



# Broulee Surfers Surf Lifesaving Club

## Strategic Plan 2023 – 2028

### Our Vision

*To be an integral, self-sustaining and valued organisation in the community, and to provide quality surf lifesaving services to the swimming and surfing public*

### Our Mission

*To provide capable, diverse and proficient lifesaving and emergency response services and activities, including community education through:*

- *Upholding the vision, mission and goals of Surf Lifesaving Australia*
- *Promoting unity and diversity to foster an inclusive and supportive club and community*
- *Applying integrity and pride to everything we do*
- *Respecting others, the movement and ourselves*

## Introduction

Broulee Surfers SLSC has a proud history of more than 43 years of dedicated community service to the Broulee local area, with a dedicated group of volunteer members united by a passion and respect for the ocean, and a sense of community engagement.

Established in 1979 by Broulee Boardriders the club provides something for everyone. The club has now grown to around 800 members, with 130 members actively patrolling one of the Far South Coast's most beautiful beaches. Other club activities include undertaking a range of training programs such as earning the Bronze Medallion, building knowledge and skills in first aid, learning skills as Nippers, gaining surf skills and fitness in taking part in competitions, and joining in many social activities.

The diversity of our members is our strength, with our Lifesavers, Nippers, Associate Members, and wider community all working together provide an essential service to thousands of beach visitors and to protect our beaches.

Broulee Surfers SLSC is committed to the local community and our family friendly environment provides activities and opportunities for people of all ages.

## Our Pillars

The five pillars supporting our Strategic Plan align to those of our governing Stakeholder, Surf Life Saving NSW, which are as follows:

- *Save Lives*
- *Grow and Sustain our Movement*
- *Develop and Support our People*
- *Engage the Community*
- *Strategic Enablers (Finance & Governance)*

## Collaboration

This Strategic Plan has been developed following a number of workshops conducted with the 2021 and 2023 BSSLSC Committee and we are grateful for the contribution of time and thoughts. It includes ongoing and new priorities in line with the Club's current and forecasted position and provides challenges and opportunities to align all of our operations and priorities in a cohesive and planned manner. While we have documented a plan, we must remain agile in its implementation, ensuring we are able to react to emerging issues and ideas.

Our plan acknowledges Surf Lifesaving Australian and Surf Lifesaving NSW's current strategic plans and will be regularly reviewed against these during the period 2023-2028. All members are encouraged to share their thoughts and ideas, aligned to our Strategic Pillars, to help us build a thriving and sustainable club and community.

**1. SAVE LIVES - Improve lifesaving services to be 'rescue ready'.**

Objectives	Strategy: How we plan to achieve this	Timeframe	Section/Leaders
<p><b>1.1 - Provide reliable, skilled and high-level surf patrols on our beach</b></p>	<ul style="list-style-type: none"> <li>- Co-ordination of the patrol roster for fair and equal hours/days of patrol for each patrol group to ensure that each patrol can adequately service their patrol activities.</li> <li>- Review current patrol groups and their awards to identify gaps in training and development.</li> <li>- Attraction and recruitment of adult SRC and Bronze candidates.</li> <li>- Map out for all Nippers/SRC/BM squads, the progression of their awards as their lifesaving career progresses for ongoing skills enhancement and upskilling to IRB, SM, FAO, ARTC, SMBM, Gold.</li> <li>- Encourage patrollers to use communication, education and prevention activities to advise visiting beachgoers of the beach and conditions.</li> </ul>	<p>Ongoing: Patrol Season from Oct - Apr</p>	<p>Club Captain Training Officer Trainers &amp; Assessors</p>
<p><b>1.2 – Develop Quality patrol leadership members capable of mentoring lifesavers.</b></p>	<ul style="list-style-type: none"> <li>- Review the role of the Patrol Captain, Vice-Captain and up-skill to the new Patrol Captains qualifications from SMBM.</li> <li>- Succession planning: Identify members through PC referral, Expressions of interest, mentoring especially for younger patrollers to encourage fresh ideas and to be actively involved.</li> <li>- Actively support, communicate and offer training opportunities to mentor within the Patrol teams.</li> </ul>	<p>Ongoing: Patrol Season from Oct - Apr</p>	<p>Club Captain Current PCs</p>
<p><b>1.3 – Provide and Maintain high quality Lifesaving Equipment</b></p>	<ul style="list-style-type: none"> <li>- Review the condition and suitability of current lifesaving equipment including rescue equipment, Side by side vehicles, IRBs, RWCs, trailers, tents etc.</li> <li>- Repair or replace equipment as it becomes faulty/unusable to ensure that equipment is available as it is required.</li> <li>- Seek funding through grants for new lifesaving equipment.</li> <li>- Regular inspection of First Aid equipment and materials to ensure adequate supply for rapid response.</li> <li>- Regular inspection of Radio equipment to ensure they are in working order and adequate for effective communications on patrol.</li> </ul>	<p>Ongoing</p>	<p>Gear Steward First Aid Manager Radio Officer IRB/Power craft Manager</p>
<p><b>1.4 – Provide and maintain Call-out emergency services</b></p>	<ul style="list-style-type: none"> <li>- Identify, train and retain suitable members for engagement in the call out team.</li> <li>- Ensure that we are well structured and resourced to respond to an emergency call.</li> <li>- Ensure that equipment is in working order and ready for rapid deployment. Repair or replace faulty/unusable equipment.</li> <li>- Monitor and clean the call out area to ensure it remains free from items that may inhibit call out team response.</li> </ul>	<p>Ongoing</p>	<p>Duty Officer Club Captain Call-out team Gear Steward IRB/Power craft Manager</p>

