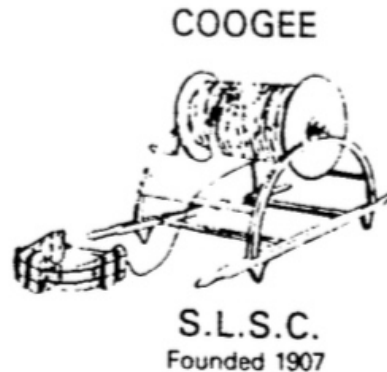


Coogee Surf Life Saving Club Strategic Plan 2019-2024



**Developed by a self nominated member
representative Planning Committee
July 2019**

Chaired by Olivia Gardiner:

Members: Michael Barnes, Mark Doepel, Will Davison, Chris 'Hips' Gately, (Life Member)

Doug Hawkins, Jenny Trinca, Tony Waller (Life Member) & Sara Wilson

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From the Chairperson: Olivia Gardiner

Our self-nominated committee of members was given a short time line to achieve a great outcome...the next five years strategic plan.

We were asked to dig deep through robust and collaborative interactions, and create a document which advises the club over the next few seasons. It made sense to ask each function to own the review of their operating procedures, and realise their strengths and weaknesses.

The committee felt that this is where there opportunity lies. In order to run outcome based meetings, we agreed to a charter of agreements at the outset. This gave us focus, the one club approach, inclusivity and respect within the group. A great start to embedding our purpose and values at a wider level.

It was clear that there were a lot of things we do well, but the challenges lay in prioritising what wasn't working well enough. This document provides the starting point for further discussion and many action points to achieve in the short and longer term. We ask that the new Executive for 2019/20 own and drive this strategic plan.

To the Committee, I want to extend my warmest thanks for your great support and commitment. Over four short meetings there were countless hours spent on both thought and action, to create the document we present to the Executive and our club.

It's an exciting proposition to be a part of positive change.

This is our prevention rather than cure - equal to our purpose of Surf Lifesaving!

Olivia
30th July 2019

INTRODUCTION:

Coogee Surf Life Saving Club (CSLSC) is a volunteer organisation and emergency services provider that has been delivering lifesaving services to the community for over 110 years. With a membership of more than 2,300 active members and nippers, it is recognised as a community icon.

It is from this base that CSLSC has an exciting future. This document presents a 5-year plan, to act as a guide for existing and future members, for the 2019-2024 lifesaving seasons, and addresses the areas that the club will focus on during this period.

The plan has been developed in collaboration with the members, with sponsorship by the outgoing President, Matt Fernandez, Executive Committee, Governors, Management Committee and the club's members.

The need for a 5-year strategic plan was identified at a club planning day assisted by an external facilitator and attended by a cross section of our membership. A small sub-committee was then formed and, through robust and constructive discussions over 4 weeks, a document addressing the following areas was prepared:

- Clarity of Purpose and Core Values**
- Clarity of enhanced SOPs (Standard Operating Procedures),
across all areas of the Club**
- Enhanced internal and external communications**
- Enhanced Governance - transparent and accountable**
- Financial Security**

This document is about evolution, innovation, inclusivity, collaboration and growth. Building on CSLSC's history and heritage, it sets out the priorities for the club over the next five years. It is the intention of the club executive and this committee, that the delivery of this strategic plan will enhance the member experience in the short term, and ensure a long, sustainable and thriving future for the club.

While the plan has been developed at a point in time, it is not intended to constrain or limit in any way the aspirations or achievements of the club. If we achieve everything we've set out to achieve, we will ask ourselves "what do we need to do next?".

CSLSC performs a critical function in supporting its members to educate the community on water safety and ultimately, save lives in the water, both within and beyond the red and yellow flags. We also allow ourselves to have fun and enjoy a collaborative community spirit.

It is through this lens that the Committee recommends that each function (Lifesaving, Minnows, Surf Sports et al) carries out a SWOT analysis to identify specific areas of improvement to prioritise, namely an immediate review of Standard Operating Procedures (SOPs). It is also advised that this is completed within the 2019/20 lifesaving season with changes to be implemented within the 2020/21 season. It then advises an annual review for best practice.

The Committee recognises and is proud of the Club's heritage and unique history.

This Strategic Plan aims to enhance this great culture.

