



STRATEGIC PLAN 2017 TO 2022

VISION:

"Saving Lives and Building Better Communities"

MISSION:

Provide quality Surf Life Saving Services and Community Education Programs to the City of Cockburn and surrounding areas whilst providing a safe and Family Friendly Club that promotes Beach Safety, Surf Sports Competition and Surf Lifesaving Education.



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References	
Board	Board of Directors
CBSLSC	Coogee Beach Surf Life Saving Club
AGM	Annual General Meeting
KPI's	Key Performance Indicators
YAC	Youth Active Council
SRC	Surf Rescue Certificate
SLSA	Surf Life Saving Australia
SLSWA	Surf Life Saving Western Australia
Oversight	Overall responsibility for the strategic action plan elements
Management	Responsible for the coordination and actioning activities outlined within the strategic action plan

1.0 VISION

Our stated vision for Coogee Beach Surf Life Saving Club is '*Saving Lives and Building Better Communities*'.

2.0 MISSION

For the next five years, we intend to:

- Effectively work to provide a positive and embracing Club environment for the benefit of its members and the wider community.
- Be successful in all aspects of our operations including Facility Management, Training and Education, Life Saving and Injury Prevention, Nipper, Youth and Seniors Development and Surf Life Saving Competitions.
- Operate a financially viable and successful Club which supports our key objective of promoting beach safety and exceptional lifesaving standards to prevent injury and loss of life for all beach visitors.
- Operate with values of integrity, respect for people, a strong customer focus, building community capacity, teamwork, performance, leadership, and quality.

We are going to achieve this by providing to the City of Cockburn and wider community high quality training and education programs, beach patrols, junior lifesaving programs, lifesaving services for community events; competitions and partnerships with like-minded community Clubs and organisations.

3.0 STRATEGIC INFLUENCES

This plan has been developed having regard to the broader Strategic Context of key state and local government partners. These are identified as:

Surf Life Saving WA Strategic Plan:

The plan of the State body focusses on 4 key areas against which their performance and support for surf life-saving Clubs will be measured. These include:

- **Organisational sustainability** where performance is measured against the percentage growth of net assets; surplus as a percentage of income and regulatory compliance breaches
- **Supporting Clubs and Membership** where performance is measured against the financial performance of the Clubs; participation in Surf Sports competitions; percentage of members that volunteer; ratio of volunteers to Club membership and Percentage of active members.
- **Building Safer Communities** where performance is measured against the ratio of volunteers to Club membership; percentage of preventative actions and participation in/on emergency management forums.

- **Providing Community Education and Health Promotion** where performance is measured against the total number of education and health programs conducted.

Whilst these core areas are specific to the state association they should align where possible to local Club activities to ensure consistency and support in delivering agreed long term sustainable surf lifesaving objectives. The subsequent Action Plan references these 4 key areas where they are specifically relevant to the Club and seeks to support the state body in delivering against its key performance indicators.

City of Cockburn Strategic Community Plan 2016-2026:

As our local government service provider and key funding partner the City of Cockburn plays an important part in facilitating the growth of the Club and liaising with landowners and state government bodies on behalf of the Club. The Strategic Community Plan is a fundamental part of their Integrated Planning and Reporting Framework which guides future development and investment on behalf of the City's community. The plan identifies 5 strategic objectives, of which *Community, Lifestyle and Security* highlights the City's key role in providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people. Of the 7 actions identified under this objective, the following four are specifically relevant to the continued growth and investment in Coogee Beach Surf Life Saving Club:

1. Provide residents with a range of high quality accessible programs and services
2. Provide for community facilities and infrastructure in a planned and sustainable manner.
3. Provide safe places and activities for residents and visitors to relax and socialize.
4. Create and maintain recreational, social and sports facilities and regional open space.

It is important that the Club has regard to these in supporting the City to deliver a range of quality community sport, recreational and educational activities for its residents.

Strategic Directions (SD6) for the Western Australian Sport and Recreation Industry 2016-2020 (Department of Sport and Recreation)

SD6 is published by the WA Department of Sport and Recreation and sets out the vision and direction for Western Australia's Sport and Recreation Industry for the next 5 years. Amongst the key challenges identified in SD6 the following are relevant to the future development of Coogee Beach Surf Life Saving Club:

- **Commercialisation:** A small number of high profile sports with significant participation bases and integrated competition structures now have robust commercially oriented business models, while community-based sport and recreation organisations are increasingly reliant on public investment for their survival. Public investment in sport and recreation organisations should factor in the capacity of these organisations to source commercial revenue.
- **Financial [Un]Certainty:** The sport and recreation industry must optimise the value derived from public and private funding in tight fiscal circumstances.

Sport and recreation stakeholders must be strong advocates for the many benefits that are enabled by continued investment.

- **Life Course and Life Stage Participation:** The achievement of improved participation rates in sport and recreation, and more broadly active lifestyles, will require innovative responses to the life course and life stage circumstances of Western Australians. A combination of expanding pioneering initiatives and adapting successful concepts from other jurisdictions can stimulate healthier and socially beneficial outcomes for our community.

These challenges need to be embraced and addressed in our future planning to assist and support the broader sport and recreation industry.

4.0 OUR PROMISE TO OUR MEMBERS

In order to meet our member's requirements, we will ensure the following underpins the surf lifesaving Club operations:

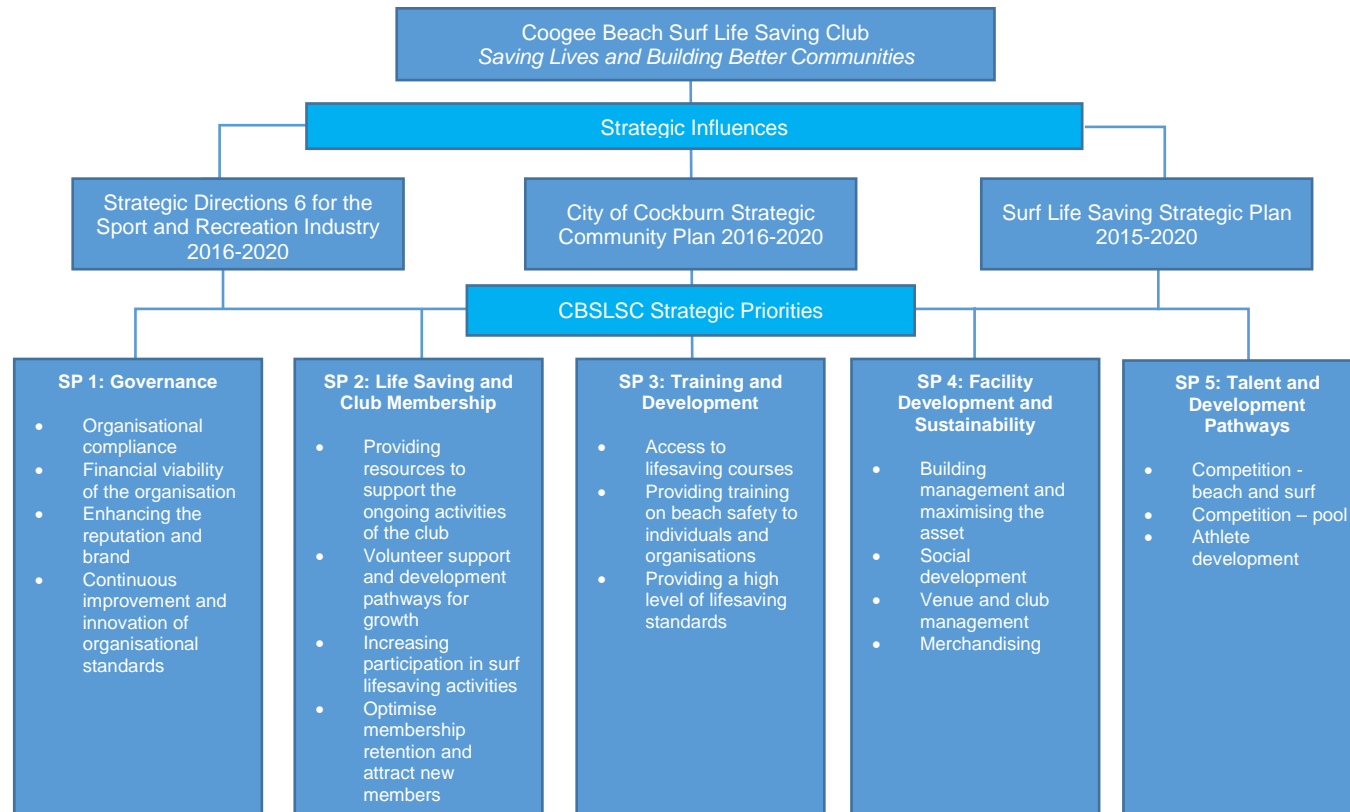
- **Governance:** to operate the Club in accordance with best practice and ensure the operating structures are reviewed annually to meet current and future needs of the Club.
- **Financial Management:** To ensure the Club finances are managed effectively; audited annually and reported in accordance with industry best practice.
- **Decision making:** To ensure all decisions undertaken on behalf of the Club are open, transparent and evidence based.
- **Child Safety:** The Club will adopt industry best practice for working with children and ensure all Club officials, team leaders and volunteers have an up to date working with children certificate.
- **Beach Safety:** The Club adopts Surf Life Saving WA practices and procedures with regard to life saving and appropriate use of equipment.
- **Valuing volunteers:** To ensure all our volunteers are supported with a structured mentoring and training program and are respected as a highly-valued resource of the Club.
- **Training and Qualifications:** The Club will operate an annually agreed life-saving training program available to members and non-members.
- **Patrol:** Coordinated patrols across Coogee Beach and Port Coogee will be operational on all weekends and public holidays throughout the season.
- **Communication:** We will communicate regularly with members on a variety of social mediums and regularly update our web site to ensure members have the latest available information on Club events and activities.
- **Facility Management:** The Club will put in place an asset management process to ensure the facility is managed in accordance with industry best practice for future generations.



