



STRATEGIC PLAN 2011-2021

Vision:

To be respected as one of Australia’s premier Surf Life Saving Clubs in all aspects of Surf Life Saving while maintaining our core values

Values:

1. Respect for views and values of others, openness, caring
2. Integrity to deliver on commitments, honesty
3. Unity, best for whole Club, trust
4. Loyalty to Club
5. Welcoming, friendly
6. Strive for excellence
7. Encouragement and participation
8. Enjoyment

Mission: To be a premier Surf Life Saving Club in order to provide excellence in Surf Life Saving Services to Mermaid Beach.

<i>Club Goals</i>	<i>Club Objective</i>	<i>Club Targets/ Key Performance Indicators (reviewed annually)</i>
<p>Surf Life Saving</p> <p>1.0 Provide excellent Surf Life Saving Services to Mermaid Beach</p>	<p>1.1 Enhance fitness and level of life saving skill of active members</p> <p>1.2 Provide high quality surf life saving equipment</p> <p>1.3 Establish and man patrols with 100% redundancy above minimum award levels.</p>	<ul style="list-style-type: none"> ▪ Achieve progressive improvement in SCB Patrol Competition annually and win SCB Patrol Competition by 2017. ▪ Win at least two SCB awards annually ▪ Update major life saving equipment at least every four years ▪ Establish all patrols with 100% redundancy in minimum awards by 2015 ▪ Increase number of patrols to 16 by 2015. ▪ Achieve annual increase in SLS Gold Medallion award
<p>Surf Sports</p> <p>2.0 Achieve excellent results in all areas of surf sports</p>	<p>2.1 Attract and retain surf sports athletes through high quality coaching, equipment and support</p> <p>2.2 Increase surf sports teams</p> <p>2.3 Encourage and recognize surf sports participation and results</p> <p>2.4 Provide competition opportunities in all Surf Life Saving competition categories</p>	<ul style="list-style-type: none"> ▪ Achieve progressive increase in Club place in Championship carnivals every two years ▪ Provide and replace key surf sports equipment at least every four years ▪ Achieve annual increase in number of teams entered in Championship carnivals ▪ Achieve annual increase in number of competitors entered in Championship carnivals ▪ Achieve public recognition of at least 5% of athletes annually ▪ Enter rescue titles competition team annually
<p>Youth Development</p> <p>3.0 Provide a pathway for youth to become senior active life savers by developing teamwork, leadership, fitness and life saving skills</p>	<p>3.1 Promote maximum youth involvement in existing Club surf sports and surf life saving programs.</p> <p>3.2 Coordinate and promote maximum attendance at SLSQ Youth Development and YIPS activities.</p> <p>3.3 Conduct high quality and challenging Youth Development activities in compliance with current policies and procedures.</p>	<ul style="list-style-type: none"> ▪ At least 75% of youth participate in Championship carnival teams annually ▪ At least 75% of youth achieve new life saving award annually ▪ Achieve annual increase in number of youth participating in Youth Development program ▪ Be recognised as a leader in Youth Development at least once every three years
<p>Nippers</p> <p>4.0 Provide a high quality junior activities program that provides a pathway to retention as youth life savers</p>	<p>4.1 Plan, coordinate and conduct effective and enjoyable junior activities for all age groups on Sunday mornings during season</p> <p>4.2 Identify and develop potential athletes through effective coaching and skills development for nippers</p> <p>4.3 Promote the achievement of excellent carnival results</p>	<ul style="list-style-type: none"> ▪ Achieve greater than 80% return rate in Nippers each year ▪ Achieve annual increase in number of competitors and teams entered in Championship carnivals ▪ Achieve progressive increase in Club place in Nipper Championship carnivals every two years

<i>Club Goals</i>	<i>Club Objective</i>	<i>Club Targets/ Key Performance Indicators (reviewed annually)</i>
Administration		
5.0 Provide administrative and communication services that enhance the performance of all parts of the Club	5.1 Update and maintain Club web site as a high quality tool for attracting interest to the Club and communicating information to members	<ul style="list-style-type: none"> ▪ Web site updated weekly and used as the primary source of Club information by members ▪ Achieve annual increase in number of website generated enquiries and hits ▪ Achieve an annual reduction in ratio: Volunteer Administration Man-hours / Club membership (VAM/Members) ▪ Develop Positions Descriptions for all Club Officer positions by 2013 ▪ Develop, implement and communicate all essential policies and procedures by 2013 ▪ Achieve zero complaints of administrative failure annually ▪ Members increase by 10% annually in all categories ▪ Fill all Club Officer and assistant positions annually ▪ Nominate at least 1% of members for awards annually ▪ Formally recognise achievements internally of at least 10% of members annually ▪ Increase positive exposure in the media by 10% annually ▪ Create partnerships with all key feeder schools by 2014 ▪ Develop Club House Plan by 2015
	5.2 Improve efficiency and effectiveness of administration systems	
6.0 Increase, recognize, mentor and support members	6.1 Increase membership base	<ul style="list-style-type: none"> ▪ Members increase by 10% annually in all categories ▪ Fill all Club Officer and assistant positions annually ▪ Nominate at least 1% of members for awards annually ▪ Formally recognise achievements internally of at least 10% of members annually
	6.2 Encourage and reward participation and involvement	
7.0 Enhance Club profile and attractiveness	7.1 Enhance Club profile in community and media	<ul style="list-style-type: none"> ▪ Increase positive exposure in the media by 10% annually ▪ Create partnerships with all key feeder schools by 2014 ▪ Develop Club House Plan by 2015
	7.2 Develop and maintain long term partnerships with compatible organisations and affiliated bodies	
	7.3 Maintain and enhance Club house and Supporters Club facilities to sustain Club future growth	
Finance		
8.0 Provide sufficient funds to support Club objectives, activities and growth	8.1 Enhance revenue from fundraising activities in all functional areas of Club.	<ul style="list-style-type: none"> ▪ Achieve a 10% increase in Surf Club revenues annually ▪ Increase number and value of sponsors annually ▪ Increase number and value of grants and subsidies annually ▪ Supporters Club donation to Surf Club increases annually ▪ Reduce Club debt to less than \$500,000 by 2020
	8.2 Attract and retain sponsors	
	8.3 Maximize revenues from Grants and government subsidies	
	8.4 Promote and support Supporters Club to enhance revenues	
	8.5 Reduce Club debt	