<b>2. GROW AND SUSTAIN OUR MOVEMENT – Our People, Our Club – Strength in our members</b>			
<b>Objectives</b>	<b>Strategy: How we plan to achieve this</b>	<b>Timeframe</b>	<b>Section/Leaders</b>
<b>2.1 – Improve the retention of membership through an improved member experience.</b>	<ul style="list-style-type: none"> <li>- Provide a welcoming club to patrollers, club members (active, associate and junior) and visitors to retain club membership strength.</li> <li>- Research membership experience including typical costs for different cohorts and ways to increase affordability. Review and reinforce what it means to be a BSSLSC member and the benefits of joining. For example, discounts in bar and uniform boutique.</li> <li>- Review roles, processes and resources, including payments, management and communication touchpoints.</li> <li>- Align activities to ensure all interested groups have meaningful purpose, support and involvement in our club by developing a Recruitment and Retention Strategy.</li> <li>- Focus on developing nippers' parents into active members.</li> </ul>	Annually	Club committee including President, Secretary & Registrar
<b>2.2 – Increase enrolments in quality education/training experiences.</b>	<ul style="list-style-type: none"> <li>- Attract suitable SRC and Bronze candidates annually.</li> <li>- Explore flexibility in training opportunities to increase course delivery options.</li> <li>- Offer training opportunities to gain Bronze/SRC and then continue on with lifesaving journey to upskill to other courses such as Silver, Gold, IRB, RWC, FAO, ART.</li> <li>- Offer opportunities to maintain current awards through re-qualification process so that they remain valid and up to date.</li> <li>- Encourage participation in other club/branch's training courses such as ALBERT.</li> <li>- Retain, support and upskill current Trainers, Assessors and Facilitators, and encourage new trainers to grow capacity for training courses.</li> </ul>	Ongoing	Registrar Training Officer Trainers/Assessors Club Captain
<b>2.3 – Improve integrated, relevant, consistent and transparent communication with all club stakeholders</b>	<ul style="list-style-type: none"> <li>- Review and consolidate club communications to align with consistent guidelines, templates, messaging and tone across all communication methods, including social media, Surfguard, and club newsletters.</li> </ul>	Ongoing	Secretary Social Media Manager
<b>2.4 – Develop and run a Youth Engagement Program</b>	<ul style="list-style-type: none"> <li>- Ensure pathways for development of Nippers are clear and well communicated.</li> <li>- Promote and provide the opportunity to participate in organised sports events such as Far South Coast Branch carnivals, Sydney Water Series, Inter-branch/Country Championships/State/Aussie championships.</li> <li>- Provide mentoring opportunities for Under 14s to assist with Water Safety as required.</li> <li>- Promote the pathways from finishing the Junior Program and continuing with lifesaving opportunities as a cadet member.</li> <li>- Nominate members for Branch/State developments camps.</li> <li>- Encourage application for Junior Lifesaver of the Year program, Wambiri camp.</li> <li>- Improve and encourage a cadet's program with youth mentoring from a range of different areas in the club.</li> </ul>	Annually	Junior Activity Co-ordinator Surf Sports Co-ordinator