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- **Equipment Management:** The Club will adopt policies and procedures to ensure that Club owned equipment is managed and maintained to the highest standard.
- **Equality and Diversity:** We will put into place and implement policies and procedures to ensure all members, volunteers and visitors to the Club are valued and respected and no decisions taken inadvertently disadvantage any group or individual.
- **Social and Events:** All events and social activities run by the Club will be open to all and respect the values of the Club in being family focussed and to support the ongoing financial sustainability of the Club.
- **Community Safety and Awareness:** The Club will raise the profile of beach and water dangers and educate members and the broader community in being aware of the dangers and how these can be mitigated.
- **Marketing:** We will Market the value of Club activities to the whole community to ensure we have the widest possible membership base inclusive of all.
- **Sponsorship:** The Club will continue to seek sponsorship from local and state-wide businesses to support the activities of the Club. All sponsorship accepted will align to the values of the Club.

5.0 STRATEGY OVERVIEW





6.0 STRATEGIC ACTION PLAN

6.1 SP 1.0 GOVERNANCE AND FINANCE

Objective: Club and Organisational Sustainability

Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
1.1 Organisational Compliance						
1.1.1	Governance: Structure	The governance structure will be reviewed annually to ensure it is appropriate to meet the needs of the Club and review annually in May.	The governance structure has been modified to take into account changes in the Clubs operating model and has taken time to bed down.	Board: Oversight President: Management	<ul style="list-style-type: none"> Annual review of governance structure conducted by Board and identified gaps addressed. 	June Annually
1.1.2	Governance: Roles and Responsibilities	Role profiles and person specifications for all Club positions will be developed within 12 months and put in place.	Currently role profiles are not available for all roles. The Club is committed to address this deficiency.	Board: Oversight President: Management	<ul style="list-style-type: none"> Role profiles and person specification for each position developed and published. Appoint all Club Officer and assistant positions in accordance with role profiles and person specifications 	December 2017
1.1.3	Governance: Roles and Responsibilities	Appointments to Club roles are made in accordance with appropriate skills and capabilities and are recruited in advance for the following season.	Appointments have been made with limited reference to the skills required to undertake the roles due to lack of clear role profiles and person specification.	Board: Oversight President: Management	<ul style="list-style-type: none"> Appointment of all Club officer and assistant positions in accordance with role profiles and person specifications 	Ongoing
1.1.4	Governance: Policies, Procedures and Standards	Policies, procedures and standards will be consistent with Surf Life Saving WA. This includes Board approval processes, risk management, audit, financial and legislative compliance	Current practices need to be reviewed to ensure policies and procedures aligned to SLSWA are in place and where necessary higher standards of care will be put in place for working with children and member safety.	Board: Oversight President: Management	<ul style="list-style-type: none"> Full suite of policies and procedures drafted and adopted by Board 	Ongoing



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
1.1.5	Governance: Roles and Responsibilities	An annual Operational Business Plan and reporting process will be developed and provided to members at an annual AGM. The Clubs annual report will be published in hard copy for distribution to members and available on the web.	To ensure that all planning and business processes, including decisions made on behalf of members are clear and transparent.	Board: Oversight President: Management	<ul style="list-style-type: none"> Annual Operating business plan established by September annually. Achievements reported at AGM. 	Ongoing
1.1.6	Governance: Risk Management	A whole of Club risk management assessment will be undertaken and mitigation strategies implemented for 'High' to 'Very High' risk items. The risk management plan will be reviewed on a six-monthly basis through the Board and adjustments will be made where necessary.	Currently the Board have responsibility for all Club operations but do not have a clear understanding and appreciation of associated risk. Individual decisions are then undertaken without due consideration of potential impact. The Board has recognised that this needs to be addressed.	Board: Oversight President: Management	<ul style="list-style-type: none"> Risk management plan developed Mitigation strategies implemented. Risks assessed at agreed six monthly stages and modified in accordance with risk variances 	Ongoing
1.1.7	Operational: Management Team Responsibilities	Operating KPI's will be established for the Board and broader management team and published on the Clubs web site.	Currently no clear financial KPI's exist and as a result there is no clear line of sight with regard to the financial performance of the Club on a seasonal and year to year basis.	President: Management Vice President of Club Operations and Vice President of Beach Operations: Coordination and Review	<ul style="list-style-type: none"> Operational and financial KPI's identified and agreed by the Board and relevant Director KPI's disseminated accordingly KPI's reviewed at every Board meeting. 	Ongoing
1.2 Financial Viability of the Organisation						
1.2.1	Finance: Club Budget Setting	A Club budget will be established in April each year and tracked on a monthly basis to ensure financial performance, income and expenditure is closely managed.	A lack of budget inhibits forward planning. The Board has recognised that this needs to be addressed and reviewed on an ongoing basis. Current financial year is May to April	Board: Oversight Director of Finance: Management	<ul style="list-style-type: none"> Club budget to be established in March each year and endorsed by the Board. Monthly reporting to be supplied to Board members and reviewed at subsequent Board meetings. 	March Annually



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
1.2.2	Finance: KPI's for the Board and Management Team	Financial KPI's for the Board and broader management team will be adopted (see 1.1.7 above) and included within individual person specifications and role profiles. These will be split into relevant categories for ongoing tracking to include: <ul style="list-style-type: none"> • Functions, • Beach Safety, • Training, • Competition, • Nippers, • Marketing, • Sponsorship, • Communications 	There is an absence of clear financial KPI's and as a result there is no clear line of sight with regard to the financial performance of the Club on a seasonal and annual basis. Board members need to have access to and understand their obligations in respect of financial propriety and due diligence.	Board: Oversight Director of Finance: Management	<ul style="list-style-type: none"> • Financial KPI's identified and agreed by the Board and relevant Director KPI's disseminated accordingly. • KPI's reviewed at every Board meeting. 	Ongoing
1.2.3	Finance: KPI's and Accountability	Annual operational budgets for each Directorate will be developed in accordance with agreed financial KPI's.	Each directorate need to identify potential operating costs and inform the Board prior to each annual budget setting process.	Board: Oversight Director of Finance: Management	<ul style="list-style-type: none"> • Financial KPI's endorsed by Board for each Directorate 	March Annually
1.2.4	Finance: Accountability	A managed and documented financial process will be undertaken and reviewed on an ongoing basis. This will include targeted fundraising and expenditure linked to an operational plan. All financial decisions will be made in accordance with a formal Board approval process and audited annually.	Under the Club's financial obligations to its members and to comply with legislation the Club is committed to ensuring that all expenditure is undertaken in an open and transparent manner.	Board: Oversight Director of Finance: Management	<ul style="list-style-type: none"> • Documented financial outputs to be reviewed at every Board meeting. • Records to be maintained in accordance with legislative and audit reporting requirements. 	Ongoing
1.2.5	Finance: Accountability	A 5-year schedule of financial estimates will be developed for endorsement by the Board and reviewed on an annual basis to ensure adequate funds are placed in reserve for asset management, maintenance and Club activities.	Under the Club's financial obligations to its members the Club is committed to ensuring that all future potential expenditure is identified early and undertaken in an open and transparent manner.	Board: Oversight Director of Finance: Management	<ul style="list-style-type: none"> • A 5-year schedule of financial estimate produced (incorporating asset management obligations) 	December 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
1.2.6	Finance: Sponsorship	Develop a Sponsorship Plan and template proposal to focus on: <ul style="list-style-type: none"> • Club attributes • Target audience(s) • Service offer(s) and initiatives (available sponsorship options) • Brand awareness • Value return to the sponsor • Profile of potential sponsors aligned to Club values • Process of engagement with potential sponsors • Networking and relationship opportunities • Measurements • Terms and conditions 	Whilst the Club has a breadth of sponsors, due to limited resources it has not maximised opportunities. By establishing a process and template to be modified in accordance with the desired outcome, it is intended to increase the Clubs potential to attract and retain sponsors whilst minimising volunteer resources.	Director of Marketing: Oversight Sponsorship Coordinator: Management	<ul style="list-style-type: none"> • Sponsorship plan developed and adopted by Board. • Sponsors approached in accordance with plan and in accordance with Club values. • Annual Sponsorship target of \$100k • Annual Sponsorship target of \$150K by 2022 	August 2017
1.2.7	Finance: Grants	Grant opportunities will be maximised to support ongoing Club activities. These will include: <ul style="list-style-type: none"> • State government funding programs, including CSRFF (large and small grants); Kidsport or its derivation and occasional one-off funding programs • City of Cockburn Club and athlete support grants • Federal Government funding opportunities • Sustainability grants • Commercial Company opportunities for developing community sport and training programs 	The Club is committed to identifying and researching grant opportunities and applying for financial support opportunities on an ongoing basis. As part of the business structure officers are identified to explore grant opportunities; submit funding requests and acquit grants once provided.	Director of Marketing: Oversight Grants Coordinator and Sponsorship Coordinator: Management	<ul style="list-style-type: none"> • A minimum of 5 grants applied for annually with a financial return to the Club of \$50k • Identification of grant opportunities and acquittal processes for consideration by the Board on an ongoing basis. • Maintenance of a grant application schedule. • Annual grant target of \$100k by 2022 	August 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		<ul style="list-style-type: none"> Charitable organisations Partnerships with funding bodies with shared objectives 				
1.3 Enhancing the Reputation and Brand						
1.3.1	Enhancing Reputation and Brand: Administration	The development of administrative and communication standards to meet the service needs of members and ensure services enhance and contribute to the improved performance of all parts of the Club.	Administration and communication services are recognised as being in need of improvement. This will be a core focus in 2017.	Director of Administration: Oversight Administration Coordinator: Management	<ul style="list-style-type: none"> Establish minimum administrative and communication service standards 	September 2017
1.3.2	Enhancing Reputation and Brand: Club Policies and Procedures	Develop, implement and communicate all essential policies and procedures to Club members by October 2017.	Current Club communication at all levels is inconsistent and inefficient. Measures need to be put in place to ensure one consistent communication channel feeds into: <ul style="list-style-type: none"> Board and committee decision making Membership briefings and external communications events 	Director of Administration: Oversight Administration Coordinator, Club Administrator and Surf Sports Social Media Officer: Management	<ul style="list-style-type: none"> Full suite of policies and procedures drafted and adopted by Board Policies and procedures published on the Club web site and members notified. 	Ongoing September 2017
1.3.3	Enhancing Reputation and Brand: Member Communication	Provide a short 2-page newsletter on a monthly basis with a brief overview of Club activities, key contacts and links to web site for further information for distribution widely to members and selected community groups/schools/libraries/community centres.	The current newsletter is poor and requires an overhaul to ensure it is quick to read, readily available to all (in hard and electronic format) and dynamic in its style.	Director of Administration: Oversight Administration Coordinator, Club Administrator and Surf Sports Social Media Officer: Management	<ul style="list-style-type: none"> Newsletter produce bi-monthly 	Ongoing
1.3.4	Enhancing Reputation and Brand: On-line Communications	Update and maintain the Club web site as a high-quality tool for attracting interest to the Club and communicating information to members. Ensure the web site and e-	Resources are currently being put into the development of the web site to meet the needs of Club members and communicate more effectively the Club's business. It is essential that this is maintained	Director of Administration: Oversight IT Officer, Administration Coordinator, Club Administrator and Surf Sports	<ul style="list-style-type: none"> Web site updated weekly and used as the March source of Club information by members. Achieve annual increase in number of website 	Ongoing