The Committee has also identified what the future can look like and it accepts that the solutions and recommendations are for today. It is important to keep in mind that many factors will keep this plan agile including and not limited to;

- Population growth
- Changes to community demographics
- Environmental risks

These will all continue to evolve.

Through consultation with its membership, the planning process highlighted the strengths that CSLSC will continue to build upon, as well as the areas of focus. Through the delivery of this 5-year strategic plan, we aim to achieve the following outcomes:

1. *Refreshing its engagement with membership by embedding and embracing its Purpose and Values thereby creating an inclusive positive culture*
2. *Clear strategy on the recruitment and retention of members including succession planning and pathways*
3. *Development of support programs to enable members to engage in club activities*
4. *Building of trust and transparency at all levels through communication with the membership*
5. *Ensuring CSLSC achieves long term financial sustainability*
6. *Maintaining and strengthening our connections within the community and emergency services*
7. *Ensuring clarity of, and commitment to the club's policies and procedures, accountability and authority to ensure proper governance*

It is this Committee's hope that the strategic plan is reviewed and adopted by the Executive and Governors to ensure long term changes. The document should be considered as:

- A reflection of current thinking through the identified gaps in the club's operations and processes;
- A guideline for its relevant committees to own, action and address identified gaps through suggested discussion points appended to this paper;
- KPIs to ensure achievable measures over the short and long term.

It is key that this plan is embedded into each Committee meeting agenda to ensure continuous improvement. It is also the hope of this Committee that each completed action, large or small, is celebrated and communicated to its membership via formal and informal channels.

Our Purpose:

The following statement was created as an expression of our Club and its culture, as a statement of who we are.

As One Club:

We affirm our membership of and commitment to Surf Life Saving Australia, and we adhere to the purpose and vision of our lifesaving movement;

We acknowledge with pride our unique heritage as a foundation club, and we seek to build on our legacy with respect and dignity for all members, past, present and future;


We devote ourselves to our local community through our vigilance and service as surf lifesavers, and hold on trust our special place in and our relationship with the Coogee area and the Randwick Municipality;

We welcome without exception to our Club all who embrace our purpose, values and objectives, and we provide support and encouragement to all members throughout the time of their service in all the activities of our Club in which they may engage.

We are many individuals with many voices but together we are, and always will be one Club.
We live our values each and every day and our purpose is our constant goal.
Our Club is comprised of an exceptional membership.
Together we are and always will be one Two Blue.

Coogee Surf Life Saving Club

Our Values



One Club, One Vision	We work together as one club; Unity
Respect and Integrity	We are committed to the highest standards of ethics, behavior and mutual respect
Inclusivity and Tolerance	We will treat each other with respect, value each other's contribution and celebrate our member's diversity
Honesty and Transparency	We recognize that trust and accountability are key to our success
Community and Culture	We belong to our own unique community but acknowledge that we are part of the broader lifesaving movement

Coogee Surf Life Saving Club

Strategic Plan 2019-2024

Coogee SLSC Five Year Strategic Plan: KPIs to be developed by the Committees responsible for the actions.

Goal	Clarity of values , clarity of purpose	Clarity of enhanced Standard Operating Procedures across all areas	Enhanced internal and external communications	Enhanced Governance - transparent and accountable	Financial security
Actions	1.1 Consult members on values and purpose 1.2 Incorporate values and purpose into new Constitution 1.3 Introduce new Constitution in 2020 1.4 Assess implementation of the Constitution annually 1.5 Seek feedback from members on new constitution including values and purpose	2.1 Establish Standard Operating Procedures or guidelines for the following areas: 1. Members’ handbook 2. Lifesaving 3. Patrols 4. Management committee 5. Education 6. Blueys/youth 7. Nippers – based on state policies 8. Surf Sports 9. Funding and sponsorship 2.2 Publish SOPs and review effectiveness after first twelve months	3.1 Identify ways to enhance member experience, in particular members 15 to 21 years. 3.2 Finalise and publish communication policy 3.3 Introduce new website 3.4 Develop and implement Communications SOP 3.5 Introduce re-design of logo, with brand guidelines 3.6 Look for opportunities to make a “one club” approach real, for example club newsletter combined for both Minnows and senior club)	4.1 New website and access provide portal for minutes, annual reports, building plans, organisational structure, office bearer’s names, position descriptions etc 4.2 Finalise and publish communication policy 4.3 Develop and implement Comms Plan for 2019/20 4.4 Undertake annual member survey to capture information about, and views of members. Share data with members where appropriate 4.5 Introduce new Constitution in 2020 4.6 Consider introduction of a Returning Officer	5.1 Ensure smooth transition of management committee positions, ensure adequate training and retention of the organisation’s memory 2. Establish a Coogee SLSC Foundation 3. Develop plan to leverage building renovation during 2019/20 season 4. Develop sponsorship policy and communicate

