



Strategic Plan

2016 - 2020





Mission Statement

MISSION:

To save lives, create great Australians and build better communities on the Central Coast.

VISION:

To be recognised as the leading aquatic safety service on the Central Coast.

VALUES:

High Standards of Governance.

Responsiveness to the needs of our key stakeholders being; community and members.

Operating with integrity, equity and accountability.

Innovatively and constantly improving services.

Operating as a team.

Accepting our role as the leader in aquatic lifesaving and education services in our region.



Strategic Priority	Key Goals	Action Measurements	Year	Who	Priority	Status
1. Saving Lives 24/7	1.1 Ensure lifesaving services have the capability to provide 24/7 response	1.1.1 Strengthen emergency response capacity in the North of the Central Coast (Support Ops. & club call outs)	1	BOLS	Medium	
	1.2 Provide consistent, high level lifesaving services to our customers	1.2.1 Implement uniformed beach set up across all 15 clubs	2	BOLS	High	
		1.2.2 Identify blackspot areas and implement resources to reduce the risk	1	BOLS	High	
		1.2.3 Lobby with Council for a uniformed signage plan across all Central Coast beaches	2	BOLS	Medium	
	1.3 Implementation of technology to enhance rescue capabilities	1.3.1 Identify IT opportunities to further SLSCC	1	All	Medium	
		1.3.2 Implement IT opportunities identified	3	All	Medium	
		1.3.3 Implement FFRS App. for emergency response coordination	1	BOLS	Low	
		1.3.4 Implementation of Drone Service	1	BOLS	High	
		1.3.5 Successfully implement portable PA systems	1	BOLS	Medium	
		1.3.6 Lobby to link SLSA patrol app with Surfguard	1	BOLS	Low	
	1.4 More coordinated approach to managing our beaches (services working as a team)	1.4.1 Implement coordinated beach management plans into POM's	2	BOLS	Medium	
		1.4.2 Review existing and future resources required to meet community needs.	2	BOLS	Medium	

	1.5 Ensure lifesaving services are equipped with high quality equipment	1.5.1 Gear inspections completed annually	1	BOLS	High	
		1.5.2 Ensure services have adequate resources to fund equipment	1	BOLS	Medium	
		1.5.3 Ensure council funding is secured.	1	CEO	High	
		1.5.4 Maintain joint share equipment with Council	1	CEO	High	
		1.5.5 RWC's joint shared across full Council	2	CEO	High	
2. Healthy Clubs	2.1 Ensure clubs are sustainable and managed with best practice	2.1.1 All clubs achieve bronze level accreditation Club Quality Program	1	DSP	High	
		2.1.2 Implement Club Sustainability Program across high risk clubs	1	DSP	Medium	
		2.1.3 Implement Club Sustainability Program across 15 clubs	2	DSP	Medium	
	2.2 To grow membership each season	2.2.1 Implement branch coordinated recruitment strategies to support clubs	1	BOMS	High	
		2.2.2 Promote award/ associate membership	1	BOMS	Medium	
		2.2.3 Transform nipper parents into active members	1	BOMS	Low	
		2.2.4 Increase community partnerships, engagement and diversity	2	BOMS	Low	
		2.2.5 Utilise of Community Education program as recruitment tool	1	CEO	Medium	

	2.3 To enhance the development and retention of our members	2.3.1 Investigate and implement incentive program for patrolling members (member benefits – Fitness passports)	2	CEO	High	
		2.3.2 Provide a platform for members to associate beyond club level	3	BOMS	Low	
		2.3.3 Develop and Implement programs that build capacity of our members	1	BOMS	Medium	
3. Council/ Government Recognition	3.1 To develop and implement a total funding/ relationship and lifesaving plan with the new Council	3.1.1 Funding plan negotiated and approved by the new Council in 2016/17	1	CEO/ Pres.	High	
	3.2 To obtain government recognition and funding to further our charitable purpose	3.2.1 Secure Government funding for core services, projects and programs.	1	CEO	High	
	3.3 To enhance our relationship with all levels of Government	3.3.1 Develop branch and club engagement strategies with 3 levels of Govt.	2	All	High	
		3.3.2 Implement “adopt a Councillor” program with clubs	2	All	Low	
	3.4 To ensure we remain the recognised peak body for beach and coastal public safety	3.4.1 Re-enforce the value of our services to the community via enhanced communication strategy	1	CEO	Medium	

	3.5 Ensure long-term sustainability of surf club facilities	3.5.1 Surf club maintenance schedules adopted and implemented	2	CEO/ All	Medium	
		3.5.2 Work with clubs to develop future replacement/ upgrade plans	3	All	Medium	
	3.6 Ensure clubs have secure tenure	3.6.1 Ensure clubs maintain favourable lease templates as per standard lease template	1	CEO	High	
4. Financial Security	4.1 SLSCC be financially secure and sustainable into the future	4.1.1 Secure a major sponsor of SLSCC	1	CEO	High	
		4.1.2 Maintain/ grow existing sponsor base	1	CEO	High	
	4.2 To source additional and recurrent revenue from a variety of sources	4.2.1 Investigate alternative major sponsor arrangements	2	All	Medium	
		4.2.2 Appoint fundraising officer to implement new fundraising initiatives and grow existing.	3	All	Medium	
		4.2.3 Develop and implement annual grants plan for SLSCC and 15 clubs	2	CEO/ DSP	High	
	4.3 To grow the value of our future fund	4.3.1 Maintain investment policy and investment committee	1	CEO/ DSP	High	
	4.4 To generate a greater return on Surf Life Saving brand	4.4.1 Grow existing fundraising activities	2	CEO	Medium	
		4.4.2 Investigate new fundraising opportunities	2	All	Medium	
		4.4.3 Target events to become a beneficiary	2	CEO	Medium	