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		mail messaging is consistent and up-to-date.	and enhanced on an ongoing basis.	Social Media Officer: Management	generated enquiries and hits. • Achieve zero complaints of web based administrative failure annually.	
1.3.5	Enhancing Reputation and Brand: On-line Communications	Develop and implement a social media and digital media strategy and enhance all opportunities for commercial opportunities on these platforms.	In conjunction with 1.3.3 above, it will be necessary to develop a strategy (developed and supported by the Board) to ensure social media and digital media is managed effectively and the Club branding is used consistently.	Director of Administration: Oversight IT Officer, Administration Coordinator, Club Administrator and Surf Sports Social Media Officer: Management	• Social media and digital media Strategy developed and adopted by the Board	October 2017
1.3.6	Enhancing Reputation and Brand: Marketing	Ensure all Marketing and promotion will be undertaken in accordance with a standard process and procedure for: • Branding • Messaging • Imaging • Plain English • Communication channels	In conjunction with 1.3.3 and 1.3.4 above it will be important to ensure standard processes and procedures for Marketing of Club activities is consistent with all other aspects of communication.	Director of Administration: Oversight Administration Coordinator, Club Administrator and Surf Sports Social Media Officer: Management	• Standard branding and usage policy adopted • Branding and usage policy underpins the social media and digital media Strategy developed and adopted by the Board	October 2017
1.3.7	Enhancing Reputation and Brand: Written Media	On a regular basis articles, will be developed and distributed to media outlets to increase positive exposure of Club activities. This will include: • Taster events and sessions. • Training program advertising • Season start and membership drives. • Social events. • Lifesaving successes/good news stories.	The Club recognises that there is a need to promote and improve knowledge in the community of the services the Club offers. This cannot be undertaken on a one-off basis and must be the subject of ongoing exposure in the local media.	Director of Administration: Oversight Administration Coordinator, Club Administrator and Surf Sports Social Media Officer: Management	• Annual media program developed to promote key Club events and seasonal commitments. • Up to 3 good news stories written annually related to lifesaving achievements	August Annually
1.3.8	Enhancing Reputation and Brand: Administration	Improve efficiency and effectiveness of administration systems and servicing of member's needs. This will include:	The Club recognises the need to enhance and improve administrative systems to meet the	Director of Administration: Oversight	• Establish protocols and procedures for responding to enquires and complaints	October 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		<ul style="list-style-type: none"> Efficient and effective on-line purchasing. Flexibility of opening hours and facilitation of member services on Sundays during the season. Establishing minimum response rates to queries and complaints. Introducing a member suggestions portal on the web and in hard copy. Outlining a formal complaints procedure. 	needs of members at times when members can access the facility.	Administration Coordinator, Club Administrator and Surf Sports Social Media Officer: Management	<ul style="list-style-type: none"> Paid administrative support to be available on Sunday mornings throughout the season. All complaints dealt with and reported to the Board (including response). 	Seasonally Ongoing
1.3.9	Enhancing Reputation and Brand: Partnerships	Engage more proactively with the City of Cockburn to explore opportunities to: <ul style="list-style-type: none"> Maximise promotion and marketing opportunities Align programs and services with other city operated recreation facilities and leisure centres. Report against key targets associated with the City's Strategic Community Plan. Incorporate community capacity building, training and personal development opportunities as part of the City's commitment to its residents. 	As a key partner and contributor to the development of the Club it is important that the Club maintains a strong and ongoing relationship with the City. The Club contributes to the delivery of the City's Strategic Community Plan and is recognised as a regional facility serving the needs of its residents. The social, health and community safety value of the Club is often understated. In order to sustain the long-term viability of the Club it is important that the services offered by the Club are promoted through appropriate City channels.	President: Oversight Director of Club Development: Management	<ul style="list-style-type: none"> 2 x meetings with City of Cockburn staff at beginning and end of season annually to discuss promotional opportunities and greater integration with Council services. 4 x joint promotional initiatives developed annually which are aligned to the City's Strategic Community Plan. 	August and April Annually
1.3.10	Enhancing Reputation and Brand: Affiliated Clubs	Continue to invest in and develop relationships with affiliated Clubs to ensure they are an integrated within	As critical partners in the ongoing development of the Club and the facility, partner sporting	Director of Club Development: Oversight	<ul style="list-style-type: none"> Regular meetings with all affiliated Club to identify joint initiatives. 	August, December, March



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		the Club and contribute to social and beach activities.	organisations require regular communication and involvement in the ongoing management and development of the Club.	Affiliated Club Officer: Management	<ul style="list-style-type: none"> Joint event calendar developed and resourcing agreed. 	Annually
1.4 Continuous Improvement and Innovation of Organisational Standards						
1.4.1	Continuous Improvement: Appointment of Club Officers	Role profiles for all Club Officer positions will be in place by July 2017 and appointments will be undertaken in accordance with the core skills required to undertake the role. The Club is committed to ensure each role is provided with a mentor to ensure consistency in service delivery and appropriate training and support is provided.	In accordance with 1.1.2 above the Club recognises role profiles are not available for all roles within the Club. The Club is committed to address this deficiency and ensure all roles have a clear role profiles and person specification to ensure they are filled with people with the appropriate skill set and are appropriately mentored and supported in their role.	Director of Administration: Oversight HR Officer: Management	<ul style="list-style-type: none"> Role profiles and person specifications developed and endorsed by relevant Directors. Mentors /Buddies identified for each role by September each year. Officer training and development program established. 	July 2017 September Annually September Annually
1.4.2	Continuous Improvement: Succession Planning and Skills Audit	Undertake a skills audit across the Club management and volunteer structure to ensure members with relevant skills are matched to available management roles if they choose to become involved.	Currently there are a number of vacant roles within the Club. A failure to fill critical positions leave the Club exposed and increase non-compliance risks.	Director of Administration: Oversight HR Officer: Management	<ul style="list-style-type: none"> Skills Audit completed in October annually. 	October Annually
1.4.3	Continuous Improvement: Succession Planning:	To put in place a succession plan to facilitate individual personal development and ensure support is provided to transfer between Club roles.	Currently the Club has a number of vacancies and potential vacancies where there is a gap in skills and knowledge. Opportunities arise for members to progress through a number of Club positions and it is the Clubs wish that all members have the opportunity to be able to develop into senior roles should they desire.	Director of Administration: Oversight HR Officer: Management	<ul style="list-style-type: none"> Succession plan and process adopted by Board and implemented by relevant Directors. 	March 2018



