

MACMASTERS BEACH SURF LIFE SAVING CLUB**STRATEGIC PLAN for 2017 to 2022**

MISSION: To save lives, Prevent drowning and injury, Provide a Safer Beach, Grow our members capabilities & give to our Community

VISION: To be the leading surf club on the Central Coast

VALUES:

- To respond to the needs of our members and Community
- Act with high standards of governance and ethics
- To always act with integrity, equity, fairness and accountability
- To continually improve
- To operate as a team
- Commitment to safety and training.

Strategic Priority	Key Goals	Action / Measurements	Year	Portfolio	Priority
1. Saving Lives	Ensure lifesaving patrols have the skills and training necessary to deliver the best and required surf life saving service	1. Train and qualify 25 Bronze holders per year	Every year	Director of Lifesaving & Director of Education	High
		2. Requalify all existing award holders on time			High
	Provide reliable and high level surf life saving patrols to our beach.	3. Train and Qualify 5 Patrol Captains per year.	Each Year	Director of Life Saving & Dir. Of Education	High
		1. A minimum of 12 patrols with a minimum of 10 patrol members in place each year			High
		2. Promote members to obtain award qualification to participate in Patrols with varied qualification mix (Bronze, IRB Driver, IRB Crew, Radio, First Aid, ARC) to encourage wide member base and family participation in patrols.			
		3. Beach Management Plan completed Annually		Director of Life Saving	High

Strategic Priority	Key Goals	Action / Measurements	Year	Portfolio	Priority
	Use of the best practice and technology to enhance the clubs surf life saving capabilities and performance.	<ol style="list-style-type: none"> 1. Gear Inspections completed annually 2. Equipment kept up to date 3. Equipment maintained to necessary standards 	Each Year	Director of Life Saving	High High High
	Ensure Adequate Level of accredited Trainers and Educators	<ol style="list-style-type: none"> 1. Grow and maintain the number of qualified Trainers and Educators in all necessary areas, including lifesaving skills, patrol award qualifications and junior proficiency areas 	Each Year	Director of Education	Medium
2. Strong Club	Ensure the club is sustainable and managed with best practice	<ol style="list-style-type: none"> 1. Review Club Constitution every two years to maintain relevance to operating conditions 2. Review By-Laws every 12 months to maintain relevance to current Club operating requirements 3. Achieve a minimum of Bronze level accreditation Club Quality Program in 2017/18 and Gold level by 2018/19 	2018 Each Year	Director of Admin. Director of Admin	Medium Medium
	Grow and maintain membership in all categories, 'active', 'rookies', 'nippers', and 'associate' members.	<ol style="list-style-type: none"> 1. Achieve Annual membership growth in all membership categories,.(534 total members in 2016/17) 2. Prepare and implement an annual membership retention & recruitment strategy. 3. Transform nipper parents into active members 	Each Year Each Year	D.O.M D.O.M	High Medium
			Each Year	D.O.M	High

Strategic Priority	Key Goals	Action / Measurements	Year	Portfolio	Priority
	Maintain strong and Effective Communication with all Club members	<ol style="list-style-type: none"> 1. Publish monthly Point Break 2. Accurate and user friendly Website 3. Accurate, effective and correct Facebook communication 4. Utilise SMS technology to provide key messages to members 	<p>Each Year</p> <p>Each Year</p> <p>Each Year</p> <p>Each Year</p>	<p>Director of Admin</p> <p>Director of Admin.</p> <p>Director of Admin</p> <p>Director of Admin</p>	<p>High</p> <p>Medium</p> <p>Medium</p> <p>Medium</p>
3. Our Stakeholders	Maintain strong relationship with Council State and Commonwealth government representatives.	<ol style="list-style-type: none"> 1. Representatives invited to key Club Functions and issued with regular Club updates 	Each Year	President and Deputy President.	Medium
	Strong links with and support of our Local Community	<ol style="list-style-type: none"> 1. Maintain and grow relationships with local community groups and clubs; including: Progress Association, Bridge Club, Garden Club, Ladies Social Club, Bushfire Brigade, Local Schools, Jazz Group, and other local groups and organisations 	Each Year	President, Deputy President and Director of Admin.	Medium
	Value and Grow our existing Donors and Sponsors	<ol style="list-style-type: none"> 1. Develop and implement a Donor and Sponsor support and recognition protocol 	Each Year	Deputy President	Low
	Protect the Crown leasehold tenure of the club house site.	<ol style="list-style-type: none"> 1. Ensure favourable lease renewal 	2020	President	High
4. Financial Security	To be financially secure and sustainable into the future	<ol style="list-style-type: none"> 1. Maintain and value current sponsors and donors 2. Identify and attract new sponsors and donors 	<p>Each Year</p> <p>Each Year</p>	<p>Deputy President</p> <p>Deputy President</p>	<p>Medium</p> <p>Medium</p>