Supporting our Strategic Goals and Actions

Our Values

- One Club, One Vision
- Respect and Integrity
- Inclusivity and Tolerance
- Honesty and Transparency
- Community and Culture

Our Commitment:

We will work together, united as one club

We are committed to the highest standards of ethics, behaviour and mutual respect

We treat each other with respect, value each other's contribution and celebrate our diversity

We recognise that trust and accountability are key to our success

We celebrate our unique history while embracing the future of the lifesaving movement

'To be our best self - Always'

FIVE YEAR ASPIRATIONAL VISION

Our five-year plan

Saving lives, building financial security, continuing to meet the needs of our members, building our community support base, and realising benefits from our supporting relationships remain the strategic focus for 2019/20 through 2023/24 and beyond.

We are "rescue ready"

Coogee Surf Life Saving Club continually reviews its capabilities in the patrolling environment through audits, training scenarios and engagement of its Patrol Captains, Vice Captains and members. We are proud of our lifesaving record. All our life saving equipment is under 5 years old and regularly serviced and/or maintained.

Areas for improvement:

- A need exists for clear lifesaving pathways for all our members, whether they enter the club as a nipper or to complete a bronze medallion, we want all members to grow and develop as lifesavers.

Our members are well-trained

IRB and other higher awards are attractive for gaining and retaining members. We benefit from a large number of qualified trainers however we often struggle to find trainers to run the courses that our members demand.

Our patrolling members are high in numbers and well qualified across various aspects of lifesaving. From a community perspective our patrolling members are routinely requested to support Garie Beach patrols and we are able to send proficient, skilled lifesavers including junior members to experience a different beach environment.

Areas for improvement:

- Members need to be provided with information about awards that are available to them, and how they get access to the training they want. We also need to make sure our trainers are available and confident to run the courses needed. Refer to Pathways in the appendix document.
- A Members handbook should be developed as an on-boarding tool and delivered at induction. See Coogee SLSC (WA) handbook as a practical example.

Our Patrols are well-attended

Challenges exist around engagement on the beach across the patrolling season ensuring our volunteers' time is well spent and useful. Patrols may be oversubscribed at times. Our junior patrolling members require more attention and activities to ensure their retention.

We have a growing need to understand who our membership is to ensure we are current in our thinking and awareness. We aspire to be a truly inclusive, diverse club, and have done well in some areas, but want to do more. Our data shows that 50% of our membership identify as female.

Areas for improvement:

- Information about the level of diversity in the club is needed, as well as strategies to improve the diversity. It is recommended that survey should be developed imminently.
- Educating Patrol Captains about managing diverse patrol resources; mixed age groups, high numbers of SRCs, families, specials, permanent patrolling members.

Providing pathways

There is a perception that the club has a weak spot when identifying talent, succession planning and pathways across all levels of the club.

A stronger relationship with Branch Member Services and their programs is proposed to assist in proactively sourcing and engaging our talent in these age groups.

A calendar of Blueys programs should be sourced at the beginning of each season and communicated to the junior members for their expressions of interest. Ideally, a group of 'mates' from this age group should be representing our club. It needs to be seen as fun and an opportunity - not a requirement.

Areas for improvement:

- A link between our club and membership via an internal Member Services portfolio to manage a talent and retention planning strategy. We need to improve attraction and retention of our young members. By appointing a Member Liaison Officer and working with our youth membership, we will develop programs that appeal to this demographic.