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
1.4.4	Continuous Improvement: Recruitment Process	<p>The Club commits to a recruitment process for paid positions which is open, fair and equitable. The appointment process will be undertaken by:</p> <ul style="list-style-type: none"> Advertising posts in the local newspaper, Seek and on the Club's web site as a minimum An independent assessment of applications on a skills and competency based assessment by a minimum of 3 Club officials and the Venue Manager. Interviews undertaken by a minimum of 2 Club officials and the Venue Manager. Interview assessments to be based on an assessment of competency in respect of: <ul style="list-style-type: none"> Organisational Awareness Team Working Customer Service Communications Leadership/Initiative Appointment in accordance with HR policies and feedback to unsuccessful candidates. 	<p>It is important that whenever a paid Club position becomes available, that the Club ensure the process of appointment is open, fair and equitable in accordance with our promise to our members. Wherever possible existing Club members will be encouraged to apply for positions where they consider they have the relevant skills.</p> <p>An assessment of a person's capability and fitness to fulfil a role will be based on skills and competency.</p>	<p>Director of Administration: Oversight HR Officer: Management Legal Advisor</p>	<ul style="list-style-type: none"> HR appointment policies and procedures established and endorsed by Board. 	October 2017
1.4.5	Continuous Improvement: Member Code of Conduct	Implement and enforce a member code of conduct and ensure this is clear to all members at the time of joining the Club.	It is important that members understand at the outset there is a minimum code of conduct which must be adhered to. Respect for	<p>President: Oversight Director of Administration HR Officer: Management</p>	<ul style="list-style-type: none"> Member code of conduct developed and adopted by the Board. 	June 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			others and valuing diversity should underpin the Club and its membership. Where members fail to consistently adhere to the code of conduct, they may be removed from the Club.			
1.4.6	Continuous Improvement: Exit Surveys	Undertake an exit survey for former members and former patrol group operatives to ascertain reason for leaving/ceasing to be involved.	In order to facilitate the continuous improvement of the Club, wherever practicable, exit surveys will be undertaken to identify areas of improvement and modifications to current service offerings. Current membership retention is poor for a variety of anecdotal reasons. The lack of understanding inhibits future growth and potentially damages reputation.	Director of Administration: Oversight Administration Coordinator and Membership Officer: Management	<ul style="list-style-type: none"> Exit survey developed and implemented. 100% of members who have not re-joined by November annually sent survey. Collation and analysis of returns. 	September 2017 November Annually February Annually
1.4.7	Continuous Improvement: Member Surveys	Undertake a member survey to ensure the Club has a clear understanding of the needs of members and how this may influence future decision making and investment. As a minimum, the member survey will seek to obtain information on: <ul style="list-style-type: none"> Positive experiences associated with the Club Negative experiences. Suggestions for improvement Potential contributions to assist in resourcing future Club development options. 	In order to facilitate the continuous improvement of the Club an annual survey of members will be undertaken to identify areas of improvement and modifications to current service offerings. The outcomes of the survey will be reported annually at the AGM.	Director of Administration: Oversight Administration Coordinator and Membership Officer: Management	<ul style="list-style-type: none"> Member survey developed and implemented. 100% of members sent survey electronically. Collation and analysis of returns. 	February 2018 April Annually July Annually
1.4.8	Continuous Improvement: Nippers Development	The Club will ensure the registration process gathers sufficient data on members to determine the level and capability of each individual and the	The Club seeks to be open and inclusive and will seek to meet the needs of all members where practicable and resources permit.	Director of Administration: Oversight	<ul style="list-style-type: none"> Redesign membership sign-up proforma with agreed minimum data obtained and recorded. 	August 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		Club service is modified to cater for diverse customer needs.		Administration Coordinator and Membership Officer: Management		



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6.2 SP 2.0 LIFE SAVING AND CLUB MEMBERSHIP

Objective: To maximise Surf Life Saving capabilities and ensure the Membership base is strong to ensure ongoing growth.

Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
2.1 Providing Resources to Support the Ongoing Activities of the Club						
2.1.1	Resourcing: Nippers Development	Prior to the season commencing (August) the Director Surf Sports will review equipment needs and ensure the optimum amount of equipment (buoys, boards, cans, shade tents, flag races, tug of war rope, buckets, balls, etc.) is available to be able to stagger programs along the beach and effectively run the Sunday morning programs.	The Club seeks to maintain a high service standard and will ensure that all equipment is of a high standard and that nippers are equipped with the appropriate equipment for all activities and it is readily available.	Director of Surf Sports: Oversight Nipper Coordinator: Management	<ul style="list-style-type: none"> Equipment review completed, documented and budgeted 	August Annually
2.1.2	Resourcing: Nippers Development	Prior to the season commencing (August) the Director Surf Sports will ensure there are sufficient qualified Age Group Managers, Coordinators and water safety personnel to effectively run the Sunday morning programs.	The Club seeks to maintain a high service standard and will ensure that all nippers sessions meet and exceed the minimum SLSWA guidelines.	Director of Surf Sports: Oversight Nipper Coordinator: Management	<ul style="list-style-type: none"> Age Group Manager and volunteer review. Recruitment and training program established. 	August Annually September, October Annually
2.1.3	Resourcing: Nippers Development	All Age Group Managers and Assistants will be supported to attend and complete the SLSWA Age Group Managers Course.	To meet the highest standards possible the Club is committed to ensure all Age Group Managers and Assistants are supported in the development of their roles	Director of Surf Sports: Oversight Nipper Coordinator: Management	<ul style="list-style-type: none"> Age Group Managers course program established. 	September, October Annually
2.1.4	Membership: Nippers Development	All Age Group Managers will be supported to undertake the online coaching module (Tier 1).	As a minimum requirement, the Club is committed to ensure all Age Group Managers have the appropriate training and development to undertake the role.	Director of Surf Sports: Oversight Nipper Coordinator: Management	<ul style="list-style-type: none"> Online course program established. 	September, October Annually



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
2.1.5	Resourcing: Patrol	All patrols will be staffed by volunteer members trained to at least Surf Rescue Certificate or Bronze level.	The Club seeks to maintain a high service standard and will ensure that all patrols meet the minimum SLSWA guidelines.	Director of Life Saving: Oversight Chief Patrol Officer: Management	<ul style="list-style-type: none"> 2 x Bronze courses operated annually. A minimum of 30 newly qualified bronze members annually. 	October, January Annually
2.1.6	Resourcing: Patrol	All equipment associated with patrol activities will be managed and maintained to ensure they are safe and fit for purpose. Where opportunities arise service infrastructure which facilitates patrol activities will be enhanced and improved. A rolling 3-Year program for effective maintenance and replacement of patrol equipment.	The Club seeks to maintain a high service standard and will ensure that all equipment is of a high standard and that patrols are equipped with the latest lifesaving equipment readily available.	Director of Life Saving: Oversight Chief Patrol Officer and Equipment Coordinator: Management	<ul style="list-style-type: none"> Rolling 3-year maintenance program developed. Increased facilities with extended Patrols to: <ul style="list-style-type: none"> 3 X beach patrol vehicles (+1), 3 X IRBs (+1) 1 beach patrol 3 X surveillance patrols (Jetties and Port Coogee) 	December 2017
2.1.7	Resourcing: Patrol	A review on an ongoing basis will be undertaken of all equipment and additional necessary equipment will be identified to facilitate beach patrol activities. Gaps in equipment provision will be resourced through the annual budget setting process.	The Club seeks to maintain a high service standard and will ensure that all equipment is of a high standard and that patrols are equipped with the latest lifesaving equipment readily available.	Director of Life Saving: Oversight Chief Patrol Officer and Equipment Coordinator: Management	<ul style="list-style-type: none"> Equipment Review undertaken twice yearly Purchase of an additional: <ul style="list-style-type: none"> Beach Patrol vehicle (TBC) IRB, (TBC) Surf Rescue Boards, (TBC) Rescue Tubes(TBC) Defib(TBC) Oxy-Viva(TBC) First Aid bags (TBC) Radio's (TBC) 	August, August Annually
2.2 Volunteer Support and Development Pathways for Growth						
2.2.1	Volunteer Support: Valuing Volunteers	The Club on an ongoing basis will formally recognise the achievements internally of all volunteers and competitors.	The Club is committed to recognising and valuing the contribution that its volunteers provide on an ongoing basis to the	Directors: Management	<ul style="list-style-type: none"> Annual awards Club and Nipper presentations 	May Annually April Annually



