS	STRATEGIES	PERFORMANCE INDICATORS
1. No loss of life between the flags	1.1. Low active member turnover	2.1 No drowning deaths during patrol hours.
	1.2. Preventative rather than reactive patrolling	2.2 Ratio of preventative measures to rescues at state average.
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).
		2.4 Increase number of patrols to 16 by 2017 and 18 by 2020.
		2.5 Reduce average rostered hours per active member to below SLSSNB average by 2018.
		2.6 All active members to be completing more than 10 patrol hours by 2020.
		2.7 Low active member turnover, 80% continuing year to year.
		2.8 Recognise and award 100% patrol attendance with a significant prize.
		2.9 Trial full day patrols at each end of the season.
		2.10 Conduct debrief with the most successful patrols from each season and provide feedback to all Patrol Captains.
	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
3. Improve patrol skills	1.5. In season training of all lifesaving skills	2.12 Place in top 5 in Branch Patrol competitions.
		2.13 Provide a positive skills improvement focussed Club Patrol competition with significant prize for winning patrol.
	1.6. Scenario based training during patrol	2.14 One 15 minute scenario or training session per patrol identified in roster.
		2.15 Develop water skills of non-competitors by introducing Sunday morning have-a-go skill sessions with qualified coaches and competitors.
4. Improve patrol capabilities	1.7. Increased number of higher awards per patrol	2.16 Encourage, identify and appoint more Patrol Captains.
		2.17 All Patrols to have female BBM qualified Vice Captains or Captains by 2020. Patrols may have 2 Vice Captains.
		2.18 Provide at least 2 IRB drivers per patrol by 2018.
	1.8. Provide high quality surf lifesaving equipment	2.19 Update major life saving equipment at least every four years. Audit and upgrade beach equipment annually.
		2.20 Achieve annual increase in SLS Gold Medallion awards.



Strategic Priority 2 – CLUB DEVELOPMENT AND SUSTAINABILITY

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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. 2.22 Promote and encourage General Members to fill Club management positions.
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. 2.24 Look at new opportunities for community events such as a longer beach to beach swim and outdoor movie night.
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). 2.26 Identify potential future leaders within the youth membership and offer training opportunities and positions of responsibility. 2.27 Encourage participation in Junior Lifesaver of the Year and Youth Opportunity Makers programs run by SLSSNB and SLSNSW. 2.28 Provide travel, accommodation and fuel costs for members conducting Club education and training courses, coaching, lifesaving services and athlete development. 1.12. Provide a better transition experience for members joining and leaving the Club 2.29 Provide exit survey to understand why people are leaving the Club.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
		2.30 Implement an orientation program for new members.
		2.31 Provide 'orientation kit' for new member's tours.
		2.32 Encourage the buddy system of teaming up new members with senior patrol members to assist in orientating new patrol members.
		2.33 Personal letters of thanks and best wishes for undertaking club membership from President.
	1.13. Member recognition and fulfilment	2.34 Formally recognise achievements internally of at least 5% of members annually.
		2.35 Active Membership increase by 5% annually.
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.
		2.37 Investigate and associate with female support organisations such as Surf Sisters in South Australia.
9. Focus on Occupational Health & Safety guidelines and risk management	1.15. Implement a new officer position of Club Safety Officer.	2.38 Appoint a Club Safety Officer.
	1.16. Review current operations and provide a safer working environment.	2.39 Complete Club safety audit annually.
		2.40 Provide Patrol Trailer by 2017.
10. Continue Club improvement and	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
development	1.18. Continue to facilitate and develop closer working relationships with other Northern Beaches surf lifesaving clubs	2.42 BoM to host annual gathering of the management teams of adjacent clubs including Whale Beach, Bilgola and Newport.
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.
		2.44 Membership fees to be maintained in the bottom 50% of Northern Beaches Surf Clubs.
	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.
		2.46 Promote and encourage general involvement with fitness activities and programs such as the boaties run, fun runs and fun swims.



