[INSERT] Local Area Sport Strategy

2016-2020 | Version [INSERT]

**Vision: What**

1. To improve the retention and recruitment of surf lifeguards in Central Region Clubs,
2. To increase the ability, skill and fitness of surf lifeguards in Central Region Clubs.

**Mission: How**

1. Achieve a growth in participation,
2. To see an increased level of performance,
3. Display a greater degree of interaction/co-operation,
4. Have clear and effective pathways,
5. Express a strong culture/identity in surf sport.

**Purpose: Why**

1. To better equip our members and clubs to protect the community on the beach and in the water.

**Pillars:**

1. Coaching
2. Officiating
3. Effective Regional, Local, and Club Leadership
4. Volunteer Recruitment and Retention
5. Events
6. Strong and Effective Relationships

Updated: [INSERT]

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| **Pillars** | **Initiatives** | **Sub-Set Initiatives** | **Key Performance Indicators** | **Who** | **Status** |
| Coaching | Coach Development | **Introduction to Surf Coaching Course**  Provides fundamental theory and practical content required on how to coach surf lifesaving. | [INSERT NUMBER TO BE HELD AND WHERE]  [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | LSC/CDO/CSO | Achieved etc |
|  |  | **Introduction to Surf Coaching Clinic**  Provides fundamental technical and skill based theory and practical content for each surf lifesaving discipline. i.e. what to coach. | [INSERT NUMBER TO BE HELD AND WHERE]  [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | LSC/CDO/CSO |  |
|  |  | **Developing Surf Coach Course**  Provides more detailed theory and practical content on how to coach surf lifesaving. | [INSERT NUMBER TO BE HELD AND WHERE]  [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | LSC/CDO/CSO |  |
|  |  | **Developing Surf Coach Clinic**  Provides more detailed technical and skill based theory and practical content for each surf lifesaving discipline. i.e. what to coach. Developing Surf Coach Course is a pre-requisite. | [INSERT NUMBER TO BE HELD AND WHERE]  [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | LSC/CDO/CSO |  |
|  |  | **Competitive Surf Coach Course**  Provides advanced theory and practical content on how to coach surf lifesaving. | [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | RPSM | 2017/18 |
|  |  | **Competitive Surf Coach Clinic**  Provides advanced technical and skill based theory and practical content for each surf lifesaving discipline. i.e. what to coach. Competitive Surf Coach Course is a pre-requisite.  One to be held in the Central Region. | [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | RPSM | 2017/18 |
|  | Sharing Resources | **Coaching Conference**  A gathering of all Local Area club coaches to meet, share best practice examples, and host a speaker from outside the Local Area. | [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | LSC/CDO/CSO/RPSM | 2017/18 |
|  | Succession Planning | **Coach Database**  Establish and maintain a coach database in the Local Area. | 2016/17: Database Established  2017/18: Database Updated  2018/19: Database Updated  2019/2020: Database Updated | LSC/CDO/CSO/RPSM | 2016/17 |
|  |  | **Coach Identification**  Coach identification is encouraged by all clubs. Club Support Officers and Club Development Officers are to encourage and monitor this through ClubPulse meetings. | Yearly: All club coaches captured in Coach Database | LSC/CDO/CSO | 2016/17 |
|  | Health and Safety Compliance | **Coach Pre-Season Briefing**  A gathering of all Local Area club coaches to discuss their obligations towards Health and Safety, be provided with best practice examples, and be provided with any updates to SLSNZ’s Health and Safety Policies. This is to be facilitated by an appropriately knowledgeable SLSNZ staff member. One to be held in each Local Area. | 2016/17: set target number of participants  2017/18: set target number of participants  2018/19: All Coaches on database  2019/20: All Coaches on database | LSC/CDO/CSO/RPSM | 2016/17 |
|  |  | **Coach Health and Safety Templates**  Develop and circulate a set of guidelines, policies and risk matrix templates for coaches that relate to all surf sport activities within clubs. | 2016/17: Latest copies sent out yearly | SLSNZ - sport Manager/RPSM/CRSC | 2016/17 |
| Officiating | Official Development | **Parent Helper Workshop**  Provides an introduction in to how surf lifesaving events are run and the roles of parent helpers and officials. | [INSERT NUMBER TO BE HELD AND WHERE]  [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | LSC/CDO/CSO/RPSM | 2017/18 |
|  |  | **Level One Surf Official Course**  Provides fundamental theory content required on how to officiate surf lifesaving. | [INSERT NUMBER TO BE HELD AND WHERE]  [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | CDO/CSO/officials leadership group | 2016/17 |