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			development of the Club and its role within the community.			
2.2.2	Volunteer Support: Valuing Volunteers	The Club commits to undertaking wrap up parties and/or annual celebrations related to all successful volunteer Club activities including: <ul style="list-style-type: none"> • Nippers • Beach Patrol • Training and Development • Competition and Club Awards (including an annual Club awards night) 	The Club is committed to recognising and valuing the contribution that its volunteers provide on an ongoing basis to the development of the Club and its role within the community. An annual celebration will be supported through Club reserves which recognises this invaluable contribution.	Directors: Management	<ul style="list-style-type: none"> • Annual awards • Club and Nipper presentations • Training awards 	May Annually April Annually Ongoing
2.2.3	Volunteer Support: Valuing Volunteers	The Club are committed to undertaking an annual volunteer's satisfaction survey, to include: <ul style="list-style-type: none"> • The volunteer service area • Training requirements and whether they were met. • Whether sufficient supervision was in place • whether appropriate recognition was given • Whether feedback given was acted upon. • Overall Satisfaction 	In conjunction with the broader members survey the Club is committed to improve its services	Director of Administration: Oversight Membership Officer: Management	<ul style="list-style-type: none"> • Volunteer survey developed and implemented in conjunction with member survey. • 100% of volunteers sent survey electronically. • Collation and analysis of returns 	February 2018 April Annually July Annually
2.2.4	Volunteer Support: Roles	Members will be advised at the start of each season of the expectations in respect of supporting beach activity. For each age group a volunteer roster will be developed by the age group manager inviting parents to sign up for roles and responsibilities.	Nippers in particular relies on volunteer support for water safety, BBQ duties and coordination of activities. As part of a membership commitment it is the responsibility of all parents to assist in facilitating Nipper activities.	Director of Surf Sports: Oversight Nipper Coordinator: Management	<ul style="list-style-type: none"> • Roster established for volunteers at the start of each season (reviewed and updated on an ongoing basis). 	October Annually
2.2.5	Volunteer Support: Youth	Develop a youth engagement and development program endorsed by the Youth Active Council	Current youth engagement and activities are critical in sustaining and maintaining an active patrol	Director of Member Development: Oversight	<ul style="list-style-type: none"> • Youth engagement and development program 	December 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			and future succession planning for the Club.	Youth Development Officer: Management	developed and reviewed annually.	Reviewed August Annually
2.2.6	Volunteer Support: Youth	Promote maximum youth involvement in existing Club surf sports and surf life-saving programs.	Current youth engagement and activities are critical in sustaining and maintaining an active patrol and future succession planning for the Club.	Director of Member Development: Oversight Youth Development Officer and YAC Chairperson: Management	<ul style="list-style-type: none"> 80% of youth members actively engaged in surf sports and surf life-saving programs 	Ongoing
2.2.7	Volunteer Support: Youth	Conduct high quality and challenging Youth Development activities in accordance with the direction of the Youth Active Council.	The current drop-off rate in all sports is between 15 and 21 due in part to other competing social activities and educational demands. There is a need to make the Club relevant and attractive to all youths by expanding and reviewing activities on an ongoing basis.	Director of Member Development: Oversight Youth Development Officer and YAC Chairperson: Management	<ul style="list-style-type: none"> Program of Youth Development activities developed annually and signed off by the Youth Active Council. Budget for activities to be signed off by Board under the Director of Member Development. 	September Annually March Annually
2.2.8	Volunteer Support: Youth	Promote SRC to all youth to meet current and increasing surf lifesaving needs.	The need to increase the numbers of SRC qualified personnel to support Club activities is an ongoing requirement.	Director of Member Development: Oversight Youth Development Officer and YAC Chairperson: Management	<ul style="list-style-type: none"> 100% of youth members qualified to SRC level. 	Ongoing
2.2.9	Youth Training and Development	Develop a formal Youth mentoring and leadership plan and program	There is a need to support the evolution and development of the Youth Council and ensure a continued involvement in club and beach safety activities.	Director of Youth: Oversight. Youth Council: Management	<ul style="list-style-type: none"> Trained, qualified, retained and proficient: <ul style="list-style-type: none"> SRC members per year Bronze Medallion Trainers Assessors Officials Targets to be set annually by Director of Surf Sports in consultation with the Director of Member Development 	Ongoing



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
2.3 Increasing Participation in Surf Life-Saving Activities						
2.3.1	Surf Life Saving Activities: Patrol	Extend Patrol capability from the core Coogee Beach area to other high use beach areas in the City of Cockburn to meet changing requirements to safeguard the community. This will include as a minimum: <ul style="list-style-type: none"> Woodman's Jetty Coogee Jetty CBSLSC Poore Grove Port Coogee 2 x roving patrols 	The Club wishes to expand its life saving capability by increasing the scope of beach coverage and will, where resources permit, expand into new urban development areas. This will be undertaken in agreement with SLSWA and the City of Cockburn.	Director of Life Saving: Oversight Chief Patrol Officer: Management	<ul style="list-style-type: none"> Provide at least 8 patrols per season. Saturday (9am-1pm and 1pm to 4pm) Sunday's (8am -12pm and 12pm - 3pm) Continue to review the needs and further develop the Patrols as required. 	August, September Annually
2.3.2	Surf Life Saving Activities: Patrol	Communicate the core requirements for patrols to Active Members regularly during the season and increase patrol hours.	Ongoing awareness of patrol obligations and requirements in accordance with SLSWA to be re-enforced regularly. To alleviate pressures on all volunteers it is important to Increase the proportion of active members achieving more than 25 hours of patrol per season.	Director of Life Saving: Oversight Chief Patrol Officer: Management	<ul style="list-style-type: none"> 75% of active members achieving 25 hours plus patrol per season Briefings undertaken on a monthly basis during the season to ensure patrols have up to date and relevant information. 	Measured in April Annually Monthly patrol briefings during season.
2.3.3	Surf Life Saving Activities: Patrol	Increase engagement with qualified members to maximize patrols.	To increase the number of members on patrol and ensure a high participation rate, a range of communication methods are required. This will be integrated within the communications Strategy.	Director of Life Saving: Oversight Administration Coordinator and Chief Patrol Officer: Management	<ul style="list-style-type: none"> Development of CBSLSC Communications Strategy incorporating patrol communications. 	Ongoing
2.3.4	Surf Life Saving Activities: Patrol	Ongoing review and update of the patrol induction program to be undertaken to ensure it complies with current SLSWA guidelines.	An induction program in place. This will be continually reviewed, refined and expanded.	Director of Life Saving: Oversight Chief Patrol Officer: Management	<ul style="list-style-type: none"> Induction program review and implementation. 	September Annually



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
2.3.5	Surf Life Saving Activities: Patrol	Quality auditing process to ensure consistent service delivery/ professionalism.	Audits are conducted and continuous improvement is achieved.	Director Life Saving: Oversight Chief Patrol Officer and Patrol Captains: Management	<ul style="list-style-type: none"> QA process agreed with SLSWA. 	September Annually
2.3.6	Surf Life Saving Activities: Patrol	Establish volunteer development pathways to patrols and patrol leadership.	To provide volunteers with a clear understanding of the standards expected of patrol members and potential volunteer career development pathways.	Director Life Saving: Oversight Chief Patrol Officer and Patrol Captains: Management	<ul style="list-style-type: none"> Pathways defined and documented. 	December 2017
2.3.7	Surf Life Saving Activities: Patrol	Continue to develop and improve the documentation of all patrol policies and procedures and disseminate obligations to all patrol volunteers including patrol groups and leader's proficiency.	To comply with SLSWA guidelines and in the interests of the Clubs duty of care to its volunteers all patrol policies and procedures need to be in place and communicated to ensure personal responsibilities and risk are understood. SLSWA Standard Operating Procedures: Patrol Captains Guide will be the basis upon which all patrols are conducted	Director Life Saving: Oversight Chief Patrol Officer and Patrol Captains: Management	<ul style="list-style-type: none"> Documentation is complete and understood by relevant members. 	Ongoing
2.3.8	Surf Life Saving Activities: Patrol	An annual Patrol Report will be prepared and distributed to be incorporated within the Clubs annual report.	An annual report is undertaken to meet the requirements of SLSWA and the City of Cockburn. It is the intention that this is more widely distributed to promote the value of the work undertaken on behalf of the community.	Director Life Saving: Oversight Chief Patrol Officer and Patrol Captains: Management	<ul style="list-style-type: none"> Preparation of annual report. 	May Annually
2.3.9	Surf Life Saving Standards: Unattended SLS areas	Install and manage unattended Surf Life Saving associated emergency distress communication equipment to beach areas not Patrolled in the City of Cockburn as agreed with the City	The club intends to expand current patrol areas in discussion with SLSWA and the City of Cockburn. This will be reviewed on an annual basis.	Director Surf Life Saving: Chief Patrol Officer: Oversight	<ul style="list-style-type: none"> Liaise with the City of Cockburn and SLSWA to fund and install new technologies as required and as funded. 	Ongoing



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
2.3.10	Surf Life Saving Standards: Coordination of Activities in line with other Emergency Services	Improve coordination with other relevant volunteer State Emergency Services (e.g. FESA)	The club will support FESA under the guidance and that of SLSWA.	Director Surf Life Saving: Chief Patrol Officer: Oversight	<ul style="list-style-type: none"> Liaise with FESA as required and reported to CBSLSC Board annually 	Ongoing
2.3.11	Surf Life Saving Standards: Continue to support SLSWA in the provision of coastal safety information	To manage and maintain reporting systems and processes in compliance with SLSWA requirements.	The club has an obligation to provide coastal safety information to upload onto Surfcom and be freely available to the public.	Director Surf Life Saving: Chief Patrol Officer: Oversight	<ul style="list-style-type: none"> Regular review and replacement of training and beach safety equipment. Allocate appropriate budget to replace equipment annually. 	August 2017 and Annually thereafter. 2018 onwards
2.4 Optimise Membership Retention and Attract New Members						
2.4.1	Membership: Categories of Membership	Review and rationalise all membership categories, price structure and service offer. Provide clear guidance to members on the services and benefits of each category.	The membership categories have been referred to as confusing and do not provide new members and social members in particular with a clear understanding of what they are paying for. A clear distinction is required between an 'Active' and family member and between the benefits of social and full Club membership.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Membership categories reviewed at completion of season annually. Welcome pack provides clear guidance of membership and member obligations. 	May Annually August Annually
2.4.2	Membership: Marketing and Sponsorship	Develop a Marketing Plan to focus on: <ul style="list-style-type: none"> The target marketing of service offer and Brand awareness (Life Saving Patrols, Community Safety, Nippers, training, competition, social and events) Partnerships 	Marketing to sustain and increase membership has been undertaken in an ad hoc manner without a clear structure. The development of a plan with key targets under the responsibility of one Director is important to ensure the long-term viability of the Club is secured.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Membership marketing plan established Marketing plan reviewed on a six-monthly basis. Monitoring and evaluation report to be incorporated within Annual Members Report. 	December 2017 April, September Annually June Annually