### 3. DEVELOP & SUPPORT OUR PEOPLE – Equip, Empower and support our people.

Objectives	Strategy: How we plan to achieve this	Timeframe	Section/Leaders
<b>3.1 Deliver and promote the SLS Junior (Nippers) program</b>	<ul style="list-style-type: none"> <li>- Provide a welcoming environment for new &amp; returning families to join the club and participate in the Junior program.</li> <li>- Build participation to an adequate level able to be supported by Age Managers and Water safety to result in a positive experience.</li> <li>- Promote the events/calendar of the Junior program to encourage participation at regular sessions as well as surf sports carnivals.</li> <li>- Use expertise within the club to deliver the program: such as Trainers, Coaches, lifesavers – skill and knowledge sharing.</li> <li>- Continue to support both the Broulee and Canberra/Broulee Junior programs.</li> </ul>	Ongoing	Junior Co-ordinators
<b>3.2 Develop and support parents to become actively involved in the Junior program</b>	<ul style="list-style-type: none"> <li>- Engage parents to be actively involved in: SRC or Bronze Medallion to assist in Water Safety, Age Manager Certificate to become an Age Manager, Coach’s award, Officials award, Assisting with other activities such as equipment/transport/BBQ.</li> </ul>	Ongoing	Junior Co-ordinators Training Officer Surf Sports co-ordinator
<b>3.3 Review and maintain equipment used in the Junior &amp; surf sports programs</b>	<ul style="list-style-type: none"> <li>- Educate members on board handling techniques to protect them from damage.</li> <li>- Conduct Board and equipment stocktake and ensure that equipment is in working order. Repair or replace faulty/unusable equipment.</li> <li>- Value our sponsors/donors by ensuring suitable recognition and protocols are in place to highlight the support of all donors to the club.</li> </ul>	Ongoing	Junior Co-ordinators Gear Steward Surf Sports co-ordinator
<b>3.4 Deliver and promote the Surf Sport Program</b>	<ul style="list-style-type: none"> <li>- Provide a welcoming environment for athletes to join the club and participate in the Surf Sport program.</li> <li>- Engage new and returning athletes with communications relating Surf Sport opportunities.</li> <li>- Build participation at all levels to enable a positive experience for all competitors.</li> <li>- Promote the events/calendar of the Surf Sports program to maximise participation at regular surf sports carnivals.</li> </ul>	Ongoing	Surf Sport Co-ordinator
<b>3.5 Deliver and promote appropriate and relevant Training</b>	<ul style="list-style-type: none"> <li>- Plan training based on club needs as well as individual interests</li> <li>- Explore flexibility in training opportunities to increase course delivery options.</li> <li>- Maximise use of Branch and State Training opportunities</li> <li>- Promote “Other” training available to non-patrolling members such as Mental Health Awareness, UAV Pilots</li> <li>- Develop a Training Program which clearly maps all awards required and available at each level of the surf lifesaving journey, and uses expertise within the club to deliver the programs.</li> <li>- Identify and implement process improvements to reduce duplication and inefficiencies within the administration of training and award recognition</li> <li>- Model and promote our club as a continuous improvement organisation.</li> </ul>		Training Officer Trainers/Assessors

<b>4. ENGAGE THE COMMUNITY: Enhance the member &amp; community experience; our people, our friends, our stakeholders, our club</b>			
<b>Objectives</b>	<b>Strategy: How we plan to achieve this</b>	<b>Timeframe</b>	<b>Section/Leaders</b>
<b>4.1 – Provide a safe and welcoming club with a ‘one Club’ philosophy.</b>	<ul style="list-style-type: none"> <li>- Create a safe environment for all members, in particular Children or Young People (CYP).</li> <li>- Ensure compliance and effective implementation against the SLSA Member protection policy, Child Safe Awareness training and Working with Vulnerable People.</li> </ul>	Ongoing	Member Protection Officer Public Officer
<b>4.2 – Inclusion: Engagement with community members from culturally diverse backgrounds and abilities into the club</b>	<ul style="list-style-type: none"> <li>- Review diversity and inclusion policies and procedures relating to the club.</li> <li>- Plan for services that include disabled access, facilities and equipment.</li> <li>- Communicate to the community the facilities that are available for use at the club, such as beach wheelchairs, accessible mats.</li> <li>- Facilitate the development and Integration of Canberra and regional membership'.</li> </ul>	Annually	Club Committee Social Media Manager
<b>4.3 Maintain and improve Communications to members and the community.</b>	<ul style="list-style-type: none"> <li>- Publish club newsletter weekly during peak season, fortnightly during off-peak.</li> <li>- Promote and update various club activities in social media platforms such as Facebook and Instagram.</li> <li>- Use SMS Surfguard for reporting on group lists and specific target communications.</li> <li>- Maintain Team App for Junior Activities communications and calendar.</li> <li>- Continue to adapt and improve club communications to suit all generations and remain consistently in line with club’s core role.</li> </ul>	Ongoing	Social Media Manager Club Committee
<b>4.4 Strong and ongoing relations with the local community</b>	<ul style="list-style-type: none"> <li>- Continue to host and support events such as Surf sports carnivals, Bay to Breakers Ocean swim, Burley Griffin Surfboat event, Club Social events, Friday night and Sunday Afternoon bar</li> <li>- Improve club facilities to host such events.</li> <li>- Actively promote the benefits of being part of the Broulee Surfers Life Saving Club.</li> <li>- Maintain a strong and positive image of the club through our actions, behaviours and conduct.</li> <li>- Acknowledge and appreciate the support of sponsorship and donations and properly manage the deliverables of such sponsorships.</li> </ul>	Ongoing	Surf Sports, Boat and Junior Co-ordinators Bar Manager House Manager
<b>4.5 Club facilities and environment. Create a welcoming environment for members and visitors to the club.</b>	<ul style="list-style-type: none"> <li>- Review recent bar sales to identify trends in consumption and required stock levels to account for demand.</li> <li>- Encourage participation from members to upskill to achieve their Responsible Service of Alcohol and join the volunteer roster.</li> <li>- Review the current bar roster to identify gaps and opportunities for future social events.</li> <li>- Review current club house bookings and cross check with regular club activities to ensure that club premises remains accessible.</li> <li>- Encourage the community to hire the club premises for events or regular bookings.</li> <li>- Ensure that the clubhouse maintenance and cleanliness is continuously reviewed, as well as any repairs are completed as required.</li> <li>- Review the club house surroundings with a view to improving the areas aesthetics and providing more effective use of spaces &amp; fit for purpose.</li> </ul>		Bar Manager House Manager Maintenance Manager