|  |  | **Level Two Surf Official Course**  Provides more detailed theory content required on how to officiate surf lifesaving. | [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | RPSM | 2017/18 |
|  |  | **Mentoring and Monitoring**  Club Support Officer and Club Development Officer to ensure all official course attendees complete the practical component, working alongside the Local Area’s Event Referees. | [INSERT NUMBER OF PARTICIPANTS QUALIFIED FOR EACH YEAR] | CDO/CSO/officials leadership group | 2016/17 |
|  | Sharing Resources | **Official Development Experience**  All Level Two Surf Officials are given the opportunity to attend large scale surf lifesaving events in an observing role. | [INSERT NUMBER OF PARTICIPANTS FOR EACH YEAR] | SLSNZ – Sport manager/Officials leadership group | 2017/18 |
|  | Succession Planning | **Official Database**  Establish and maintain an Officials database in each Local Area. | Same as Coach Database | CDO/CSO/officials leadership group/LSC | 2017/18 |
|  |  | **Officials Succession Planning**  Officials succession planning is managed by the Officials Leadership Group. Each Local Area Representative on this committee should manage this process locally. |  | Officials leadership group | 2016/17 |
|  | Health and Safety Compliance | **Official Pre-Season Briefing**  A gathering of all Local Area officials to discuss their obligations towards Health and Safety, be provided with best practice examples, and be provided with any updates to SLSNZ’s Health and Safety Policies. This is to be facilitated by an appropriately knowledgeable SLSNZ staff member. One to be held in each Local Area. | Same as Coaches above | Officials leadership group/CDO/CSO | CC 16/10  HB 8/9  Tar??? |
| Effective Regional, Local, and Club Leadership | Regional and Local Area Committees | **Central Region Sport Committee**  A Central Region Sport Committee should be established, with appointed and Local Area Representative members. It is focused upon delivering regional level strategic leadership. Hold a meeting once a month and meet face to face twice a year. | [ENSURE A MEMBER IS APPOINTED TO IT] | RPSM | 2016/17 |
|  |  | **Central Region Officials Leadership Group**  A Central Region Officials Leadership group should be established, with appointed members that should provide adequate knowledge, experience, and representation to Local Areas. It is focused upon delivering regional level strategic leadership. Hold a meeting four times a year, incorporating one face to face meeting during the winter period. | [ENSURE 2 MEMBERS ARE APPOINTED TO IT] | LSC/CRSC/RPSM | 2016/17 |
|  |  | **Local Area Sport Committee**  A Local Area Sport Committee should be established in each Local Area, with appointed members. It is focused upon delivering local level strategic leadership. Hold face to face meetings once a month. | [ENSURE IT IS ESTABLISHED] | RPSM | 2016/17 |
|  | Club Staff Development | **Club Pulse**  A sport specific club pulse tool should be developed and every club should be taken through this tool by the Club Support Officer or Club Development Officer. This tool should result in the identification of specific club staff/leaders development opportunities to be actioned by SLSNZ Staff. | Done every year. Circulated to us and local committees | CDO/CSO/RPSM/CRSC | 2017/18 |
|  | Shift away from operational focus | **Working Groups**  Committees should establish Working Groups that will be tasked to tackle operational issues. | Ongoing. | CRSC | 2016/17 |
|  |  | **Resourcing**  If Working Groups cannot be established due to existing pressures on volunteers, the Club Support Officer or Club Development Officer should be tasked with this. | Ongoing |  |  |
|  |  | **Long Term Strategic Plans**  The Central Region Sport Committee, each Local Area Sport Committee, and each Club should create a 3-5 Year Strategic Plan. This will be led by the Programmes and Services Manager in the Regional Committee, by the Club Support Officer or Club Development Officer in the Local Areas, and facilitated by the Club Support Officer or Club Development Officer in Clubs. | Completed by 2017/18 Season | CDO/CSO/RPSM/ CRSC/LSC | 2017/18 |
|  | Health and Safety Compliance | **Club Health and Safety Templates**  Develop and circulate a set of guidelines, policies and risk matrix templates for clubs that relate to all surf sport activities within clubs. | Done yearly with updated versions | SLSNZ – Sport manager/RPSM/CRSC | 2016/17 |
|  | Communication | **Newsletters**  Region-wide newsletters should be developed and circulated once a month to avoid duplication, miscommunication and overwhelming club administration staff with information. All clubs should circulate this newsletter to its entire membership. | [ENSURE INPUT INTO THIS NEWSLETTER?] | CDO/CSO/RPSM | 2017/18 |