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		<ul style="list-style-type: none"> Marketing Strategies: Key sectors (schools, local businesses and local authority); direct marketing (sales letters, brochures, flyers); Advertising (print media, directories) Presentations and direct, personal selling (to increase awareness) Articles, press releases Events and community carnivals; taste it sessions; web site, SMS alerts and other media. Branding and consistency of brand messaging. Budget Goals Monitoring and evaluation 				
2.4.3	Membership: Marketing to Schools	Greater access to schools will be targeted to promote the value of the Club to the local community and as a life skill. This will be combined with the offer of taster programs and sessions.	The Club is committed to increase the profile of the Club in local primary and high schools to increase Nipper and Youth numbers.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Schools approached and program of presentations/tasters agreed. 	June 2017 and Annually thereafter
2.4.4	Membership: Expansion	<p>The Club is committed to increasing membership and will undertake as a minimum the following on an annual basis:</p> <ul style="list-style-type: none"> Have a go days x2 annually Shopping centre promotions Information packs School holiday groups/vacation care 	Increasing membership and retention levels is a core focus for the next 5 years of the Club. On an ongoing basis, this will require a commitment to market and expand the profile of the Club to the broader community.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Program established and targeted sessions/promotions reviewed against memberships generated (question to be inserted on membership application form) 	September 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
2.4.5	Membership: Marketing to Businesses	Greater access to local businesses is to be sought through the promotion of the value of the Club to the local community and as a life skill.	The Club is committed to increase the profile of the Club in the local business community to increase family and social membership.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Businesses approached and value return to community informed by SLSWA economic and social value analysis. 	September 2017
2.4.6	Membership: Annual Recognition and Awards	Re-evaluate and re-define the end of year awards program. Publish the assessment process and ensure all participants understand the assessment process.	Current process rewards arbitrary attendance and is not consistent with the Clubs aim to be a diverse and equitable Club. The evaluation process should be re-focussed on enthusiasm, attitude, respect and contribution to the Club and be published to ensure full awareness.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Review and evaluate awards program annually and publish criteria on the website. 	Annually
2.4.7	Attraction & Retention	Develop a Club welcome pack to include: <ul style="list-style-type: none"> A personal welcome from the Club president Membership application form, including categories and fees. Club information, history, aims and objectives and our promise to members. Club handbook (or link to information on web). Codes of conduct Events calendar Club structure and brief roles and responsibilities.	A key reason why any Club struggles to keep members and volunteers is the lack of a proper welcome and understanding of the role of the Club, value of membership and membership expectations. As part of the Clubs membership drive annually a Club welcome pack should be issued to every new and existing member.	Director of Administration Oversight Membership Officer: Management	<ul style="list-style-type: none"> Welcome pack developed and provided to 100% of new members at registration. 	Annually
2.4.8	Membership Retention	A welcome presentation session is to be held at the start of each season with no Nippers allowed to take part until attendance has been confirmed.	Due to health and safety requirements and the need to ensure carers/parents understand their obligations on the beach and in the water, it is essential that this	Director of Surf Sports: Oversight Nipper Coordinator: Management	<ul style="list-style-type: none"> Annual welcome presentation undertaken and 100% of Nippers signed off for participation. 	Ongoing



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			aspect is re-enforced annually. It ensures that the Clubs duty of care to its members is maintained.			
2.4.9	Membership Retention	The Club will seek to incentivise members to stay at the venue post training events through the introduction of 'bring your own food' BBQ and other mechanisms.	The Club wishes to expand and facilitate celebratory and social activities to underpin Club training and ensure as far as practicable we are inclusive and build a team spirit.	President: Oversight Vice President of Beach Operations and Director of Surf Sports: Management	<ul style="list-style-type: none">Regular program of informal social events established after training during the season.	Ongoing



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6.3 SP 3.0 TRAINING AND DEVELOPMENT

Objective: Develop our life saving and beach safety services, coaching and training practices consistent with SLSA and SLSWA policies and strategies.

Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
3.1 Access to Life Saving Courses						
3.1.1	Training	Develop lifesaving capability within the CBSLSC through offering training to members across the full range of club activities. To ensure that the club has a minimum number of qualified members to service the ongoing water and beach safety requirements appropriate to the annual membership base.	The club needs to ensure that it meets, as a minimum the number of personnel with appropriate surf lifesaving qualifications to meet the ongoing patrol, beach activity and water safety activities undertaken. Each year, targets will need to be set which ensures the club has a minimum number of qualified personnel in proportion to its membership base and ongoing activity levels.	Director Member Development: Oversight Training and Education Coordinator Chief Training Officers Training Officers: Management	<ul style="list-style-type: none"> Trained, qualified, retained and proficient: <ul style="list-style-type: none"> o SRC members per year o Bronze Medallion o ARTC o Spinal Management o IRB Crew o IRB Driver o Beach Silver Medallion o Senior First Aid o Basic First Aid o Trainers Assessors o Officials\ o Age Group Manager o Jet Ski Drivers 80% retention target which is to be monitored annually. 	Ongoing
3.1.2	Training	<ul style="list-style-type: none"> Publish a training program annually and make accessible on the web. 	Currently the training program is not sufficiently visible and course content/expectations are not understood by participants.	Director Member Development: Management	<ul style="list-style-type: none"> Publish training calendar annually on the club web site. Course overview to be published on web and in hard copy for members. 	August Annually August 2017
3.2 Providing Training on Beach Safety to Individuals and Organisations						
3.2.1	Building Community Capacity	To provide training opportunities and beach safety education programs to the local community and City of	The broader role of the club is to provide beach safety awareness. As part of this process the club will	Director Member Development: Oversight	<ul style="list-style-type: none"> The club will support one Cert 4 qualified trainer through the relevant course 	August 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		Cockburn residents. A focus will be on First Aid Training and relevant courses.	need to develop a small team of Certificate 4 accredited trainers under the guidance of SLSWA. The club will identify appropriate personnel and set aside an appropriate budget annually to ensure this is achieved.	Chief Training Officer and Training Officer: Management	<p>in 2017/18 and one a year thereafter.</p> <ul style="list-style-type: none"> 2/3 qualified Cert 4 trainers to be retained annually. 	Ongoing
3.2.2	Public Safety Policy: Building Relationships and supporting corporate partners	To provide an annual program of First Aid, and other relevant corporate health and safety qualifications as provided through SLSWA.	With appropriately accredited trainers there is potential to expand training programs for local businesses and corporate partners. This will assist in maintaining a self-sustaining training program	Director Member Development: Oversight Chief Training Officer and Training Officer: Management	<ul style="list-style-type: none"> Develop and retain Cert 4 trainers annually. Develop and publish an annual training program responding to commercial business needs 	<p>Ongoing</p> <p>August 2017 and annually thereafter.</p>
3.2.3	Public Safety Policy: School access to water safety and education programs	Increase numbers of trainers and grow the training program to include Teacher Water Safety qualifications.	Teachers working within schools require training in water safety to support swim and school education programs. The club needs to develop the capability to offer this service. This may necessitate employing qualified trainers on a casual basis to support membership growth.	Director Member Development: Oversight Chief Training Officer and Training Officer: Management	<ul style="list-style-type: none"> Develop and publish an annual training program responding to school needs. Retain a team of casual employment trainers to facilitate the program. 	<p>August 2017 and Annually thereafter.</p> <p>2018 onwards</p>
3.3 Providing a High Level of Lifesaving Equipment and Standards						
3.3.1	Life Saving Standards: Equipment Management	Develop, increase and manage facilities and equipment to meet current and planned training needs.	There is a requirement to regularly review and check training and beach safety equipment to ensure they are relevant and fit for purpose	Director Member Development: Oversight Chief Training Officer and Training Officer: Management	<ul style="list-style-type: none"> Regular review and replacement of training and beach safety equipment. Allocate appropriate budget to replace equipment annually. 	<p>Quarterly on an Annual basis.</p> <p>April Annually</p>



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
3.3.2	Life Saving Standards: Equipment Use	Ensure all qualified members are supported and trained in the use of Surf Life Saving equipment on an ongoing basis	There is a requirement to review and refresh member knowledge in the use of life saving equipment annually to ensure capability is maintained and new techniques/innovations are understood.	Director Member Development: Oversight Chief Training Officer and Training Officer: Management	<ul style="list-style-type: none"> Annual equipment use training program developed and implemented. Incorporated within annual training calendar. 	<p>August 2017</p> <p>Annually</p>
3.3.3	Life Saving Standards: Ongoing member training and personal development	To provide members with a regular training program aimed at increasing fitness and knowledge of personal health and wellbeing.	This is generally undertaken as part of the SRC and Bronze Medallion Courses. Opportunities to expand this element and provide general training is to be explored, subject to capacity.	Director Member Development: Oversight Chief Training Officer and Training Officer: Management	<ul style="list-style-type: none"> Member training and personal development program incorporated within training calendar annually. 	August 2017 and Annually thereafter.
3.2.5	Life Saving Standards: Trained member mentoring program	Establish a mentoring program and newly qualified patrol member buddying process to facilitate increased knowledge and capability of performing resuscitation and	There is an ongoing requirement to mentor and support surf life savers to ensure they are equipped with the appropriate skills to support the clubs beach patrol services.	Director Member Development: Oversight Chief Training Officer and Training Officer: Management	<ul style="list-style-type: none"> Mentoring and buddying program established and members trained in appropriate supporting techniques. 	August 2017 and Annually thereafter.

