



# FREMANTLE SURF LIFE SAVING CLUB



## STRATEGIC PLAN 2018 – 2023

*Revision Approved – 10 October 2021*





## INTRODUCTION

Fremantle Surf Life Saving Club (SLSC) is a not for profit, volunteer based organisation located at Leighton Beach in the Perth metropolitan area, Western Australia. Established in 1935, our club is built on a foundation of service, integrity and excellence and we are committed to continuing and improving this service for the community and our members.

Fremantle SLSC provides essential lifesaving and emergency rescue services to a four kilometer stretch of beach including Port, Leighton and Mosman Beaches. The club operates very successful programs from Nippers through to Masters and is immensely proud of the training and development options provided to members. The club continues to make impressive gains in surf sports competition and are actively engaged with local businesses, residents and other local community groups.

The Surf Life Saving movement is part of the history, fabric and future of Australia. It represents the lifestyle, values and beliefs of our culture where we protect life, save lives and promote healthy lifestyles.

This document describes the club's strategic vision, values and key objectives for seasons 2018 through to 2023. It aims to ensure the club's financial viability, sustainability, member development, participation and engagement into the future.

## OUR VISION

To develop surf lifesavers for life.

## OUR MISSION

Saving lives and building better communities.

OUR VALUES	
<b>SERVICE</b>	We are committed to our community service role and maintaining our proud lifesaving record.
<b>FUN</b>	We encourage a culture of enjoyment and fulfillment.
<b>DEVELOPMENT</b>	We strive to improve ourselves, our club and the surf movement through growth, lifesaving, education and surf sports.
<b>TEAMWORK</b>	We work together as one club.
<b>INTEGRITY</b>	We are committed to the highest standards of ethics, behavior and mutual respect.
<b>WELLBEING</b>	We are ambassadors for safe and healthy living.



## 2018 – 2023 Strategic Plan on a Page

OBJECTIVES	STRATEGIES
<b>FINANCIAL VIABILITY</b>	<ol style="list-style-type: none"><li>1. Maintain a current, efficient accounting system that provides accurate, relevant, timely and transparent financial information to members.</li><li>2. Acknowledge the contribution of sponsors and recognise them as valued members of the Fremantle SLSC community.</li><li>3. Focus on innovation to continuously improve business and income opportunities.</li><li>4. Diligently maintain and manage annual and future capital and operational investment plans.</li><li>5. Prioritise the care and maintenance of the club's primary assets, inclusive of the club building, restaurant tenancy, surf sports and lifesaving equipment and club grounds.</li></ol>
<b>PARTICIPATION</b>	<ol style="list-style-type: none"><li>1. Promote a fun club environment that encourages teamwork and fair play for all members without discrimination.</li><li>2. Implement succession planning for all club positions.</li><li>3. Ensure open communication that keeps the members well informed and allows the club to understand member expectations.</li><li>4. Promote member participation in all club activities and events.</li></ol>
<b>MEMBER DEVELOPMENT</b>	<ol style="list-style-type: none"><li>1. Establish high-quality and high-performing patrols consisting of skilled and motivated patrolling members.</li><li>2. Develop club leaders.</li><li>3. Provide the highest level of training and coaching possible to all members.</li><li>4. Develop trainers and coaches from within the club.</li></ol>
<b>SUSTAINABILITY</b>	<ol style="list-style-type: none"><li>1. Manage member retention, investments and expenditure.</li><li>2. Protect and enhance the club's reputation.</li><li>3. Protect and enhance the wellbeing of all members, volunteers and employees.</li><li>4. Recognise outstanding achievements.</li></ol>
<b>ENGAGEMENT</b>	<ol style="list-style-type: none"><li>1. Ensure all new members are made welcome.</li><li>2. Foster club camaraderie, involvement and pride.</li><li>3. Continue to foster and expand long-term relationships with stakeholders.</li></ol>



## OBJECTIVES

Each objective will be measured and reviewed annually.

