

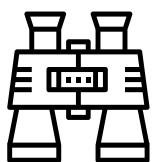


SWANBOURNE NEDLANDS SURF LIFE SAVING CLUB STRATEGIC PLAN: 2020-2025



MAY 2020

OUR CLUB



CLUB VISION

Swanbourne Nedlands Surf Life Saving Club serves the community by providing information and skills that emphasise safety and sport in the ocean and on the beach.



CLUB MISSION

To prevent drowning and water related incidents for all beach users by providing lifesaving services and public education.

To encourage and develop fitness and surf sports for our members by providing access to coaching and sporting events to compete in.

2020-2025 STRATEGIC PLAN

Welcome to the new 2020-2025 Strategic Plan. This tool has been created to assist Swanbourne Nedlands Surf Life Saving Club's Management Committee with prioritisation and decision making over the next 5 year period.

This Strategic Plan is intended to be available to all Members to encourage accountability and community led success. I hope that it provides direction for the future of our rapidly growing Club that is both aspirational and achievable, while maintaining the Swanny community and culture that we all know and love.

This document may be reviewed as required and amended by the Club's Management Committee. The Strategic Plan should be reviewed at least annually to track progress towards strategic objectives, with a major review completed by no later than May 2025.

This Strategic Plan has been developed with input from all Club Members and compiled by a Sub-Committee of Members with a broad range of expertise and historical knowledge of the Club.

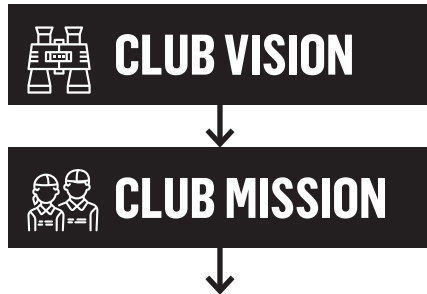
A number of key areas were targeted for strategic focus and the document outlines strategies to achieve ongoing success for the Club.

Luke Bishop
Club President
Season 2019-20



STRATEGIC PLAN PILLARS & PRIORITIES

The Club's Management Committee spans seven portfolios, each with their own strategic objectives for the next 5 years to continue to promote and fulfil our Club's Vision and Mission.



OUR CULTURE

Swanny has a unique inclusive community culture that underpins everything we do, it's one of our greatest assets which should be preserved and referenced as the Club and our Membership grows and develops.



CLUB OPERATIONS

COMPLETE CLUB BUILDING EXTENSION AND RENOVATION OF CHANGEROOMS, GYM AND STORAGE

- Complete Club building extension without substantial financial impact to Club
- Effective building maintenance plan for major repairs/replacement in place and reviewed regularly
- Facilities continue to meet contemporary standards

MAINTAIN STRONG FINANCIAL RESILIENCE

- Low risk investment portfolio to sustain future Club operational costs
- \$300,000 in new investments/savings by 2025

OBTAIN CONTINUED LOCAL GOVERNMENT FINANCIAL INVESTMENT IN THE CLUB AND OUR SERVICES

- Negotiate a significant cash contribution to the Club's new storage space, gym and changerooms
- Re-secure ongoing compensation for loss of income from kiosk, indexed at CPI and extend for the term of the Club Lease

EXECUTE EFFECTIVE CORPORATE GOVERNANCE

- Maintain up-to-date Duty Statements for each Club position of Office
- Central knowledge base of manuals and standard operating procedures (SOPs) for all Club equipment, events, policies in place and accessible by Club Members and Officers as appropriate
- Company director training completed or undertaken for >50% of Management Committee members in each season

MAXIMISE UTILISATION OF ADMINISTRATIVE RESOURCES ACROSS ALL AREAS OF CLUB OPERATIONS

- Clear workflows documented and Administrator(s) trained to support various administrative duties across all portfolios
- Administration burden of Officers and Managers significantly reduced

RAISE CLUB AWARENESS AND MAINTAIN STRONG RELATIONSHIPS WITH LOCAL, STATE, AND FEDERAL REPRESENTATIVES, AS WELL AS SLSWA AND NEIGHBOURING CLUBS

- Be valued and supported by the community and City of Nedlands
- Two (2) meetings per year with the City of Nedlands Mayor
- Maintain a high profile list of Club Patrons including Local, State and Federal representatives
- Councillors, Mayor and Patrons invited to major Club events (each attending 2+ a year)
- Meet with SLSWA Executive / CEO at least two (2) times a year
- Attendance at all SLSWA Forums and Club representatives on 2 SLSWA Standing Committees