<b>5. 5. STRATEGIC ENABLERS - Improve governance and financial Sustainability for the future of our club</b>			
<b>Objectives</b>	<b>Strategy: How we plan to achieve this</b>	<b>Timeframe</b>	<b>Section/Leaders</b>
<b>5.1 – To be financially secure and sustainable into the future</b>	<ul style="list-style-type: none"> <li>- Maintain current membership base for financial stability.</li> <li>- Maintain, acknowledge and focus on retaining current sponsors and donors.</li> <li>- Maintain, acknowledge and focus on key income streams such as club venue hire, bar activities, club events such as Branch carnivals or Ocean swims, rent from Café.</li> <li>- Ensure sustainable tenancy of café lease and venue hire.</li> </ul>	Annually	Club Committee Treasurer House Manager
<b>5.2 – Grow and plan for new income pathways to the club</b>	<ul style="list-style-type: none"> <li>- Investigate establishment of a new Committee Position to identify and prepare for Government grant opportunities and align them to people and activities within the club.</li> <li>- Explore and develop additional revenue streams.</li> <li>- Make better use of technology to assist with operations such as Online Boutique services.</li> </ul>	As opportunities arise	Club Committee
<b>5.3 - Review Club Structure and systems.</b>	<ul style="list-style-type: none"> <li>- Review and maintain Club Constitution in accordance with SLSA regulations in our operating environment.</li> <li>- Review/develop business plans against the club's strategic direction.</li> <li>- Review/develop risk management plan to ensure consistent delivery of services and programs.</li> <li>- Ensure compliance with all relevant regulatory and financial reporting requirements</li> <li>- Transparent committee and sub-committee record keeping. Minutes of meetings are recorded by all committees and distributed as per regulations.</li> <li>- Committee and executive activities are to remain consistent with the club constitution and any other regulations.</li> <li>- Succession planning for all committee positions – an ongoing process of identifying future leaders to ensure the club stays relevant and to inject new members and new ideas.</li> <li>- Investigate establishment of a new Youth Committee Member</li> </ul>	On a needs basis and a full review for relevancy to occur every 3 years.	Club Committee
<b>5.4 – Strong Financial Management</b>	<ul style="list-style-type: none"> <li>- Develop and maintain an annual budget for all areas of operation and maintain adequate cash reserves for club operations.</li> <li>- Compile a list of capital works for the club and align funding source to projects.</li> <li>- Compile a maintenance schedule and consider funding methodology.</li> <li>- Maintain asset register of all club equipment ensuring sale of redundant, end of life or no longer required equipment, reinvesting sale funds back into general revenue.</li> <li>- Maintain a strong fiscal management by integrating structure, reporting, process and communication into governance and operations.</li> </ul>	Ongoing	Club Committee Treasurer
<b>5.5 – Strong Human resource Management</b>	<ul style="list-style-type: none"> <li>- Support the health and wellbeing of all members including a Health and Wellbeing plan.</li> <li>- Develop teams/sub-committees as well as succession planning, with leadership/mentoring to support key roles.</li> </ul>	Ongoing	Club Committee Mental Health Champions MP Officer