We are well-governed

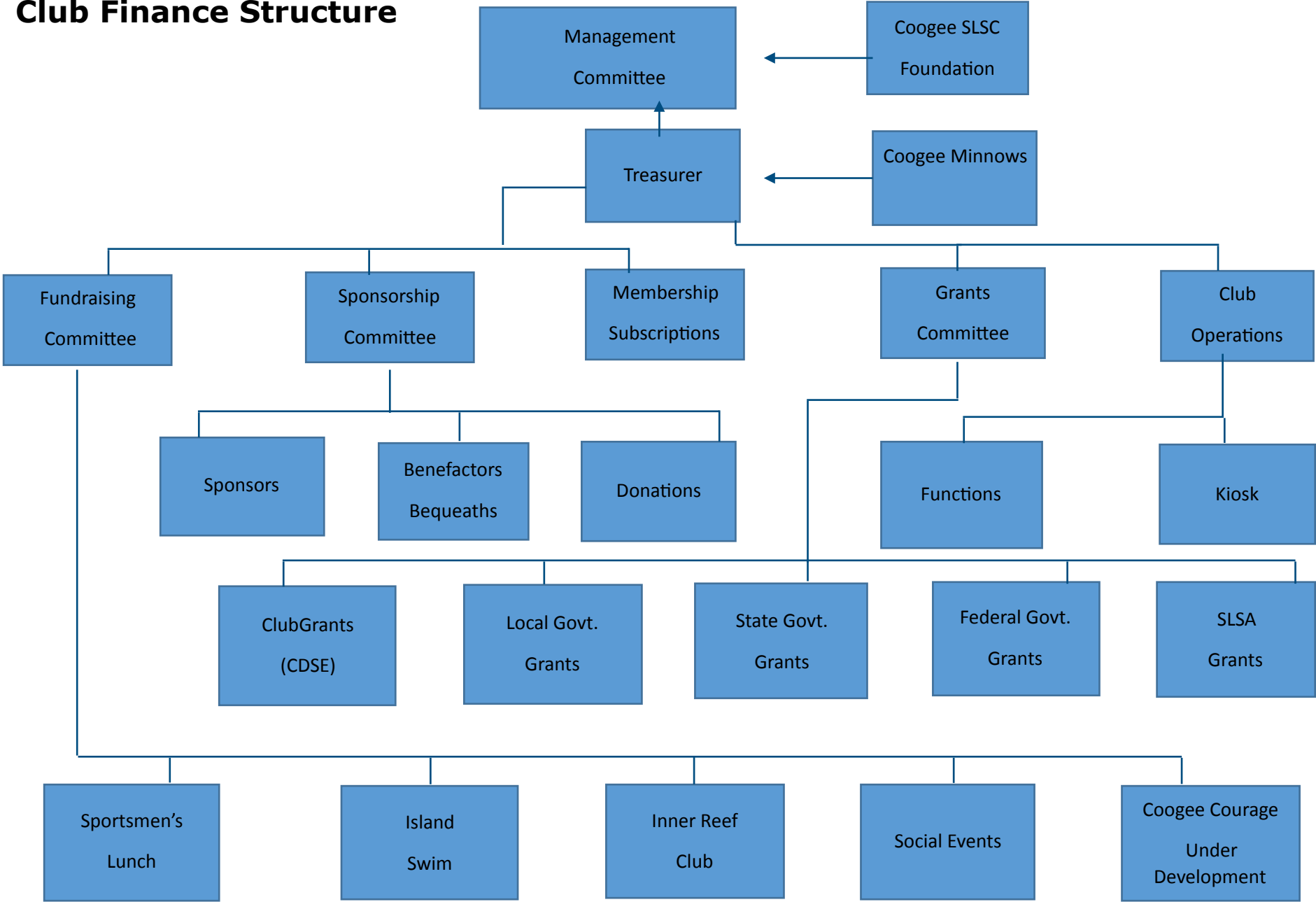
Governance is a key aspect to the strategic planning of our club with key initiatives such as the upgrade of the club facilities and a constitutional review.

Areas for improvement:

- It is recommended that a Sponsorship Committee/portfolio under the direction of the Treasurer, carries out a review of the financial needs of the club to identify new areas of funding and new revenue streams. This is contained within the Finance Paper. See Appendix.
- The upgrade to the club facilities provides an opportunity to attract increased function room income stream, sponsorship, and to establish a foundation for philanthropic endowments and other gifts.