| Volunteer Recruitment and Retention | Recognition | **Local Area Sport Awards**  An awards night to recognise the highest achievements of our volunteers and sports people.  One per Local Area. | Yearly | CDO/CSO/RPSM | 2016/17 |
|  |  | **Local Area Sport Award Support**  Club Support Officers and Club Development Officers are to provide support to all clubs to ensure nominations in each respective category are made. | Yearly | CDO/CSO/RPSM | 2016/17 |
|  |  | **Service Badges**  Badges that recognise years of service as Officials and Volunteers that can be attached to their uniforms. | [ENSURE THIS IS IMPLEMENTED] | Regional manager | 2017/18 |
|  |  | **Clothing and Gear**  Clothing and/or gear should be provided to volunteers to recognise their contributions. | [ENSURE THIS IS IMPLEMENTED] | Regional manager/CDO/CSO/RPSM | 2017/18 |
|  |  | **Volunteer Prize Draws**  Prize draws are held at events for all volunteers, including Coaches, Team Managers, and Parent Helpers etc. | [ENSURE THIS IS IMPLEMENTED] | Regional manager/CDO/CSO/RPSM | 2017/18 |
|  |  | **Cards**  Cards should be sent to volunteers who have made a contribution to the organisation in surf sport at the end of the season. | [ENSURE THIS IS IMPLEMENTED] | CDO/CSO/RPSM | 2016/17 |
|  |  | **Recognition in day to day operations**  Recognition must be considered at every level of programme and service delivery. It must be a central feature of our business. Club Development Officers and Club Support Officers must actively encourage and support recognition. | Ongoing | CDO/CSO/RPSM | 2016/17 |
|  |  | **Food and Drink**  Coffee, food and drinks should be organised at all SLSNZ events to recognise the contribution of volunteers. | 2017/18 | CDO/CSO/RPSM | 2016/17 |
|  | Engagement | **Newsletter Articles**  Each newsletter should incorporate a section that outlines a role within a club and interviews a person as an example of someone within that role, highlighting why they enjoy it. For example, Age Group Team Manager, Sport Coordinator, Treasurer etc. | 2017/18 or done now? | CDO/CSO/RPSM/CRSC | 2017/18 |
|  | Health and Safety Compliance | **Sense of Safety and Protection**  In everything we do, we must consider ensuring that all our volunteers feel safe and covered. A Briefing before each SLSNZ event. | Ongoing | CDO/CSO/RPSM/surf officials | 2016/17 |
| Events | Seek National Events in the Central Region | **National Venue Identification**  Identify suitable venues to host National Events based on the event criteria. | 2017/18 | CRSC/RPSM | 2017/18 |
|  |  | **Central Region Venue Identification**  Identify suitable venues to host Regional Events based on the event criteria. | As above? | CRSC/RPSM | 2017/18 |
|  | Events Progression/Formats | **Event Progression**  The [INSERT] Local Area will host ENTER LISTY OF EVENT TO BE HELD IN AREA. | Yearly | CRSC/RPSM/CDO/CSO | CRC 14/1/17  CRJC 21/1/17  CRPC winter 2018 |
|  |  | **Event Core Values**  All ENTER LOCAL AREA events will be underpinned by the following four values:   * Participation * Engagement * Progression of skills and fitness * Recognising Regional Champions | Ongoing | All SLSNZ members | 2016/17 |
|  |  | **Surf Sport Calendar**  Lead the development of a 5 year region-wide calendar, taking into account National Events, the progression towards these, and clashes with other sporting codes. Local Areas should be encouraged to follow suit following the development of the Regional Calendar. | 2017/18 | CRSC/RPSM | 2017/18 |
|  | Regional Representative Challenge | **Selection**  Develop the necessary selection policies relating to Regional Representative Selection. | Yearly | CRSC/RPSM | 2016/17 |
|  | Health and Safety Compliance | **Event Safety Officer Course**  Provides an advanced event safety theory based content that outlines how to ensure a safe environment for participants at surf lifesaving competitions. This includes comprehensive discussions surrounding the intent and purpose of SLSNZ policies, an Event Safety Officer’s obligations and responsibilities.  One to be held in each Local Area | 2017/18 | CDO/CSO/RPSM | 2017/18 |
|  |  | **Missing Person Response Kit**  Each Local Area must be provided with a Missing Persons Response Kit. | 2016/17 | RPSM | 2016 |
|  |  | **Missing Person Procedure Course**  Provides an outline of the Missing Person Procedure and a practical exercise implementing the procedure. One to be held in each Local Area. | 2017/18 | CDO/CSO/RPSM | 2016 |
| Strong and Effective Relationships | Media | **Greater level of coverage and promotion**  All events should incorporate media coverage that is over and above the results. | 2017/18 | CDO/CSO/RPSM | 2016/17 |
|  | Sponsors | **Seek sponsorship**  Source sponsorship for all Central Region Events. Any financial benefits should be redirected in to the event or to surf sport activities in the Central Region. | 2017/18 | Regional manager/ CDO/CSO/RPSM | 2016/17 |