Strategic Priority 3 – ADMINISTRATION AND COMMUNICATION

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
		2.49 Provide and implement a formal handover induction for each position to be completed by new members entering that position.
	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.
	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 to the Board of Management.
		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.
	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.
		2.54 Participants supported to implement learning and initiatives from these programs.
	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
		2.57 Maintain frequency and consistency of monthly newsletter.
		2.58 Provide at least three facebook posts per week and live facebook posts during major events.
		2.59 Achieve annual increase in number of website generated enquiries and hits.
		2.60 Inspect noticeboards weekly to keep up to date.
		2.61 Provide advertising for the Club and venue hire on the back of WC doors.
		2.62 Provide focus in communications on why people would join the Club and how we are differentiated from other Clubs.
	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.
		2.64 Improve the way community classes are displayed on the noticeboard and website.
		2.65 Join the Avalon Palm Beach Business Chamber.
		2.66 Investigate provision of meals to the Bar by the Avalon on the Beach Restaurant.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
		2.68 Implement ASC Club Development Program.
		2.69 Apply for SLSNSW Club of the Year in 2018.
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.
	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.
		2.72 Membership Category records accurate for all current members.
		2.73 Member Declaration completed by all current members.
		2.74 Annual increase in use of member's portal (log in and use of the portal).
		2.75 Annual increase in number of family groups created.
		2.76 Annual increase in number of membership renewals completed online via the membership portal.
	1.31. Consistent use of the ABSLSC brand.	2.77 Standardise Club documents across all portfolios.
		2.78 Produce club templates for use in all portfolios (letterheads, reports, policies etc).
	1.32. Work smarter, not harder (operational efficiency)	2.79 Identify and improve efficiency of two or more labour intensive administrative tasks each year.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
		2.80 Promote the use of Dropbox to BoM with all management team regularly using Dropbox for document storage and information sharing by 2017.
	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.
	1.34. Be adaptive to new technologies	2.82 Upgrade of Club’s technologies, ie server and modem.
		2.83 Review of current software providers (ie. MYOB) and assess benefits of alternate providers.
	1.35. Centralise and digitise Club’s historical records	2.84 Comprehensive set of Clubs historical records online by 2020.
	1.36. Improve administrative capabilities	2.85 Increase administration staff and hours.



Strategic Priority 4 – GOVERNANCE AND FINANCIAL SECURITY

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
		2.87 Identify the need for, develop and implement new Club policies. Provide an annual review at the first BoM of each season.
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.
		2.89 Appoint a Grant's Officer.
	1.39. Increase number and value of sponsors annually	2.90 Retain existing sponsors and sign up one additional sponsor every year.
		2.91 Increase number and value of grants and subsidies annually.
		2.92 Provide annual audit and review of sponsorship and grants for BoM and a targeted program for the following year.
		2.93 Set annual sponsorship income targets.
	1.40. Establish greater links with existing club sponsors	2.94 Letters of appreciation and thanks at the start and end of season.
		2.95 Invite sponsors to major Club activities – Prestigious trophy events / Awards Presentation evening / AGM / Regional carnival / Sunday Morning Activities.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
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 of \$100,000 by 2019.
	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.
	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.
	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.
		2.100 Identify a new Club accountant to provide the annual financial report by 2017.
		2.101 Combine the senior and junior accounts by 2018.



Strategic Priority 5 – YOUTH DEVELOPMENT

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
	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.
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.
		2.105 Implement youth patrols which comprise only of Under 24 year-old members.
		2.106 Encourage, promote and support tours to Surf Sports related carnivals and events.
		2.107 Promote and nominate Youth members for Youth Development Exchange and Lifesaving Exchange positions.
		2.108 Promote development pathways to youth members.
	1.48. Provide exclusive events for this age group	2.109 Hold at least one annual U24 social event.
		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).
	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
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 lifesaving programs	2.112 At least 50% of youth participate in Championship carnival teams annually.
	1.51. Develop Youth teamwork, leadership, fitness and lifesaving skills	2.113 At least 75% of youth achieve new life saving award annually.
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.
		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.



Strategic Priority 6 – NIPPERS

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
	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.
		2.118 Develop and provide an induction procedure for new age managers.
	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.
	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.
		2.121 Annual increase in number of Age Managers with their proficient Gold Medallion.
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.
	1.58. Provide specialist coaching and skills development for Surf sports events	2.123 Identify and provide training opportunities for specialist coaches.
		2.124 Promote the achievement of excellent carnival results.
	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
	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.
	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.
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.
		2.130 No vacant Junior Board or officer positions.
		2.131 Provide and implement a formal handover induction for each position to be completed by new members entering that position.
		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.
	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.
		2.134 The President of the Senior and Junior Club are to attend the respective Board meetings.
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-season newsletter items and information sessions by 2018.
	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
		2.137 Maintain Nippers membership at between 400 and 450.
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.
	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.



