

**SEACLIFF COMMUNITY RECREATION ASSOCIATION
INCORPORATED**

STRATEGIC PLAN 2018 - 21



SEACLIFF

RECREATION CENTRE

This plan was developed as a result of the help of key stakeholders as well as the Board of Management of Seacliff Community Recreation Association Incorporated in a facilitated workshop conducted on 19th May 2018

SEACLIFF COMMUNITY RECREATION ASSOCIATION INCORPORATED

- BACKGROUND/ABOUT US

Established as the Seacliff Boys Club in 1944, their activities included board games and table tennis which were held in the Seacliff Methodist Church Hall on Wheatland St, Seacliff until 1948 when the club moved to its present Yacca Rd site on land donated by the then Brighton City Council (now City of Holdfast Bay).

Relocation to the current site provided more space and girls began sporting activities at the club. The Board of management appropriately re-named the club the Seacliff Youth Centre. Then in 2015, the name was changed once again to Seacliff Recreation Centre.

Seacliff Recreation Centre is a non-profit organisation, providing active sports programs for people of all ages and skill levels that encourages personal growth under the guidance of qualified leaders and coaches in a Child Safe Environment.

OUR VISION

A CENTRE THAT SERVES THE COMMUNITY BY PROVIDING A QUALITY SERVICE AND SETTING A HIGH STANDARD AMONGST RECREATIONAL CENTRES IN SOUTH AUSTRALIA

OUR MISSION

Our purpose and priorities are to:

- Be accessible to the wider community
- Offer a variety of activities catering for various age groups
- Provide a well maintained, modern and effective facility
- Maintain efficient management and sound financial viability
- Operate in a safe and respectful manner
- Operate by being welcoming and friendly
- Maintain high standards of accreditation and training

OUR PARTNERS AND STAKEHOLDERS

<ul style="list-style-type: none"> • Members • Sponsors • Member groups • Families • Life members • Local government • State government • Staff and contractors 	<ul style="list-style-type: none"> • Neighbours and the community • Volunteers • Local business • The board of management • Service providers/suppliers • Community groups and other users • Coaches
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VALUES THAT REPRESENT OUR DESIRED CULTURE

- Respect and Fairness:
- Inclusiveness and Equality:
- Transparency:
- Safety:
- Pro-activeness:
- Collaborative and Supportive:
- Unity:
- Welcoming and Friendly:
- Recognition:
- Competition:
- Commitment:

STRATEGIC PILLARS - AREAS OF PLANNING FOCUS

1 FACILITIES	2 MARKETING	3 FINANCE
4 ADMINISTRATION AND GOVERNANCE	5 MEMBERSHIP AND COMMUNICATION	6 SOCIAL RESPONSIBILITY

PILLARS, OBJECTIVES AND STRATEGIES	Timeframe YR1/2/3or4
<p>PILLAR 1: FACILITIES</p> <p>KEY OBJECTIVE 1</p> <p>1. IMPROVE STORAGE BY INCREASING SPACE IN OUR CENTRE BASED ON LONG TERM NEEDS</p> <p>STRATEGIES</p> <ol style="list-style-type: none"> 1. Investigate what each user group wants and needs in the future 2. Determine what is currently available in terms of space 3. Undertake research on costs and other resources needed to achieve the objective <p>KEY OBJECTIVE 2</p> <p>2. ACHIEVE INCREASED TRAINING SPACE FOR ALL USERS TO ACCESS, BASED ON THE CENTRE'S LONG TERM NEEDS</p> <p>STRATEGIES</p> <ol style="list-style-type: none"> 1. Investigate and determine user's requirements 2. Investigate and summarise current available space and offer revised space allocation to the various user groups 3. Investigate and research building development options for extra space required for growth 4. Undertake research on price and other needed resources to achieve the objective <p>KEY OBJECTIVE 3</p> <p>3. INVESTIGATE THE VIABILITY OF INCLUDING IN THE BUILDING THE FOLLOWING:</p> <ul style="list-style-type: none"> • A MEETING ROOM 	

- **LIFT**
- **OUTDOOR VERANDAH ENTRANCE**
- **IMPROVED CAR PARKING/OTHER AVAILABILITY OPTIONS**

STRATEGY

1. Investigate and determine the value and benefits of incorporating the above in any centre developments

PILLAR 2: MARKETING

KEY OBJECTIVE 1

1. ADVANCE THE SEACLIFF RECREATION CENTRE'S SOCIAL MEDIA ACTIVITIES

STRATEGIES

1. Develop a social media guideline plan and communicate to the member groups
2. Consider options to communicate to members including posts per month, suggestions of material and methods of communication to PO
3. Seek increased communication from member groups of milestones they achieve