The Planning Committee recognises governance is more than a constitutional review. It is membership engagement, accountability,

Club Finance Structure



Club Finance Briefing Document

Year	Fundraising Committee	Sponsorship	Membership Subscriptions	Grants	Club Operations
19/20	Form Committee VP to chair Embed current ventures Create new ventures	Reform Committee VP to chair Create Liaison officers to each sponsor as point of contact. Develop an engagement plan to build sponsorship base	Treasurer to review annually affiliation fees and start of season costs and make recommendations regards Fee Increases.	Form Grants committee Determine appropriate Grants, seek approval, an submit as required	Ocean Room Treasurer, Licensee and Events Manager to set costings for venue hire and operations post renovations. Develop Corporate usage mid-week. Kiosk Manager to review kiosk operations and costings
20//21	Review plan Determine % increase and work towards it	Review plan Determine % increase and work towards it	Review Annually	Review Annually	Review Annually
21/22	Review plan Determine % increase and work towards it	Review plan Determine % increase and work towards it	Review Annually	Review Annually	Review Annually
22/23	Review plan Determine % increase and work towards it	Review plan Determine % increase and work towards it	Review Annually	Review Annually	Review Annually
24/25	Review plan Determine % increase and work towards it	Review plan Determine % increase and work towards it	Review Annually	Review Annually	Review Annually

Notes:

- Club Management to consider the formation of a “Foundation” or “Trust” Similar to Randwick Rugby Foundation.
- Budgets to be developed by each functional area of the Club for approval by the Treasurer and Management Committee prior to the commencement of each season.

COOGEE SLSC STRATEGIC PLAN: 2019 - 2024 FINAL NOTES

Our People				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Pathway	<p>Do we know what people want from our club?</p> <ul style="list-style-type: none"> Save lives Fitness Social opportunity/friendship Contributing to community/ volunteering Feeling part of something worthwhile Skills and knowledge Surf Sports Have fun <p>How can we help members find their pathway?</p> <p>Ability to commit – what are the competing interests outside of Surf Club?</p> <p>How can we make it easier for junior members to commit to club responsibilities?</p>	<p>Identify ways to enhance member experience.</p> <p>Identify ways to connect members with similar interests.</p> <p>Identify pathways to support members to achieve their personal goals. Articulate pathways in SOPs, guides and manuals</p> <p>Regular survey of members</p> <p>Allocate to newly created position of Member Service Officer / Club Concierge</p> <p>Connect strategies to communications policy</p> <p>Finalise draft communication policy</p>	<p>KPI: Member satisfaction</p> <p>Measures: Percentage of membership reporting high levels of satisfaction.</p>	

Our People				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
<p>Inclusivity</p> <p>Makes us more attractive as a club (appeals to a broader demographic and help to understand the community we serve).</p>	<p>How do we ensure we have an inclusive club?</p> <p>Is our club membership reflective of the community we service?</p> <p>How can we reach out to under-represented members of our community?</p> <p>Who do we target? And Why?</p> <p>Do we need more members?</p> <p>Can we include people from the community in different ways?</p>	<p>Identify the diversity within our club.</p> <p>Gather statistics relating to the cultural mix within the local community and the people that use Coogee Beach.</p> <p>Gather information on the people saved/ or given preventative advice by patrols. Are these our future members? Are they interested in learning more about being safe at our beach and surf?</p> <p>Encourage members with second language skills to engage the public and communities from different cultural backgrounds.</p> <p>Identify new communities within the Coogee beach catchment area. eg Green Square is one of the biggest growth areas in the Eastern Suburbs – liaise with Councils to find ways to reach these communities.</p> <p>Members Services Officer to include a program to encourage Diversity and Inclusion</p>	<p>KPI: Diversity within membership</p> <p>Measures: Percentage of members representing age, gender, geographic, ethnic, religious, language groups.</p>	

