



Mullaloo Surf Life Saving Club

STRATEGIC PLAN 2020–2024

Lifesaving services on the beach towards 'no loss of life'

INTRODUCTION – NO LOSS OF LIFE ON OUR BEACHES

Mullaloo Surf Life Saving Club (MSLSC) has a proud history of more than 50 years of dedicated community service to the local area and a successful lifesaving record with no lives lost on patrol in the history of the Club. MSLSC is a volunteer organisation providing **opportunities for life**. MSLSC remains one of Western Australia’s leading surf lifesaving clubs and continues to strive for excellence both on a State and National level.

MSLSC has a ‘Vision’ to be a highly valued organisation in the local community, with a ‘Mission’ to provide activities and services for a safer, sustainable community.

This new five-year strategic plan builds on the current plan and acknowledges that the Club’s core business is **lifesaving services on the beach**.

The overarching goal of this plan is: **‘no loss of life on our beaches’**. This is supported by these specific strategic goals:

1. **Improve lifesaving services by developing the skills and educating our lifesavers;**
2. **Enhance the member experience;**
3. **Improve governance and financial sustainability.**

This strategic plan includes ongoing and new priorities in line with the Club’s current and forecasted position, as well as suggested objectives, actions, targets and measures. It acknowledges Surf Life Saving Australia and Surf Life Saving WA’s current strategic plans, and will be reviewed against these during the period 2020 – 2024.



OVERARCHING GOAL

Lifesaving services on the beach towards 'no loss of life'

Supporting Strategic Goal:

Enhance the member experience

- Members' experience
- Communication
- Recognition
- Inclusion
- health and well being
- member protection

ONE CLUB



Supporting Strategic Goal:

Improve lifesaving services by developing the skills and educating our lifesavers

- Lifesaving
- Education
- Surf Sports
- Nippers and youth

LIFESAVING SERVICES



Supporting Strategic Goal:

Improve governance and financial sustainability

- Structure and systems
- Human resource management
- Facility
- Finance
- Partnerships

GOVERNANCE AND FINANCIAL SUSTAINABILITY



STRATEGIC GOAL	OBJECTIVE	STRATEGY – HOW WE PLAN TO ACHIEVE THE TARGET/S
Lifesaving services Improve lifesaving services, develop skills and educate our lifesavers.	No loss of life Increased patrol engagement and participation.	Review the role the Patrol Captain and Vice-Captain. Review current patrol rosters. Potential patrol captains identified and succession planning addressed. Implement mentoring programs to encourage younger members to take on the lifesaving leadership roles. Review the connection between patrol and education. Assign new patrolling members, in particular 14–15 years old, according to need (also Nippers & Youth). Expand permanent patrolling sites. Review existing contract patrol area in light of Ocean Reef Marina developments.
	Education Improved enrolments in quality education experiences.	Develop flexible education pathways for members. Design courses to be flexible and accommodate modern lifestyles whilst maintaining quality. Review parent education for and engagement in water safety.
	Surf Sports Increase participation and achievements in surf sports.	Develop quality professional coaching program to support all surf sport activities. Examine approaches to recruitment and retention of athletes. Review athlete support opportunities.
	Nippers & Youth Improve the member experience and engagement for all nippers, youth and parents.	Develop and implement pathways for 14–15 year olds and parents. Implement a new member welcoming program. Establish support for new and non-competitive members.
Member Experience Improve the member experience around a 'one club' philosophy.	Membership Improve the retention of members through an improved experience.	Review all membership categories. Return financial benefits to members, including: <ul style="list-style-type: none"> • Research membership experience including 'typical' costs for different cohorts • Remove costs to members for education programs. Review, redevelop and reinforce membership proposition for all cohorts – 'what does it mean to be a member?'. Review roles, processes and resources, including payments, management and communication touchpoints. Formalise exit strategy, through exit survey.

STRATEGIC GOAL	OBJECTIVE	STRATEGY – HOW WE PLAN TO ACHIEVE THE TARGET/S
Member Experience Improve the member experience around a 'one club' philosophy.	Communication Integrated, relevant, consistent and transparent communication maintained with all Club stakeholders.	Develop and implement an evidence-based, integrated communications plan. Improve communication of strategic direction to all stakeholders on a regular basis. Improve technology to support communication, rostering and other member engagement processes.
	Recognition Members, volunteers and supporters are appropriately supported and recognised for their contribution.	Review current recognition processes and awards, towards a whole of Club recognition culture.
	Inclusion Opportunities to engage with community members from culturally diverse backgrounds or disabilities are integrated into the Club.	Review diversity and inclusion relating to the Club. Develop an 'Inclusion' plan, including disability accessible facilities; services and communication; culturally and linguistically diverse (CALD) groups.
	Health and well being Support the health and wellbeing of all Members.	Increase care of members. Ongoing support of the Health and Wellbeing plan.
One Club Improve the member experience around a 'one club' philosophy.	Member protection A safe environment for all members, in particular Children or Young People (CYP).	Ensure compliance and effective implementation against the SLSA Member Protection Policy, SLSWA, Member Screening Policy and the Working With Children Act.
Governance and financial sustainability Improve governance and financial sustainability.	Structure and Systems Quality systems, skills and structures in place to ensure consistent delivery of services and programs.	Review and / or develop business plans against the clubs strategic direction. Regular monitoring and annual review of risk management.
	Human Resource Management Successful role fulfilment across the organisation.	Streamline and modernise practises to improve the quality of the working conditions and environment for volunteers and employed staff. Develop Teams/Committees, succession strategy. Introduce an Annual Management / Employee forum. Introduce Leadership / Management / Communication training to support key roles.
	Facility Continuous improvement of facility management and development to maximise outcomes for members and other key stakeholders.	Introduce a General Manager Facilities role. Develop future plans for key club facilities, including upgrade and / or expansion and / or renewable energy / 'green' options. Conduct formal property asset management practices and reviews.
	Finance Increase returns and diversification of revenue to support Club objectives.	Board approval of annual and long range budget featuring prioritised short-term and long-term needs/costs linked to strategy. Explore and develop additional revenue streams. Strong fiscal management by integrating structure, reporting, process and communication into governance and operations.
	Partnerships Maintain, leverage and develop existing and new partnerships to meet Club objectives and improve outcomes.	Ensure sustainable tenancy of restaurant lease and venue hire. Meet community expectations in alignment with City of Joondalup strategy 2022. Establish key relationships that enable the delivery of our strategic objectives. Engage the corporate/business sector to partner and grow relationships which are mutually beneficial.