### *FINANCIAL VIABILITY*

1. Maintain a current, efficient accounting system that provides accurate, relevant, timely and transparent financial information.
  - a. All debtor and creditor invoices are recorded by day ten of each month.
  - b. Distribute up to date financial statements to the Board on a monthly basis, illustrating performance against budget prior to each board meeting.
2. Acknowledge the contribution of sponsors and recognise them as valued members of the Fremantle SLSC community.
  - a. Celebrate and formally acknowledge sponsors at a sanctioned club event a minimum of once per year.
  - b. Grow annual sponsorship by 5% year on year.
  - c. Maintain and review the marketing plan annually.
3. Focus on innovation to continuously improve business and income opportunities.
  - a. Grow opportunities for commercialisation of club assets and resources to increase revenue by 5% annually.
  - b. Invest commercial income to improve member facilities.
4. Maintain and manage annual and future capital and operational investment plans.
  - a. Meet annual budgets.
  - b. Reduce operating expenditure per member by a minimum of 5% over five years.
  - c. Achieve an average of \$25,000 in grant funding per annum.
5. Prioritise the maintenance of the club's primary assets, inclusive of; the club building, restaurant tenancy, surf sports and lifesaving equipment and club grounds.
  - a. Annually review and Prioritise the long term maintenance schedule.
  - b. Maintain a depreciation schedule for all club equipment.



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## **PARTICIPATION**

1. Promote a fun club environment that encourages teamwork and fair play for all members without discrimination.
  - a. Promote the club values through regular communication.  
Recognise member contributions through regular communication.
2. Implement succession planning for all club positions.
  - a. Create position descriptions for all formal club positions and review every three years.
  - b. Maintain two meaningful roles for youth members that include achievable tasks.
3. Ensure open communication that keeps the members well informed and allows the club to understand member expectations.
  - a. Establish a Communication Officer position.
  - b. Review the club communication process annually.
4. Encourage member participation in all club activities and events.
  - a. Achieve an annual 60% surf sports participation rate within the eligible membership.
    - b. Increase and maintain attendance rates at club social functions.
  - c. Establish team social events to build camaraderie.
  - d. Improve participation at surf sports carnivals to achieve a higher club ranking in Western Australia.
  - e. Increase attendance at surf sports training.
  - f. Reduce the number of outgoing interclub transfers.

## **MEMBER DEVELOPMENT**

1. Establish high-quality and high-performing patrols consisting of skilled and motivated patrolling members.
  - a. Complete one review per patrol each season.
2. Develop club leaders.
  - a. Develop and maintain a quality leadership program starting from the youth age group.
  - b. Identify potential leaders from Nipper level.
3. Provide the highest level of training and coaching possible to all members.
  - a. Complete a lifesaving and education training review each year to ensure trainers and assessors are supported with up-to-date training methods.
  - b. Complete a surf sports training review each year to ensure coaches are supported with up-to-date training methods.
4. Develop trainers and coaches from within the club.



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- a. Develop trainers, assessors and coaches.
  - b. Recruit trainers, assessors and coaches and a head surf sports coach.

## **SUSTAINABILITY**

1. Manage member retention, investments and expenditure.
  - a. Maintain or grow the membership.
  - b. Meet annual budget targets for membership and expenditure.
2. Protect and enhance the club's reputation.
  - a. Achieve a positive satisfaction outcome for the club measured through an end-of-season survey that achieves a minimum 50% response rate.
  - b. Achieve a positive satisfaction outcome for all club events measured through the completion of surveys after selected events.
3. Protect and enhance the wellbeing of all members, volunteers and employees.
  - a. Complete incident reports for 100% of incidents involving club members and employees.
  - b. Undertake welfare checks for every member involved in a potentially traumatic experience associated with the club.
4. Recognise outstanding achievements.
  - a. Recognise all club, State and National achievements by members at whole-of-club events.

## **ENGAGEMENT**

1. Ensure all new members are made welcome.
  - a. Personally, contact and welcome new members.
2. Foster club camaraderie, involvement and pride.
  - a. Each Board member to actively participate in three club activities per year to lead by example.
3. Continue to foster and expand long-term relationships with stakeholders.
  - a. Actively engage with third party stakeholders.



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Signed,

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**Jack Dowie**  
President

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**Jay Morgan**  
Club Captain

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**Jette Oksis**  
Director of Administration

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**Henrietta Smith**  
Director of Finance

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**Marcin Gabriel**  
Director of Development

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**Liam Burke**  
Director of Lifesaving and Education

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**Tracey Irving**  
Director of Surf Sports