Strategic Priority	Key Goals	Action / Measurements	Year	Portfolio	Priority
		3. Grow and maintain revenue from clubhouse use activities and cafe operation.	Each Year	Director of Finance	Medium
	To source additional and recurrent revenue from a variety of sources	1. Appoint fundraising officer to implement new fundraising initiatives and grow existing base. 2. Develop and implement annual Grants Plan	2017/18 2017/18	Dir. Of Finance Deputy President	Medium Medium
	Strong Financial Management and Planning	1. Develop and Implement an Annual Budget for all areas of operation and maintain adequate cash reserves for operation of the Clubs essential programmes 2. Establish a 10 year Capital Works and Maintenance Schedule, reviewed annually. 3. Establish and maintain a sinking fund for future capital and maintenance works.	Each Year 2017/18 Each year	Dir. Of Finance President and Director of Finance Dir of Finance	High Medium Medium
5. Club Governance	Ensure compliance with all necessary regulatory and financial reporting requirements.	1. Compliance and reporting for: <ul style="list-style-type: none"> Office of liquor Gaming and Racing GST reporting Business Activity Statements Charities and Not For Profit Commission Surf Life Saving Central Coast and Surf-guard Club Annual Report and audited accounts 	Each Year	Dir of Finance & Dir of Admin.	High

Strategic Priority	Key Goals	Action / Measurements	Year	Portfolio	Priority
	Maintain strong record of Board Activities and Decisions.	<ol style="list-style-type: none"> Minutes are available on website All Board activities are undertaken in accordance with Constitution 	Each year	Dir of Admin Board members	Medium High
7. Surf Sports	To offer diverse fitness and recreational pathways to people of all abilities	<ol style="list-style-type: none"> Promote and implement Sunday Point Score Swim, Macs Maniacs and identify other activities. 	Each Year	Dir of Comp.	Medium
	Grow participation in Junior, Senior and Masters Competition	<ol style="list-style-type: none"> Implement a programme to increase competitor numbers by 5 per year for both Seniors and Masters. Appoint a Seniors and Masters Competition Manager. Investigate regular social competition events with Copacabana & Killcare SLSC. Maintain Nipper participation in surf sports, 	Each year 2017/18 2017/18 Each Year	Dir of Comp. Dir of Comp Dir of Comp D.O.M	Medium Medium Low Medium
	Maintain and Expand Surf Boat participation	<ol style="list-style-type: none"> Implement surf boat crew development programme, target minimum of 5 crews each year. 	2017/18	Dir of Comp	Medium

Strategic Priority	Key Goals	Action / Measurements	Year	Portfolio	Priority
	Maintain and Grow the numbers of skilled Surf Sports Coaches to support increased surf sports participation by members	<ol style="list-style-type: none"> <li data-bbox="1032 231 1626 311">1. Actively seek and encourage club members to take on coaching roles. <li data-bbox="1032 352 1626 470">2. Provide the training funds to enable Club members to complete Level 1 coaching accreditation in key surf sports areas. <li data-bbox="1032 512 1626 667">3. Provide the training funds to enable a Surf Boat Coach to obtain a Level 2 coaching accreditation to support excellence in surf boat competition 	<p data-bbox="1650 231 1727 311">Each year</p> <p data-bbox="1650 391 1753 470">As needed</p> <p data-bbox="1650 512 1753 592">As needed</p>	<p data-bbox="1798 231 1888 311">Dir of Comp.</p> <p data-bbox="1798 432 1888 470">Board</p> <p data-bbox="1798 512 1888 550">Board</p>	<p data-bbox="1973 231 2085 269">Medium</p> <p data-bbox="1973 391 2085 429">Medium</p> <p data-bbox="1973 470 2085 509">Medium</p>