



Club: Kiama Downs SLSC

Management Plan Meeting: 26th June 2016

Present: *(list attendees)*

Goals of the Management Plan Meeting

- Establish the Strategic Vision for the Club's future, including;
 - Mission, Values, Stakeholders, Strategic Goals
- Develop a Management Plan that the Club will operate through, including;
 - Actions, Timeframes, Roles / Responsibilities

The key outcome of this meeting is to prepare a Club Management Plan which will document the activities of the Club for the coming season.

"The issue facing struggling clubs, is less about not having enough personnel to fulfill the various roles, and more about not having a clear cut plan, with clear responsibilities/timeframes and being able to monitor progress"

Mission Statement:

Our mission statement defines the principles that guide us into our future and ensure that we continue to provide effective services to the community:

“To provide a safe & enjoyable environment delivering quality lifesaving services and education to our members and the community.”

Values:

Our Values are fundamental to the way that we conduct our duties. We embrace the following values as being vital in achieving our mission:

- Professionalism
- Effective
- Ethical
- Accountability
- Friendship
- Community Focused
- Health & Wellbeing
- Responsible
- Sustainability
- Visible

Stakeholders:

Our stakeholders are the major groups and individuals who we communicate with, those who are affected by and influence the activities of the Branch:

- The local community
- The beach users
- Our members and their families
- Affiliated surf lifesaving clubs and services
- Our sponsors, business partners and supporters
- Government at Federal, State and local level
- Surf Life Saving Australia and Surf Life Saving NSW
- All Emergency Services agencies
- Media agencies
- Suppliers of goods and services

Core Business Areas:

1. Lifesaving and Patrols
2. Training and Education
3. Surf Sports
4. Member Services
5. Business and Administration
6. Community Engagement

Strategic / Club Goals:

1. Create, implement and support effective patrols which deliver quality lifesaving services to the community.
2. Provide individual training and development opportunities for active patrolling members and key stakeholders.
3. Provide sporting opportunities to enhance membership retention / recognition and enhance club spirit.
4. Provide opportunities to develop members and recognize their achievements.
5. Perform the routine tasks which underpin the operations of the Club.
6. Remain a financial and self sufficient club.

Key Performance Indicators:

1. Lifesaving

- 1.1 No lives lost on Jones Beach during patrol hours
- 1.2 Proactive approach with more logged preventatives and less rescues
- 1.3 Lifesaving Agreement requirements met 100% of the time
- 1.4 100% Patrol Attendance recipients higher than last season.
- 1.5 To maintain and increase the number of active patrolling members

2. Training and Education

- 2.1 To provide sufficient training and education to maintain and increase existing patrol capabilities.
- 2.2 Increase the number of juniors progressing into patrols
- 2.3 To encourage members to become Accredited Trainers and Assessors.
- 2.4 Provide training and education to increase all awards for our members.

3. Surf Sports

- 3.1 Higher participation rate of members at carnivals than previous season.
- 3.2 Encourage more members participating in surf sports as competitors and non-competitors than last season.
- 3.3 Increase the variety of competition

4. Member Services

- 4.1 Active Membership up on previous season.
- 4.2 Junior Activities membership up on previous season.
- 4.3 Total Membership up on previous season
- 4.4 Minimise loss of members
- 4.5 Promote the recognition of our members

5. Business and Administration

- 5.1 Club financial position maintained and improved compared to previous seasons.
- 5.2 All Committee positions filled throughout season.
- 5.3 Maintain a balanced budget.
- 5.4 Growth in attendance at meetings

6. Community Engagement

- 6.1 To encourage community involvement in all areas club operations
- 6.2 Raise awareness with Schools
- 6.3 Promoting the achievements of the Club
- 6.4 Promote the Club and its facilities
- 6.5 Work with Council to promote lifesaving and community education

KPI Ref.	2015/16 Result	2016/17 Target	2016/17 Result	Achieved? (Y/N)
1.1				
1.2				
1.3				
1.4				
1.5				
2.1				
2.2				
2.3				
2.4				
3.1				
3.2				
3.3				
4.1				
4.2				
4.3				
4.4				
4.5				
5.1				
5.2				
5.3				
5.4				
6.1				
6.2				
6.3				
6.4				
6.5				

Core Business Area 1: Lifesaving and Patrols

Strategic Goal: Create, implement and support effective patrols which deliver quality lifesaving services to the community.

Action Strategies	Action Items	Responsibility	Target Date	Status
Ensure all appropriate documentation is in place	Review / revise Beach Management Plan	Club Captain	Late Aug	Completed
	Complete Lifesaving Service Agreement	Club Captain	July	Completed
	Develop and distribute Patrol Rosters	Club Captain	August	
	Submit IRB Vessel Registrations to SLSNSW	IRB Captain	Early Sept	
	Emergency Call Out List updated	Club Captain	Early Oct	
	Patrol Logs entered within 7 days following patrol	Captain	Ongoing	
Provide development opportunities for patrolling members	Conduct Annual Patrol Captains meeting	Captain	Early Sept	
	Conduct annual proficiency testing for all active members	Captain / CTO	Sept-Oct-Nov	
	Conduct Internal Patrol Competition	Captain	Thru season	
Maintain equipment at an optimal level	Service specialist equipment as needed	Gear Steward	Early Aug	
	Coordinate / Conduct Gear Inspections with Branch	Club Captain	Late Aug	
	Review equipment needs for the coming season	Club Captain	Late Aug	

Core Business Area 2: Training and Education

Strategic Goal: Provide individual training and development opportunities for active patrolling members and key stakeholders.