KEY OBJECTIVE 2

2. DEVELOP A FOLLOWER BASE FROM WITHIN MEMBER GROUPS

STRATEGIES

1. Determine the target audience for sponsored posts and assess member group's and sponsors' needs
2. Install a whiteboard in the foyer
3. share information on membership pages

KEY OBJECTIVE 3

3. DEVELOP A WEB AND SOCIAL MEDIA PRESENCE

PILLAR 3: FINANCE

KEY OBJECTIVE 1

1 ESTABLISH THE VIABILITY OF AN EQUAL USER FEE FOR ALL USER GROUPS

STRATEGIES

1. Investigate how much groups pay per hour/per session currently, taking into account different usage of power, water etc. and depending on time of day
2. Initiate a sub-committee to investigate options of charging fees based on a suitable fee structure
3. Undertake a projective of how much it would cost groups if an hourly rate is paid - e.g. each member pays per hour and fees based on amount of weeks groups use the centre not term based

KEY OBJECTIVE 2

2. MAINTAIN FEES THAT ARE REASONABLE FOR MEMBER GROUPS BUT MAINTAINING FINANCIAL VIABILITY

STRATEGIES

1. Determine if any increase of fees is necessary
2. Ensure that Centre needs cover running and maintenance costs as well as being able to put money aside for future projects

KEY OBJECTIVE 3

3. INVESTIGATE VIABLE WAYS OF USING EXISTING FUNDS

STRATEGY

1. Undertake a financial risk assessment of investment opportunities

PILLAR 4: ADMINISTRATION AND GOVERNANCE

KEY OBJECTIVE 1

1. DEVELOP BETTER COMMUNICATION BETWEEN THE BOARD OF MANAGEMENT AND MGS

STRATEGIES

1. Seek feedback on how to improve communication
2. Arrange for and encourage executives to attend committee meetings
3. Consider and determine, with board approval, establishing a closed Facebook page for minutes (for member groups committees and coaches only)
4. Establish board of management fortnightly meetings
5. Initiate a communication/suggestion box
6. Consult with and consider all groups when making decisions and consider equal allocation at BOM meetings (may require constitutional change)
7. Continue the practice of maintaining neutral based decisions
8. Ensure that decisions made are sent back to various committees

KEY OBJECTIVE 2

2. INVESTIGATE THE VIABILITY OF EMPLOYING A CENTRE MANAGER AND HOW THAT WOULD OPERATE

STRATEGIES -

1. TO BE UNDERTAKEN

PILLAR 5: MEMBERSHIP AND COMMUNICATION

KEY OBJECTIVE 1

1. MAXIMISE OPPORTUNITIES TO MEET MEMBERS' NEEDS BY IMPROVING COMMUNICATION TO MEMBERS *

STRATEGIES

1. Organise and maintain a representation from each member group at their own convenience to observe what each other's group offers and what their challenges may be
2. Maintain open communication between member groups and discuss any issues or requests before the need to go to the board

KEY OBJECTIVE 3

3. MEMBER GROUPS TO MANAGE WAITING LISTS WITHIN THE CENTRE

STRATEGIES

1. Provide preference to existing members who are currently using the centre and would like to participate in another membership activity
2. Initiate a come and try event for members to experience other activities

PILLAR 6: SOCIAL RESPONSIBILITIES AND INDIVIDUAL GROWTH

KEY OBJECTIVE 1

1. RECOGNISE THE POTENTIAL CHALLENGES OF MEMBERS

STRATEGIES

1. Consider a payment plan or deferred payment option
2. Investigate the use of sponsorship programs

KEY OBJECTIVE 2

2. CONSIDER THE VIABILITY OF EMERGENCY RELIEF SUPPORT TO MEMBERS

STRATEGIES

1. Provide alternative training options for member groups
2. Initiate a 'drop off' centre option
3. Utilise members to provide both physical and fundraising support

KEY OBJECTIVE 3

4. DEVELOPING INDIVIDUALS TO THEIR POTENTIAL

STRATEGIES

1. Encourage committee members, volunteers, coaches, Board of Management to participate in courses to further their education