Strategic Priority 7 – SURF SPORTS

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
		2.141 Ensure all accredited coaches certificates are up to date.
	1.70. Target youth members to form new crews	2.142 Provide a new youth crew every three years
	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.
	1.72. Increase number of sweeps	2.144 Increase number of accredited sweeps to 4 by 2018 and 5 by 2021.
	1.73. Improve Results	2.145 Achieve a medal at national level in U23, Open and Masters divisions by 2018.
		2.146 Achieve annual increase in medals at Branch, State and National levels.
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.
		2.148 Ensure all accredited coaches certificates are up to date.
	1.75. Target youth members to join team	2.149 Provide a new youth crew every year
	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
	1.77. Improve results	2.151 Achieve a medal at state level in U23, Open and Over 35's divisions by 2018.
		2.152 Achieve annual increase in medals at Branch, State and National levels.
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.
		2.154 Ensure all accredited coaches certificates are up to date.
	1.79. Target new members to join team	2.155 Increase number of competitors every year
	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.
	1.81. Improve results	2.157 Achieve annual increase in medals at Branch, State and National levels.
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.
		2.159 Provide constant updates of opportunities and results of all Surf Sports in newsletters, facebook and on the website.
		2.160 Encourage, promote and support team tours to Surf Sports events and carnivals.
		2.161 Implement a Patrol Team Surf Sports Challenge competition.
33. Maintain and improve	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.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
equipment for Surf Sports		2.163 Consistent team fundraising for all areas.
		2.164 Seek and obtain sponsorship for new Surf Sports equipment.
		2.165 Encourage organized fundraising within each discipline
	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.



Strategic Priority 8 – EDUCATION

GOALS	STRATEGIES	PERFORMANCE INDICATORS
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.
	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.
		2.169 Increase number of ART [AID] Training Officers to 6 and ART [AID] Assessors to 3 by 2021
		2.170 Lifesaving competition used to identify future Training Officers
		2.171 Provide probationary trainers on every course.
		2.172 Run an in-house Training Officer Course.
		2.173 Promote training opportunities on facebook, on the website and in the newsletter.
		2.174 Provide better recognition of trainers at Presentation night.
	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
	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.
		2.177 Streamline the proficiency process and administration. Provide submission to Surfguard to manage live proficiency recording.
		2.178 Appoint 2 or 3 deputy CTO's to run specific areas of educations such as proficiencies, SRC and Bronze, and higher awards.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
	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.
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.
	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.
	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.
	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.
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.
		2.185 Increase in take up of member portal facilities by members (eg, online learning options, patrol swap facilities etc).
		2.186 Zero members joining club via manual methods by 2019.
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.
	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.



Strategic Priority 9 – CLUBHOUSE

GOALS	STRATEGIES	PERFORMANCE INDICATORS
38. Maintain our Clubhouse	1.97. Develop and implement a Facility Management Plan	2.189 Develop and implement a Facility Management Plan by 2017.
		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.
		2.191 Provide quarterly updates of issues raised, both Club (internal) and Council (external).
		2.192 Provide an agreed annual budget of at least \$5,000 for Club (internal) issues.
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.
		2.194 Achieve improvements to Club storage areas to enhance the operation of the Club by 2018.
		2.195 Implement improvements to the Club Function areas including a new bar by 2018.
		2.196 Provide half-yearly reviews of expenditure for maintenance and capital improvements against the annual budget.
40. Strengthen relationships with stakeholders	1.99. Seek opportunities to strengthen relationships with stakeholders	2.197 Support and build the relationship with the Restaurant.
		2.198 Maintain a good working relationship with Council.



GOALS	STRATEGIES	PERFORMANCE INDICATORS
		2.199 Promote and support regular venue hirers.
		2.200 Provide a complimentary venue hire to associated community Clubs and schools.
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.
		2.202 Identify 2 new markets (ie. local businesses, city corporates) and secure bookings.
		2.203 Promote the venue more widely and effectively.
	1.101. Increase attendance and bar takings on regular Bar Open sessions.	2.204 Develop and market an annual Club social event calendar.
		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.