MARKETING

MAINTAIN A PROMINENT AND RESPECTED PROFILE WITHIN THE LOCAL COMMUNITY

- Five (5) positive, prominent media articles per season about Swanny
- Swanny is actively recruited as partner by other organisations / events in the community (water safety for events, volunteering etc)
- Maintain and protect a consistent brand and image
- Club Open Day attended by >30 new members of the community

A LEADING SURF CLUB MEMBER RETENTION RATE ON AN ANNUAL BASIS

- 75% Member retention each season with new strategy developed.
- Minimum Bronze Course completion rate of 30 members per course with emphasis on gender equity
- Increase number of Members achieving their Long Service Award
- A minimum of 12 members in each gender/age group in Nippers (200+ by 2025)
- Achieve 40 active Cadets by 2025

CULTIVATE A STABLE BASE OF RECURRING FUNDRAISING ACTIVITIES, CLUB SPONSORS AND PARTNERS

- \$20k in grant money awarded each year (excluding Building Extension grants)
- 80+ Members involved in Street Appeal
- \$50k in annual sponsor and partner cash contributions.
- Multiple long-term partnerships (3+ year contracts)
- High value long term surf boat sponsor(s)

EXECUTE AN EFFECTIVE DIGITAL MARKETING STRATEGY TO INCREASE THE MARKETING REACH OF THE CLUB

- 15% increase in Instagram and Facebook followers each year
- Website content growth and update regularity increased
- Website traffic tracked and increased by 10% annually



LIFESAVING

DEVELOP AND EXECUTE A LONG-TERM LIFESAVING EQUIPMENT REPLACEMENT AND UPGRADE PLAN

- Maintain equipment rescue-ready to meet lifesaving / water safety / education needs
- Prepare an equipment lifecycle / replacement strategy

NEGOTIATE AN ANNUAL LIFESAVING SERVICE AGREEMENTS WITH THE COUNCILS AND SLSWA

- Service existing patrol agreements
- Update lifesaving service agreements and patrolling strategy based on Club and community needs

USE AND INTEGRATE NEW TECHNOLOGIES INTO PATROLS

- Successful integration of SLSWA patrol operations app (or similar) and required hardware
- Effective Drone Patrol operating

FOSTER GROWTH OF FUTURE PCs AND VCs AS CLUB LEADERS

- Two (2) Vice Captains (VCs) per patrol group
- Patrol Captains (PCs) recognised and trained as leaders at the Club
- Clear season objectives for patrols communicated to PCs

MAINTAIN WELL QUALIFIED PATROLS

- Every necessary higher award represented on each patrol group
- Regular skills maintenance practice on patrol groups throughout the season
- Patrol Captain to debrief patrol after every recorded incident
- Encourage 100% patrol attendance



JUNIOR DEVELOPMENT

DEVELOP AND MAINTAIN A QUALIFIED AND COMPETENT WATER SAFETY ROSTER

- Six (6) new parents SRC qualified every year, with all returning SRC parents requalified

DEVELOP STRONG NIPPER PROGRAM OF 200+ KIDS, WITH BALANCED REPRESENTATION ACROSS ALL AGE GROUPS AND GENDERS

- All age groups to grow by more than two (2) Nippers every season until 2025
- Collaborate with other Clubs to provide additional training and social opportunities for Nippers

ACHIEVE REPRESENTATION AT ALL SLSWA LITTLE NIPPER AND NIPPER CARNIVALS

- Ten (10) Little Nipper and twenty (20) Nipper competitors across all disciplines and age groups at every SLSWA carnival by 2025
- Improved opportunities for Nippers to train and compete:
 - Two (2) Nipper training sessions offered each week
 - Cadets regularly attend Senior training sessions

REPRESENTATION AT ALL SLSWA CARNIVALS IN U14, U15 AND U17 CATEGORIES ACROSS MULTIPLE DISCIPLINES

- Five (5) U14 and five (5) U15 competitors across multiple disciplines and age groups at every SLSWA carnival
- Consolidated opportunities for Juniors to train and compete