5. Effective Branch Movement	5.1 Ensure the organisation operates as one with clear roles, responsibilities and accountabilities	5.1.1 Formation of Administration Sub-Committee	1	DSP	High	
		5.1.2 Development of Club Management/ Business Plan templates	3	All	Low	
		5.1.3 Employment of support staff to support club development and administration initiatives	1	CEO	High	
		5.1.4 Review and update branch position descriptions	2	All	Low	
	5.2 Provide support to clubs on managing commercial operations	5.2.1 Hold a President tea on Commercial Operations	1	DSP	Medium	
		5.2.2 Link clubs with external tendering support	2	CEO	Low	
	5.3 Greater transparency across the entire organisation	5.3.1 Explore opportunities to streamline regulatory, reporting and compliance requirement	2	All	Medium	
	5.4 Implement consistent accounting practices and procedures	5.4.1 All clubs using standard chart of accounts	2	All	High	
		5.4.2 All clubs on consistent accounting software	2	All	Low	
		5.4.3 All clubs and SLSCC on standard year end date	2	All	Low	
	5.5 All stakeholders believe in the strategic direction of SLSCC	5.5.1 Engage clubs and stakeholders in review and development of strategic plan	3	All	High	

	5.6 Identify and implement innovative, technological advances to improve efficiency and effectiveness	5.6.1 Hold a digital innovation forum to collate ideas and opportunities	1	CEO	High	
		5.6.2 Form a digital innovation committee to guide SLSCC with priorities and opportunities	2	CEO	Medium	
6. Learning for Life	6.1 Educate our members to build frontline lifesaving capacity	6.2.1 Provide high quality, assessable and flexible training courses to our members	1	BOE	High	
		6.2.2 Promote educational and development pathways for our members	1	BOE	High	
	6.2 Expand and deliver education/ school programs to the community	6.2.1 Deliver targeted water safety education programs specifically to high-risk communities.	1	CEC	Medium	
		6.2.2 Engagement with a min. of 85% of CC primary schools	1	CEC	Medium	
		6.2.3 Investigate opportunities to expand community ed. into Western Sydney	2	CEC	Low	
		6.2.4 Investigate opportunities for special needs programs	3	CEC	Low	

	6.3 Streamline procedures to reduce workload on volunteers and ensure future sustainability	6.3.1	Implement Branch/ combined club courses (IRB, ARCT)	1	BOE	High	
		6.3.2	Lobby with SLSNSW/ SLSA for two tiered approach	3	All	Medium	
		6.3.3	Lobby for reduced duplication in RTO formwork	3	BOE	Medium	
		6.3.4	Lobby for enhanced IT support to administer education compliance (i.e. – app)	2	BOE	Low	
		6.3.5	Investigate central assessment venue	2	BOE	Low	
7. Active for Life	7.1 To offer diverse sport and recreational pathways to people of all abilities	7.1.1	Deliver surf sports events to our members which appeal to a broad participation base	1	BOSS	High	
		7.1.2	Secure a Summer of Surf Series on the Central Coast	2	BOSS	Low	
		7.1.3	Link Newcastle Permanent Series with Professional Series	1	BOSS	Low	
		7.1.4	Implement Streets Boat Series and Combined Boat Series	1	BOSS	Medium	
	7.2 To increase grassroots participation in surf sports across all age groups.	7.2.1	Actively invest in sustained participation by supporting members in a welcoming and safe environment.	1	BOSS	High	
		7.2.2	Review the delivery of Junior Carnivals	1	BOSS	Medium	
		7.2.3	Review opportunities to even further grow participation in Masters Surf Sports	3	BOSS	Low	

	7.3 To foster the development of surf sports participants	7.3.1	Implement engaging athlete development programs	1	BOSS	Medium	
		7.3.2	Implement opportunities to ensure the development and retention of quality coaches and officials	2	BOSS	Medium	
		7.3.3	Support our clubs with grass root surf sports structures and programs	3	BOSS	Low	
8. Enhance Brand & Profile	8.1 To Increase the brand awareness within the Central Coast community	8.1.1	365 Brand awareness	1	CEO/ALL	High	
		8.1.2	Develop and Implement a media plan for SLSCC	1	CEO	High	
		8.1.3	Develop and implement a new marketing plan for SLSCC	2	CEO	Medium	
	8.2 Further develop social media and website communications	8.2.1	Develop strategy with Duty Officers to Improve communication of real-time rescue incidents	1	CEO/DOLS	Medium	
		8.2.2	Engage outside expertise to design Facebook strategy	2	CEO/DOLS	Medium	
		8.2.3	Launch new SLSCC website	1	DOLS	High	
	8.3 Actively engage our stakeholders to ensure they support and understand our purpose	8.3.1	Ensure representation at appropriate community networking events	1	CEO/Pres.	High	
		8.3.2	Engage key stakeholders via involvement in our activities	1	All	High	