Our People				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Inclusivity cont'd		<p>Series on the “Coogee Mavericks”, to celebrate our heritage and our diversity. People who’ve done unusual things in the club over the years, unexpected things.</p> <p>Develop an inclusion policy adapted from Inclusion policies developed by SLSA Australia.</p> <p>Create opportunities for cadet members to engage with the clubs elder members</p> <p>Ensure Committees are representative in their make-up of the membership</p>		
Fun and Celebration	<p>The Club offers a balance of inclusive and engaging social activities.</p> <p>The Clubhouse is for all members.</p>	<p>Provide a range of social events and activities suitable for different age groups and interests to enhance the member experience.</p>	<p>KPI: Social activities</p> <p>Measures: Number of activities; attendance, representation of membership at events.</p> <p>Events are well supported by target groups and improved retention rates.</p>	
Member Safety	<p>Ensure members are suitably trained and informed to undertake roles within the club.</p>	<p>Identify areas for an induction and program to include patrols, club programs, water safety and other official duties.</p>	<p>KPI: Safety training</p> <p>Measure: Number of members trained in safety; percentage of members trained</p> <p>Reduced incidents with club services and activities.</p>	

Communication				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Processes	<p>Do members know where to find club information?</p> <p>Are members included in decision making processes?</p> <p>Do we have a communication strategy to present one tone, one voice ?</p> <p>Should we consider online and print forms (print, signage etc) of communication</p>	<p>Identify ways to reinforce club values through regular reference and example.</p> <p>Website - One main portal for all key information and communications - members can depend on website as a one stop shop for all club information.</p> <p>Identify secondary communication channels as prompts to new information and lead members back to website.</p> <p>Engage influencers in the club to promote club values and achievements.</p> <p>Consider club brand – inclusive of logo, tone of voice, look and feel etc</p> <p>Keep information fresh and relevant.</p> <p>Ensure basic information is accessible – eg consider language needs for CALD communities and print formats for people with sight impairment etc.</p> <p>Invite constructive feedback and address feedback in a respectful manner</p>	<p>KPI: Communications strategy</p> <p>Measure: Implementation of communications strategy during 2019/20 season.</p> <p>Completion of Website by December 2019.</p> <p>Completion and approval of draft Communication Policy by December 2019.</p>	

Communication				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Members handbook	<p>Do we need a printed handbook? Or will the refreshed website suffice? Information to new members is important. A “how to guide” to join club activities is important.</p>	<p>Develop a members handbook (similar to Coogee WA club’s version)</p> <p>Handbook should be part of induction pack for all new members, along with a letter of welcome from the President, information about pathways, who to contact etc.</p> <p>Publish a list of PCs with a photo of each and mini bio – how did they become a PC</p>	<p>KPI: Members Handbook</p> <p>Measure: Complied and printed by 2020.</p>	
Notices in and around the club house	<p>Should we promote our achievements? Publically and/or within the club?</p> <p>Should the patrol tent have a notice board to inform public of current conditions and a picture of patrol captain, offering advice re how to stay safe etc.</p>	<p>Have club notice board outside clubhouse sharing our success in keeping the public safe (ie number of rescues, preventative measures taken, etc)</p> <p>Patrol notice board with Patrol captain’s message of the day, could include life savers on duty with a second language, quote of day, local events, take 3 from the sea campaign etc.</p>		
Invite feedback	<p>Should we have a simple member survey each year? Could the survey be part of the annual registration? Would this information be helpful in planning the coming year and feed into the Club’s annual strategic review?</p>	<p>Use technology to collate survey.</p> <p>Ensure surveys questions are relevant and useful.</p> <p>Share data with members.</p> <p>Map how the survey can be used to inform decisions.</p>	<p>KPI: Feedback from members</p> <p>Measure: Member survey’s conducted as part SWOT for each Committee Strategic plan.</p>	

Pathways				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
New bronze members -	How many new bronze members stay with the club each year?	Survey new Bronze members as to why they did their Bronze and what they hope to do within the Club?	KPI: Members Handbook	
	Why don't people stay?	Inspire new members to explore all aspects of Coogee SLSC. Encourage our aspirational club leaders to talk to their favourite activities within the club	Measure: Complied and printed by 2020.	
SRCs and Junior members	How many SRC graduates join the Senior club and how long do they stay.	Gather information about junior club membership and improve understanding of the junior members needs/ wants.	KPI: Appointment Junior development Officer each season	
	Do they have enough information about the Club and the opportunities available to them?	Keep it fun and engaging.- Acknowledge the needs of the tweenies vs older teenagers can be quite different.	Measure: Appointed by October 2019.	
	What are their aspirations within and outside of the club?	Leading youth teams from nippers to cadet memberships acknowledging the role nippers captains in the first year of senior club membership	Measure: Engage u14s nippers age manager and nippers captains to assist transition to u17s.	
	How much do we involve the parents of the junior members?	Consider parent engagement for the different stages of cadetship and junior membership.	Measure: Develop a buddy/mentor system	
		Opportunities to initiate junior members through patrols (buddy system, mentors, pathways),		
		Blueys (events, activities, adult support), training (provide information to junior members about opportunities to be trained in different areas of club) and Surf Sports.		
	Consider work by Surf Sports committee and Minnows leadership to improve how junior members to transition into senior club			

