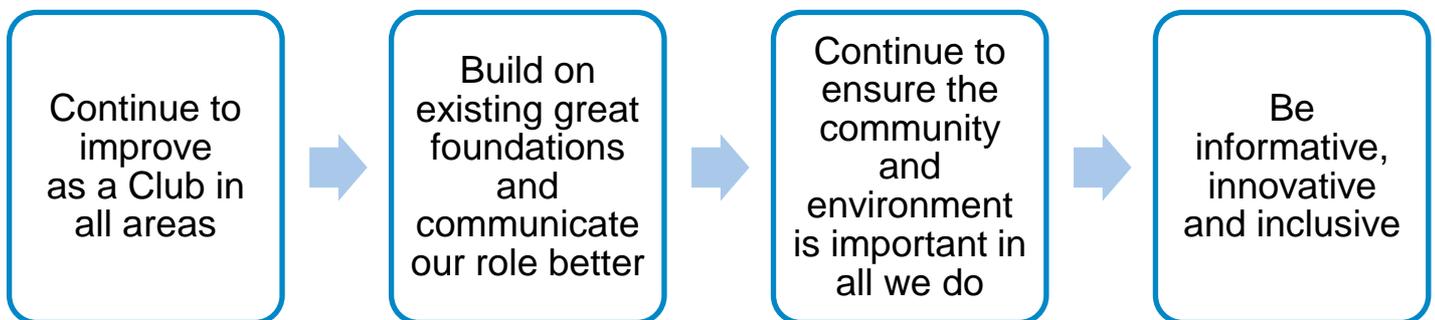


BRONTE SURF LIFE SAVING CLUB – 2017 STRATEGIC PLAN

Vision

A well-resourced and financed organization providing surf lifesaving and surf education to the greater community. An open, efficient club working within community and providing direction and innovation in delivery of surf lifesaving services in nippers, patrol, education and competition.

Our Goals



INTRODUCTION

In the lead up to the 2012/13 season, the Board of Management implemented the Club's strategic plan. Each of the Club divisions undertook a review of their specific area and in many cases a SWOT analysis was undertaken. The Board for the next four years reviewed the strategy on an annual basis and made amendments where appropriate.

In June 2017, a number of current Board Members and other members of the Club undertook a review of the Club's Strategy plan and agreed on goals and priorities going forward.

Some of the challenges identified back in 2012 are still as relevant today;

- We are a volunteer organisation, most people are time poor. There is a balancing act between helping the Surf Club and other important priorities such as family, school, business and other community commitments
- The need to better communicate with the community and our members and continue to work on being more inclusive
- There are increased requirements in operating a Surf Club including governance reporting and insurance related matters. Saving lives is expensive and we continuously have to adapt, and secure funds via grants and other means to properly manage our Club.
- We have a building which is far from ideal. It is ageing with structural problems and we will continue to work on a new DA.
- We patrol one of the most challenging beaches in Australia and need to continually attract patrollers of all ages and to up-skill them. We continue to seek new personnel with the requisite training expertise.
- Too few members do too much of the volunteering. As with many volunteer organisations, the same people do most of the work. We need to tap into the collective strengths of our member community more fully.
- It is a challenge to retain membership, especially at youth level.

Going forward, each Board member will separately review their area (whether that be lifesaving, education, finance, youth, nippers, marketing or surf sports) and establish priorities and strategic goals relevant to that area which align with the overall strategic goals and priorities set out in this plan. This will continue to be done on an annual basis.

BRONTE SURF CLUB MISSION STATEMENT:

We pledge to protect the public as we patrol one of New South Wales' most challenging beaches.
We are a volunteer community based organisation whose ultimate goal is to save lives.
We are a club for all ages and genders.
We are open to all people from all walks of life.
We are proud of the surf lifesaving tradition from which our Club is born.
We are the world's first surf club.
WE ARE BRONTE.

REVISED STRATEGIC PLAN

In reviewing the current strategic plan, the following emergent themes and trends were noted:

A. Within the Club

- Cadet retention is a challenge
- Growth of female and junior membership is important to the Club
- Focus on Lifesaving and education
- Youth working in the club kiosk and bar provides opportunity for youth engagement
- Only surf club in the area actively engaged with local Board riders
- Increasing staff administration requirements to meet SLSA regulations
- Barriers to remaining engaged such as trainer re-endorsement
- Facilities and space for youth is challenging in current building
- Sustaining volunteer numbers and hours is a challenge
- Need for succession planning and transfer of knowledge

B. Beyond the Club

- Ever increasing qualification requirements and administrative red tape
- Competition from other family activities and commitments eg. sport
- Innovation and engagement of youth via intuitive technology
- Change in visitors to the beach in recent years – less local knowledge
- Importance of increased community engagement
- Multi-language communications and signage required, educating new locals and public/tourists
- Free beach Wi-Fi – surf education – safety app/quiz.
 - Importance of communication of challenges of beach to community in particular non-English speaking visitors who don't understand dangers of our beach.

REVISITING OUR AIM AND VISION

Why do we exist?

To save lives, help create great Australians and engage with the local community.

Who are we?

We are a voluntary organization made up of people of all ages and from all walks of life.

Vision

A well-resourced and financed organization providing surf lifesaving and surf education to the greater community. An open, efficient club working within community and providing direction and innovation in delivery of surf lifesaving services in nippers, patrol, education and competition.

2017 AND BEYOND WE WILL:

- Continue to improve as a Club in all areas
- Build on existing great foundations and communicate our role better
- Continue to ensure the community and coastal environment is important in all we do
- Be informative, innovative and inclusive – promote, respect and share the physical environment with others (beach, park, ocean).

BRONTE SURF LIFE SAVING CLUB: OUR PURPOSE

We believe the purpose of BSLSC is to save lives and actively engage with the community with the aim of educating the public in surf awareness through inclusion and professional demonstration of skills.

We believe this purpose can be achieved by:

- Being recognized as a world class innovative Club that continuously educates and saves lives in challenging surf conditions;
- Community recognition and support of the Club as a centre of excellence/leader in surf awareness and saving lives
- Continue to develop pathways for engagement (Youth, Female and Community)
- Tapping into our breadth of skills and strengths and keeping people connected to the Club.
- Creating an environment (physical place and space) that is welcoming. A vibrant club that people want to be part of.
- Collaborating with stakeholders including lifeguards and Surf Life Saving bodies to sustain surf lifesaving as an integral and core element of the community
- A viable and sustainable Club

We believe the factors that inhibit achievement of the BSLSC purpose are:

- Being time poor, competing commitments
- Paperwork/red tape
- Funding support
- Current building/facilities
- Lack of communication
- Inclusion, lack of respect/sharing the water with others
- Burn out of some team members.

We believe the **outcomes or impact** for BSLSC and our local community include:

- Saving lives
- A club that is valued by its members and the community
- A focal point for a safer community, ocean environment awareness and wellbeing
- A viable financial and vibrant Club

We believe the **key priorities** for BSLSC in the next 2-5 years include:

- Lifesaving education, training and up skilling
- Nipper parent and community engagement
- Retain and grow membership across all ages: 'once a member always a member'
- Providing more small task voluntary opportunities and recognition
- Encourage diversity, inclusion and communication
 - Greater female involvement in the club
 - Youth
 - Community engagement
 - Members 20-30yo
- Being a vibrant social club
- Financial stability
- Building refurbishment
- Feasibility of commercializing training
- Develop a technology based innovation program