6.4 SP 4.0 FACILITY DEVELOPMENT AND SUSTAINABILITY

Objective: To ensure the long-term sustainability and financial viability of the Club building and associated assets.

Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
4.1 Building Management and Maximising the Asset						
4.1.1	Facility Development	A review of current Club building capacity and use of space will be undertaken with a view to rationalising the current structure and improving functionality.	The Club building is the largest asset and potentially the biggest drain on resources. It is critical that the building performs effectively and efficiently to meet the short-term needs of the Club.	Director Club of Development: Oversight Club Development Coordinator: Management	<ul style="list-style-type: none"> Review of internal building undertaken and 5-year internal rationalisation plan put in place. 	July 2017
4.1.2	Facility Development	Review the internal ground floor storage area to maximise storage space and allocate/develop a dedicated first aid and patrol room.	The ground floor area of the building is currently not used efficiently and has the potential to provide additional functional space to meet the ongoing needs of the beach patrol for meeting, training and briefing.	Director Club of Development: Oversight Club Development Coordinator: Management	<ul style="list-style-type: none"> Review of internal building undertaken and 5-year internal rationalisation plan put in place. 	July 2017
4.1.3	Facility Development	The Club will seek to increase car parking off Poore Grove to increase capacity and minimise the need to cross Cockburn Road on foot.	The safety of members has been compromised through the lack of adequate car parking adjacent to Poore Grove. The Club will seek to reduce wherever possible aspects of the Club development which may compromise safety of families and individuals.	Director Club of Development: Oversight Club Development Coordinator: Management	<ul style="list-style-type: none"> All state government approvals obtained. Funding secured. Car Parking extension off Poore Grove implemented. 	June 2018 November 2018 February 2019
4.1.4	Facility Development	The Club commits to incorporating environmentally sustainable design principles in the ongoing development of the Club infrastructure and wherever possible will seek to minimise the impact of Club activities on the surrounding dune and bush area.	The Club is positioned within an environmentally sensitive reserve and adjacent to the natural. In all aspects of the Club's development we will seek to reduce our impact on the adjacent environment and wherever possible reduce	Director Club of Development: Oversight Club Development Coordinator: Management	<ul style="list-style-type: none"> ESD policy adopted and implemented by Board. 	October 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			unnecessary energy and water use,			
4.1.5	Facility Development	Explore the potential of extending children's play options on the grassed area outside the main function room to support family activities and retention.	The Club is seeking to provide a range of facilities and services to meet the needs of its members. A range of family centred developments will underpin its future growth.	Director of Club Development: Oversight Development Coordinator: Management	<ul style="list-style-type: none"> Review of risks associated with positioning of external play area. Develop detailed design, secure funding and implement. 	May 2017 July 2017
4.1.6	Asset Management	An asset management plan will be developed and budget established for the ongoing management and maintenance of the Clubhouse building and ancillary areas which are the responsibility of the Club. An asset replacement and renewal fund will be developed in line with the asset management plan and incorporated within the annual and forward projected budgets.	The Club building is the largest asset and potentially the biggest drain on resources. It is critical that the replacement and renewal of key infrastructure is adequately budgeted for and recognised.	Director of Club Development: Oversight Development Coordinator: Management	<ul style="list-style-type: none"> Asset management plan drafted and cost implications for ongoing management and maintenance identified. Asset replacement and renewal fund adopted by Board and incorporated within the 5-year schedule of financial estimates. 	December 2017
4.1.7	Franchise Management	Review in conjunction with leaseholders on a six-monthly basis the contract and contract management to ensure the terms and conditions are being complied with and any issues are resolved.	The Club currently leases the gym and kiosk areas. It is important that these leases are reviewed regularly in conjunction with the leaseholders to ensure the terms and conditions are being met and the operations meet the core values of the Club.	Director of Club Development: Oversight Development Coordinator: Management Legal Advisor	<ul style="list-style-type: none"> Twice yearly review of leases and obligations 	April and October Annually
4.2 Social Development						
4.2.1	Social Events	Develop an annual program of events for Thursday and Friday evenings and communicate through all member packs; web site, Facebook and SMS alerts.	Communication and coordination of events is lacking and needs to be simple, consistent and current. The lack of variety which currently exists needs to be refreshed and reviewed regularly to ensure the	Vice President of Club Operations: Oversight Fundraising Coordinator and Fundraising Committee: Management	<ul style="list-style-type: none"> Events Program established annually and updated as opportunities arise. 	September Annually



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			Club is meeting members and customer needs.			
4.2.2	Social Events	In conjunction with the traditional Thursday, Friday and Sunday social events, develop a program of theme nights and communicate through all member packs; website, Facebook and SMS alerts.	Themed nights have traditionally worked well at the Club and have the potential to attract other community non-members and expose them to the Club services on offer.	Vice President of Club Operations: Oversight Fundraising Coordinator and Fundraising Committee: Management	<ul style="list-style-type: none"> Events Program established annually and updated as opportunities arise. 	September Annually
4.2.3	Social Events	Review and re-invigorate Sunday Sessions in the season and adopt a winter warmer session to attract winter patronage.	The current attendance on a Sunday afternoon fluctuates and wanes due to a lack of promotion and diversity of the service offer. The current food and drink on offer is not enough to attract people back to the venue, nor is it uniquely different to competition within the area.	Vice President of Club Operations: Oversight Fundraising Coordinator and Fundraising Committee: Management	<ul style="list-style-type: none"> Events Program established annually and updated as opportunities arise. 	September Annually
4.2.4	Social Events	Develop a program of 'after-training' or after-competition' events operated by volunteers to capture members and build more effective teams across all Club areas on non-core social event days.	A variety of Club activities, training and development programs are run without maximising the use of Club facilities and often only require basic infrastructure and set-up. Opportunities exist to introduce healthy after-training/competition options aligned to personal education and development programs or for team building/social benefit.	Vice President of Club Operations: Oversight Fundraising Coordinator and Fundraising Committee: Management	<ul style="list-style-type: none"> Events Program established annually and updated as opportunities arise. 	September Annually
4.2.5	Social Events	Explore opportunities to maximise the sale of bottled and canned beverages when operating high volume events.	The lack of flexibility at the bar during high profile events has resulted in member and visitor frustration. Where staffing levels are low and customer demand is high, options to man a small volunteer serviced bar area needs	Vice President of Club Operations: Oversight Fundraising Coordinator and Fundraising Committee: Management	<ul style="list-style-type: none"> Implement temporary bottle sales kiosk at high volume events. 	September 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			to be considered. (i.e. reconfigure training room as a temporary bar sales area).			
4.3 Venue and Club Management						
4.3.1	Management	Within a 12-month period work towards appointing a General Manager to oversee all Club activities and support Board activities.	Currently no single person has the responsibility to coordinate and manage both the income and costs of the Club and oversee all of the operations (marketing, functions, administration, lifesaving, youth, competition, communications and member services). As a result, decision making and rationale for expenditure is ad hoc. This post should facilitate and support Board activities.	Board	<ul style="list-style-type: none"> Re-align current Club paid structure. Develop person specification and job description. Advertise in open market. Appointment of General Manager. 	October 17 - January 18 October 2017 February 2018 May 2018
4.3.2	Management	The delegation of responsibility will be provided to the General Manager with the decision-making power to hire staff and coordinate staffing levels during the season and off-season.	It is important that a general manager of a Club is able to appoint the relevant staff around him/her with the desired skills and capabilities to undertake key Club tasks.	Board	<ul style="list-style-type: none"> Delegation of authority approved by Board. 	February 2018
4.3.3	Management: Human Resources	A full suite of Human Resource policies and procedures which as a minimum cover: <ul style="list-style-type: none"> Fair and equitable appointment processes. Process for advertising and assessing the capability and competence of a candidate. Reference checks Clear and unambiguous job descriptions including person 	The current recruitment, appointment and staff management process is at best ad hoc and criticism has been levied at the Club for lack of transparency in the appointment process. This needs to be addressed.	Vice President of Club Operations: Oversight Venue Manager or General Manager, Director Administration and HR Officer: Management	<ul style="list-style-type: none"> HR appointment policies and procedures established and endorsed by Board. 	October 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		specifications and minimum qualifications. <ul style="list-style-type: none"> Equality and diversity principles Performance Management Personal Development 				
4.3.4	Management: Human Resources	Temporary paid work will be made available to volunteers in the Club through advertising on the newsletter, web-site and Club notice boards	It is important that opportunities for temporary paid work is made available to all Club members who have a vested interest in the success of the Club. In particular, this can provide opportunities for work experience for youth members.	Vice President of Club Operations: Oversight Venue Manager or General Manger: Management	<ul style="list-style-type: none"> 100% of paid work advertised on the newsletter, web-site and Club notice boards. 	Ongoing
4.3.5	Management: Tendering and Contract Awards	A fair and equitable tendering processes will be established and reviewed regularly. This will include: <ul style="list-style-type: none"> Board decision making and delegation limits. Assessment criteria. Declaration of potential conflict of interest. Awarding of contracts. Management of contracts. Acquittal processes. 	Contractual assessment and award processes should be open, transparent and equitable in order to achieve the optimum solution for the Club.	Vice President of Club Operations: Oversight Venue Manager or General Manger, Director of Club Development and Maintenance Coordinator: Management	<ul style="list-style-type: none"> Tendering policies and procedures established and endorsed by Board. 	October 2017
4.3.6	Management: Catering	Introduce regular staff meetings including function, administration, kitchen and regular bar staff to review: <ul style="list-style-type: none"> Service performance Functions Staffing levels and service gaps Sales and re-stocking Promotions and event development 	Communication between the Venue Manager/General Manager and other staff is critical to a fully functioning Club. A system is required to assess the viability and acceptability of introducing functions and coordinate a consistent approach to catering for functions and events and ensure adequate support is coordinated	Vice President of Club Operations: Oversight Venue Manager or General Manger: Management	<ul style="list-style-type: none"> Venue Manager/General Manager to implement bi-monthly. 	August 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
			through the Club administration service.			
4.3.7	Management: Food and Beverage	<p>On an annual basis, undertake a full review of food and beverage services with the key aim of:</p> <ul style="list-style-type: none"> Delivering a good quality, reasonably priced family menu with healthy options which meet the core values of the Club. Reduce staff time on incidentals such as table service and table clearance. Improving the quality of food delivered to members and guests. Refreshing the menu and promotional days to deliver a service which meets member's requirements. 	Food and beverage sales are a critical aspect of the Club's financial performance which underpins investment in its core activities of nipper development and beach safety. It is critical that performance in this area continues to improve and is constantly reviewed to meet changing social, functional and member needs.	Vice President of Club Operations: Oversight Venue Manager or General Manger: Management	<ul style="list-style-type: none"> Venue Manager/General Manager to implement annually. 	Ongoing
4.3.8	Management: Food and Beverage	On an annual basis review contracts related to bar/lounge and bar sales to minimise purchase costs and ongoing annual cost implications to the Club.	The cost of bar sales and contractual arrangements need to be reviewed on an ongoing basis and linked to an annual program of events (to obtain preferential deals and maximise promotional opportunities). Opportunities exist to identify clearly the Club requirements when the current contract lapses.	Vice President of Club Operations: Oversight Venue Manager or General Manger: Management	<ul style="list-style-type: none"> Venue Manager/General Manager to implement annually. 	Ongoing
4.4 Merchandising						
4.4.1	Merchandising: Sales	Introduce a merchandise display cabinet in the administration area to enable members to view and	Greater flexibility is required to enable members to purchase items on any day/night to ensure the	Director Marketing Director Club Development	<ul style="list-style-type: none"> Merchandise display cabinet to be introduced 	September 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		purchase items outside of weekend Nipper/events.	Club maximises retail opportunities.		within or adjacent to administration office.	
4.4.2	Merchandising: Sales	Regularly review stock and items for sale to ensure stock levels are managed; financial commitment is reduced and turnover is increased.	There is a need to ensure stock levels are tracked on a seasonal basis to ensure, as far as practicable, storage requirements are reduced and annual purchasing is planned in accordance with likely demand.	Director Marketing Merchandising Coordinators Merchandising Officers	<ul style="list-style-type: none"> Stocktake undertaken twice a year (September and January). 	September and January Annually



