

# MSLSC

## STRATEGIC PLAN

### 2024 – 2029

#### INTRODUCTION – NO LOSS OF LIFE ON OUR BEACHES



Mullaloo Surf Life Saving Club (MSLSC) has a proud history of more than 60 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. It 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 an integral and valued organization within the local community, providing quality lifesaving services and activities for a safe and sustainable community accessible to all.

MSLSC has a desire to provide a Club that is welcoming to all, supported by the core values of – **Family, Safety, Respect, Integrity, Excellence and Unity**

This strategic plan includes ongoing and new focus areas in line with the Club's current and forecasted position, as well as suggested objectives, and actions. It acknowledges Surf Life Saving Australia and Surf Life Saving WA's current strategic plans and will be reviewed against these during the period 2024 – 2029.

## OUR STRATEGIC PLAN TO ACHIEVE OUR VISION INVOLVES FOUR STRATEGIC PILLARS.

### **LIFESAVING & EDUCATION SERVICES**

Saving lives and developing our people

Enhance skills and capabilities through easily accessible, high quality education, training, resources and development pathways

### **THE MEMBER EXPERIENCE**

Creating a great experience for the Mullaloo family

Deliver an exceptional member experience and improve engagement across the club and the community

### **GOVERNANCE & FINANCIAL SUSTAINABILITY**

Building organisational strength to secure our future

Secure our future through excellent governance and financial sustainability

### **HEALTHY ACTIVE LIFESTYLES**

Enhancing the healthy active lifestyles and social fabric of our club for members

Provide quality programs and resources to support a healthy active lifestyle and social interaction for members

# GOAL

## LIFESAVING AND EDUCATION SERVICES

Enhance skills and capabilities through high quality education, training and resources

### OBJECTIVES

- Promote safety as a part of core activities
- Advance and protect the safety of community members by ensuring lifesaving infrastructure and resources meet contemporary needs
- Increase patrol engagement and participation.
- Advance the quality of education provision and experiences
- Upskill and develop members through skills development, mentoring and support programs
- Enhance the member experience for Nippers, youth, and their parents
- Build and embed sustainable linkages and pathways between Nipper and Youth

### STRATEGIES & ACTIONS

- Ongoing review of lifesaving infrastructure to meet contemporary needs (e.g. drones, skis, radios)
- Develop and implement succession plans for patrol captains
- Implement mentoring programs to encourage younger members to step into lifesaving leadership roles.
- Introduce refresher skills training during patrol, continually upskilling patrolling members
- Develop flexible education pathways for members.
- Reward members who develop their skills and recognising that training programs provide an important platform for members to interact.
- Embed parent education for and engagement in water safety.
- Define / Review Nipper to Youth pathway with the aim to improve retention and engagement of youth.
- Introduce Youth and Nipper advisory role
- Establish support, training and mentoring for new and non-competitive members (AGM, officiating, leadership roles etc)

# GOAL

## THE MEMBER EXPERIENCE

Deliver an exceptional member experience and improve engagement across the club and with the community

### OBJECTIVES

- Embrace family values and promote inclusion.
- Generate engagement of members across all aspects of the club
- Enhance the safety of members by clarifying club policies and procedures and articulate appropriate behaviour and supports
- Promote and improve the volunteer experience by supporting and recognising members for their contribution to the club
- Engage members by enhancing the quality of the welcome, induction and orientation experience to the club
- Create high quality mentoring support for club members
- Support members and potential members by providing information and resources to help create an inclusive beach environment for everyone
- Enhance the range of communication strategies and oversight to secure and protect the club brand
- Support members to facilitate community outreach and engagement

### STRATEGIES & ACTIONS

- Clearly define and publicise code of conduct, behaviour discipline and complaints procedures
- Provide access to key club policies, procedures and artifacts through the Club website
- Overt awareness raising of club goals and objectives, behaviours and supports across the club
- Develop clearly defined and realistic volunteer role descriptions.
- Return benefits to members through clearly defined pathways.
- Provide essential club gear at cost and Investigate membership incentives to promote club gear
- Provide free lifesaving education to members to encourage participation and involvement
- Establish ongoing induction to club programs for new members including online awareness training videos, clear communication pathways and mentoring/buddy system
- Assess potential for further support for access and inclusion opportunities / or Create access and inclusion plan
- Incentivise actions and behaviours that support community outreach and engagement
- Embed the Chaplaincy role
- Manage 'e' communications and social media
- Define management processes to protect club brand



# GOAL

## GOVERNANCE & FINANCIAL SUSTAINABILITY

Secure our future through excellent governance, financial sustainability and planning

### OBJECTIVES

- Future proof club facilities through the development of aspirational long term (within 10 years) and short term (2024-27) planning
- Ensure long term financial planning and capacity that drives sustainable operations
- Grow our employees capacity and skills through quality professional development and support
- Engage and maintain existing and new community-based partnerships
- Advance the security and safety of our members and ensure compliance with the SLSA Member Protection Policy and other relevant policy settings

### STRATEGIES & ACTIONS

- Advocacy/lobbying with Local Member of Parliament and the City of Joondalup regarding future capital club expansion and / or upgrade of club facilities
- Develop short term plans for key club facilities, including:
  - Gym facility to meet contemporary surf lifesaving and physical activity needs
  - Investigate storage options within existing footprint
  - Renewable energy / 'green' options.
- Refine / define capital expenditure approach including targets and allocated 'future funds' as per strategy
- Invest in professional development of employees to support club functions
- Determine requirements for a Club General Manager and / or upgrade existing employed club officers roles and responsibilities
- Ensure sustainable tenancy of restaurant lease and venue hire.
- Explore 'niche' / bespoke venue hire options and partnerships
- Build on existing, and engage additional, sponsor//business partners and grow relationships which are mutually beneficial.
- Identify community and cross sectorial groups towards building mutually beneficial partnership
- Meet community expectations in alignment with City of Joondalup – Joondalup 2032 – 10-Year Strategic Community Plan.  
<https://www.joondalup.wa.gov.au/wp-content/uploads/2022/08/Joondalup-2032.pdf>

# GOAL

## HEALTHY ACTIVE LIFESTYLES

Provide quality programs and resources to support a healthy active lifestyle and social interaction for members

### OBJECTIVES

- Advance club culture through quality social interactions
- Support the health and wellbeing of all members towards a healthy active lifestyle
- Increase participation and achievements in sports and recreation
- Establish high quality coaching across the club

### STRATEGIES & ACTIONS

- Implement a sustainable social calendar focused on member interaction
- Develop whole of club and inclusive physical activity opportunities, including out of season activities
- Develop the gym for use by diverse, bespoke and whole of club groups
- Develop pathways for parents to update skills and participate in surf lifesaving sports
- Extend high quality coaching and training programs to support all surf lifesaving sports and cohorts (e.g. Masters, Youth, Boats and Beach)
- Review athlete support opportunities, including entry fee concessions
- Embed sustainable touring programme (e.g. annual Aussies/Manly& Freshwater event, ASL Open, etc)