Action Strategies	Action Items	Responsibility	Target Date	Status
Ensure all appropriate documentation is in place	Develop Training Calendar	CTO	Late Aug	
	Training Officer re-endorsement forms submitted to Branch	CTO	Early Sept	
	Assessor re-endorsement forms submitted to Branch	CTO	Early Sept	
	Conduct training needs analysis	CTO & Club Captain	Early Oct	
Conduct courses to upskill members	Train SRC / BM Squad	CTO	Ongoing	
	Train ARC squad	CTO	Ongoing	
	Train IRBC / IRBD Squad	CTO	Ongoing	
	Train ROC Squad	CTO	Ongoing	
	Junior Surf Ed awards completed	CTO / JAC	Mid Dec	
Investigate external courses for members	Request Branch facilitated courses in response to training needs analysis	CTO	Ongoing	
Provide development opportunities for members	Conduct Club Ed Panel meeting	CTO	Sept & May	
Maintain equipment at an optimal level	Review equipment needs for the coming season	CTO	Late Aug	

Core Business Area 3: Surf Sports

Strategic Goal: Provide sporting opportunities to enhance membership retention / recognition and enhance club spirit.

Action Strategies	Action Items	Responsibility	Target Date	Status
Conduct events for members	Conduct Senior Club Championships	Club Captain	Dec / Feb / Apr	
	Conduct Junior Club Championships	JAC	3 rounds	
Participate in external events	Prepare / send team to Branch Champs	Captain	Mid Feb	
	Prepare / send team to Country Champs	Captain	Mid Jan	
	Promote L1 Officials course to members	Captain	Early Dec	
	Promote L1 Coach course to members	Captain	Late Jun	
Ensure all appropriate documentation is in place	Prepare training / coaching calendar	Captain / JAC	Late Sept	
Maintain equipment at an optimal level	Coordinate / Conduct Gear Scrutineering with Branch	Captain	Late Aug	
	Review equipment needs for coming season	Captain	Late Aug	

Core Business Area 4: Member Services

Strategic Goal: Provide opportunities to develop members and recognize their achievements.

Action Strategies	Action Items	Responsibility	Target Date	Status
Conduct Events for members	Prepare Club Calendar	Member Services	Early Sept	
	Conduct Annual Age Manager Info Seminar	JAC Chair	Early Sept	
	Conduct Club Open / Registration Day / Recruitment drive	Management Committee	Mid Sept	
	Conduct Club Junior Camp (U11-U14)	JAC	Mid Nov Mid Mar	
	Prepare / Conduct Junior Presentation Day	JAC	Late Mar	
	Prepare / conduct Senior Presentation Night	Management Committee	August	
Promote external recognition opportunities	Nominate members for Branch Awards of Excellence	Member Services	Late Mar	
	Nominate members for State / external Awards	Member Services	Late Mar	
Promote external development opportunities	Promote Branch U13/14 Camp to members	Member Services	Early Oct	
	Promote State/National Programs to members	Member Services	Ongoing	
Ensure safety and wellbeing of members and visitors	Conduct annual Safety Inspection of Clubhouse	Safety Officer	Early Sept	
	Members Handbook is updated and issued annually to all members	Captain / JAC Chair	Early Sept	

Core Business Area 5: Business and Administration

Strategic Goal: Perform the routine tasks which underpin the operations of the Club.

Action Strategies	Action Items	Responsibility	Target Date	Status
Ensure all appropriate documentation is in place	Have Club books audited and Financial Report prepared	Treasurer	July	
	Prepare Annual Report	Secretary	August	
	Submit Affiliation form to Branch and SLSNSW	Secretary	Late Aug	
	Issue Annual Report to members, Patrons, Branch and SLSNSW	Secretary	Late Aug	
	Submit Club Contact List to SLSNSW	Secretary	Late Aug	
	Submit annual submission to Fair Trading	Public Officer	Late Aug	
	Update Asset Register annually in Surfguard	Secretary	Early Sept	
	Prepare Budget	Treasurer	Early Sept	
	Review Club Constitution	President	June	
	Present monthly financial reports to members	Treasurer	Ongoing	
	Issue minutes of Monthly meetings to all members	Secretary	Ongoing	
Conduct events to facilitate the running of the Club	Conduct AGM	President	August	
	Conduct Annual Sponsors Dinner	President	April	
	Conduct monthly Management meetings	President	Ongoing	

Core Business Area 6: Community Engagement

Strategic Goal: Encourage community engagement in all areas of the Club.

Action Strategies	Action Items	Responsibility	Target Date	Status
Encourage Community involvement	Conduct Club Open Day	Management Committee	October	
	Conduct Club Registration days	Registrar	Sept-Oct	
	Conduct School visits	Registrar & CTO	Sept-Oct	
Promoting activities of the club	Promote club activities in local media (Paper, tv, radio)	Publicity & Secretary	Ongoing	
	Liaise with other local organisations regarding club activities	Management Committee	Ongoing	
Work with Council	Conduct meeting with Kiama Council about club activities and projects	Management Committee	Ongoing	