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6.5 SP 5.0 TALENT DEVELOPMENT PATHWAYS

Objective: To enable Surf Life Saving Athletes to achieve their maximum potential.

Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
5.1 Competition: Beach and Surf						
5.1.1	Athlete Development: Club Training and Development	On an annual basis, the Club will review and develop the club training & development program linked to the surf sports competition action plan and surf life saving strategies and actions.	The Club is committed to provide a current and relevant training program in accordance with SLSWA's guidance.	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none"> Annual review process undertaken and recorded in Surf Sports meeting minutes. 	Ongoing
5.1.2	Athlete Development: Coaching	A coach and officials program will be established annually and provided to members to build capacity within the Club.	Current coaching capability within the Club is limited to a small number of qualified coaches. Specialist paid coaches have been a drain on limited resources and it is the intention of the Club to facilitate Club members to obtain the necessary qualifications and build capacity from within.	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none"> Coach and officials program established and incorporated within the Clubs training and development program. 	Ongoing
5.1.3	Athlete Development: Beach and Surf Competition	Expand and develop competition opportunities in all Surf Life Saving competition categories and increase the number of surf sports teams at all age ranges. Produce a Surf Sports Competition Plan inclusive of: <ul style="list-style-type: none"> A competition development program A development squad support program Required number of competition coaches and support people Competition equipment and purchasing requirements 	It is important to establish a formal training and development program to support athletes representing the Club at all ages. As the Club continues to grow the competition opportunities will expand and the Club recognises the need to facilitate the development of athletes and support their progression through a development pathway.	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none"> Annual increase in number of competitors and teams entered in Championship carnivals (monitoring to begin in 2017). 	April 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		<ul style="list-style-type: none"> Coaches and Support staff training requirements Officials – number and training requirements Events and athlete training program associated with each event. 				
5.1.4	Athlete Development: Competition and Training Events	Develop an annual program of training and competition days and communicate through all member packs; web site, Facebook and SMS alerts.	Communication in relation to training and competition is hampered by current and inconsistent messaging through the web pages and Facebook only meets the needs of those already engaged.	Surf of Sport Director: Oversight Surf Sport Coordinator and Surf Sport Social Media Officer: Management	<ul style="list-style-type: none"> Coach and officials program communicated to members through Club based communication channels. 	Ongoing
5.1.5	Training for Surf Sports	Develop and encourage increasing competition capability through training, coaching and commitment within Lifesaving competition by: <ul style="list-style-type: none"> Coordinating the qualifications of Officials and Coaches Promoting and encouraging competition for personal improvement and satisfaction (covering areas such as fitness, strength, technique, IRB, etc.) Develop a formal Youth mentoring and leadership plan and program	To increase the club's capability to service its competition requirements the club will need to review and update annually the number of qualified trainers, coaches and officials. This will need to accord to the conditions laid out by Surf Life Saving WA in respect of club obligations at carnivals, state championships and pool comps.	Director of Surf Sports in consultation with Director of Member Development: Oversight Training and Education Coordinator: Management	<ul style="list-style-type: none"> Trained, qualified, retained and proficient: <ul style="list-style-type: none"> SRC members per year Bronze Medallion Trainers Assessors Officials Targets to be set annually by Director of Surf Sports in consultation with the Director of Member Development 	Ongoing
5.2 Competition: Pool						
5.2.1	Athlete Development: Pool Competition	Expand and develop competition opportunities in all surf lifesaving competition categories and increase	It is important to establish a formal training and development program to support athletes representing the Club at all ages. As the Club	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none"> Annual increase in number of competitors and teams entered in Championship 	April 2017

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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
		<p>pool sports teams. Produce a pool sports competition plan inclusive of:</p> <ul style="list-style-type: none"> • A competition development program • A development squad support program • Required number of competition coaches and support people • Competition equipment and purchasing requirements • Coaches and support staff training requirements • Officials – number and training requirements • Events and athlete training program associated with each event. 	continues to grow the competition opportunities will expand and the Club recognises the need to facilitate the development of athletes and support their progression through a development pathway.		carnivals (monitoring to begin in 2017).	
5.3 Athlete Development and Support						
5.3.1	Athlete Development: Supporting the Surf Life Saving Athlete	Standards for athlete pathways will be established with appropriate quality control measures. We will ensure the level of training and guidance is appropriate to the needs of the individual athlete.	The Club is committed to support all athletes to become the best they can be and within its limited resources will provide coaching and developmental opportunities to meet individual needs.	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none"> • Athlete pathway developed in accordance with Surf Life Saving WA Guidelines and Australian Sports Commission (ASC) athlete development pathway. 	December 2017
5.3.2	Athlete Development: Retention and Attraction	The Club will put in place a 5-year development program with the aim of attracting and retaining surf sports athletes through high quality coaching, equipment and support	The development of a training and development program for athletes will be supported by an increase in qualified coaches. This will grow over a 5-year period as more members become proficient in athlete support.	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none"> • 5-year development program established with resourcing identified. • Embed requirements in annual training program. • Budget to be incorporated in 5-year schedule of financial estimates. 	December 2017



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Strategic Area		Action	Rationale	Responsibility	Performance Target	Timeline
5.3.3	Athlete Development: Talent Identification	Establish a Talent Identification process through effective coaching and skills development for nippers in accordance with SLSWA guidance.	A critical aspect of a sports Club is to identify talented athletes early and provide them with the necessary coaching and personal development support and ensure this is integrated with SLSWA programs.	Surf of Sport Director: Oversight Surf Sport Coordinator: Management	<ul style="list-style-type: none">Incorporate Talent Id program within 5-year development program.	December 2017