Pathways				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Social Activities	<p>What activities do the junior members want?</p> <p>How can the senior members support the initiatives of our young leaders?</p> <p>Retain and encourage youth leadership – important for developing young leaders.</p> <p>What resources are required?</p>	<p>Survey interests</p> <p>Understand not everyone has the same interest.</p> <p>Keep activities varied</p> <p>Encourage junior members to take lead in organising events and activities.</p> <p>Locate a space for the junior members</p> <p>Consider downstairs room as training room. Set up activities like Table tennis for members.</p>	<p>KPI: Appoint Blueys adult coordinator/s</p> <p>Measure Coordinator appointed by 1 October 2019.</p>	
Junior Development pathways	<p>Do junior members know about additional opportunities for training and development at a branch level?</p> <p>How do we encourage junior members to participate as club representatives</p>	<p>Program training and development events in club calendar.</p> <p>Enable small groups of peers to attend develop camps.</p> <p>Plan attendance well in advance.</p> <p>Communicate opportunities via newsletter.</p> <p>Branch initiatives should get communicated through the our Branch representative</p>		

Pathways				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Surf Sports	<p>Coogee has a strong nippers and Masters teams. How can we strengthen our open team?</p> <p>How do we attract more competitors across all age groups to build strong teams?</p>	<p>Cover competitor information in the member's handbook.</p> <p>Support the migration of junior competitive teams into the Senior club.</p> <p>Encourage and inspire new members to compete with the two blues through new member induction programs.</p>	<p>KPI: Increase Surf Sports teams across all age groups.</p> <p>Measure: Increase Surf Sports team membership by 5% each year.</p>	
Encourage all members who are keen to train and compete for the two blues	<p>How can members compete for the two blues?</p> <p>What training is available to members and how do I join?</p> <p>Can members train if not competing?</p>	<p>Ensure full details are included on the Club website.</p>		
Consistent approach to club team selection	<p>How are teams selected? Who selects Surf Sports teams?</p> <p>Are there guidelines or a handbook for competitors?</p>	<p>Provide completion and team selection criteria on the Club website.</p> <p>Policy for all areas of Surf Sports.</p>	<p>KPI: Surf Sports Director to draft a team selection policy.</p>	

Pathways				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Club Events	<p>With 2,000 members our club point scores don't seem to attract many members.</p> <p>Do all members know about the Club point scores? Do they know any member can participate?</p> <p>Would social events encourage greater engagement</p>	<p>Identify strategies to grow participation to club point score.</p> <p>Consider social activities on the back of friendly club completion.</p> <p>Club events to be promoted as opportunities for members to interact, have fun, etc</p> <p>Integrated Sunday point score for SRCs with the senior club after Christmas.</p> <p>Come and try days for all aspects of the club – similar to Boaties approach.</p> <p>Encourage patrol captains to promote these activities to patrolling members as a way to maintain fitness.</p> <p>Survey members to identify type of activity and level of interest in potential events.</p>		

Pathways				
Key Strategy	Strategic Questions	Key Actions	KPI	Responsibility
Succession planning	How do we ensure smooth transition of key committee positions ensure adequate training and retention of the organisations memory?	<p>Acknowledge positions within the club management structure to assist in the development of talent and retention of club experience</p> <p>Create Junior roles to assist young members experience governing/committee operations.</p>	Advertise/ promote and encourage expressions of interest from across the club for positions on the Executive	
Meeting community need	How do we remain flexible, agile and responsive to new opportunities?	<p>Regular reassessment of our ability to meet the needs of the community and members.</p> <p>Continuous improvement processes should be reviewed regularly and best practise examples drawn from nominations for state and national awards.</p> <p>Have regular guest speakers to talk to innovation in saving lives public place management and governance.</p>		



10 September 2019

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