GREATER AWARENESS AND PARTICIPATION IN SLSWA YOUTH LEADERSHIP PROGRAM PATHWAYS

- 25% of Juniors complete Young Leader pathways in chosen discipline



SOCIAL

PROVIDE INCLUSIVE, HIGH-QUALITY SOCIAL EVENTS THROUGHOUT THE SEASON

- Minimum of five (5) major events (>50 participants) per season (introduce one new major event focused on families and integration)
- Minimum of five (5) minor events (>20 participants) per season
- Minimum of two (2) social events tailored to under 18's and families
- Minimum of one social event tailored to Life Members
- Introduce a social event for Members (all ages) around surf sports and carnivals
- Recruit or provide training for two additional bar staff (with RSA) per season to assist with social events
- One additional approved Bar Manager per season to assist with social events

INCREASE CLUB MEMBER PARTICIPATION IN SOCIAL EVENTS

- Participation of new and old Members
- 75% of Active Senior Members attend at least one event per season

MAINTAIN FREQUENT VENUE HIRES OF PREMIUM EVENT SPACE

- Minimum of five (5) private hires per season (in addition to long-term regular hire agreements)



SURF SPORTS

INCREASE SURF SPORT COMPETENCY BY PROVIDING COACHING AND QUALITY EQUIPMENT FOR MEMBERS

- Competition equipment replacement plan such that there is always gear for 20% of active training members
- Coaches available for swim, board, ski, beach, boat and R&R events.
- Two (2) clinics in craft disciplines each season
- 50% of current season Bronze Medallion recipients attend a surf sports training session regularly
- Six (6) new intra-club "coaches" each season (at least one per discipline)
- Ten (10) new Club Members taught how to ski, twenty (20) taught boards, four (4) new Boaties each season
- Ten (10) new surf /belt /tube rescue swimmers and two (2) new First Aid /Champion Lifesaver/ R&R competitors each season

FOSTER AN ENVIRONMENT THAT ENCOURAGES AND CELEBRATES SUCCESS AT A LOCAL, STATE, AND NATIONAL LEVELS

- Develop and encourage a sense of "whole of Club" team at all carnivals and competitions.
- 10% of Active Members involved in carnivals each season (competing, officiating, coaching etc.)
- Competition team specific merchandise available and worn at all competitions
- Increasing competitors at carnivals to 32 Members at all major carnivals with competition in all disciplines
- Win ten (10) State medals by 2025
- Send teams to the SLSA Australian Championships annually

PROVIDE AN APPROPRIATE NUMBER OF COMPETITION OFFICIALS, WATER SAFETY AND OTHER SUPPORT AT CARNIVALS

- One (1) qualified official per ten (10) competitors
- Fulfil all water safety, official, first aid, etc. duties expected at all events

ACHIEVE HIGH LEVELS OF PARTICIPATION IN REGULAR, INTRA-CLUB COMPETITION

- 10% of Active Senior Members and Nippers participate in intra-club events throughout the season
- 5% of Active Senior Member participate in craft and beach events throughout the season
- Additional events offered at least twice per season, such as: double ski, board rescue, reel etc.
- Provide incentives / awards for participation
- Develop intra-club team competitions, teams to be drawn from competition disciplines
- Two (2) taplins or other team-based events per season (incl. all-age), maintain cup swims and run



EDUCATION

PROMOTE A WELL UNDERSTOOD EDUCATION PATHWAY

- 80% of Members have participated in the higher awards pathway

GROW TRAINING TEAM THROUGH ADDITIONAL TRAINERS, ASSESSORS & FACILITATORS EACH SEASON

- One new trainer/facilitator each year for each courses offered
- One new assessor each year
- Encourage equal gender participation across trainers, assessors and facilitators

ACHIEVE 100% PROFICIENCY FOR MEMBERS IN ALL THE AWARDS THEY HOLD

- 100% Bronze Medallion, SRC and NRC proficiency
- Higher awards skills maintenance sessions as accessible as Bronze Medallion proficiency

INCREASE THE NUMBER OF HIGHER AWARD HOLDERS EACH SEASON

- Offer at least three (3) opportunities to take a additional award at a neighbouring Club.
- Of the Clubs patrolling Members:
 - 20% hold Senior First Aid
 - 20% hold ARTC
 - 5% hold IRB Drivers
 - 10% hold IRB Crew
 - 20% hold Spinal Management
 - 10% hold Silver Medallion Basic Beach Management
 - 5% hold Gold Medallion







SWANBOURNE NEDLANDS SURF LIFE SAVING CLUB

282 MARINE PARADE SWANBOURNE WA 6010

PO BOX 131 CLAREMONT WA 6010

PHONE/FAX: 08 9384 0020

EMAIL: ADMINISTRATOR@SWANNYSURFCLUB.ORG.AU

WEBSITE: WWW.SWANNYSURFCLUB.ORG.AU