



SECRET HARBOUR
Surf Life Saving Club
Western Australia



Strategic Plan 2019 – 2021



Developing lives that save lives

Who we are

Secret Harbour Surf Life Saving Club is a volunteer based not-for-profit community service association and is the key agency for beach safety in the City of Rockingham, WA. It provides an essential educational and emergency rescue service to all users of the city's beaches and plays a fundamental role in building a healthy community.

Secret Harbour Surf Life Saving creates a safe environment in and around Comet Bay, the bay between Mandurah and Port Kennedy extending to Warnbro Sound, through patrols on, in and above the water and through education and training programs, both at the beach and in the wider community at schools and workplaces.

As a not-for-profit movement, Secret Harbour Surf Life Saving Club exists only through community donations, fundraising and corporate sponsorship. Activities address many community and government policies such as safer communities, obesity, inclusivity, physical activity, youth development, training and education, and family.

Secret Harbour Surf Life Saving Club comprises of approximately 950 members with 120 patrolling members who are all committed to saving lives and positively impacting on their local community.

The Surf Life Saving movement is a part of the history, fabric and future of Australia. It represents the lifestyle, values and beliefs of the Aussie culture. Surf Life Saving seeks to protect life, saves lives, and promote healthy lifestyles.

Where have we come from?

The Secret Harbour Surf Life Saving Club Inc. was formed as the Waikiki Surf Life Saving Club in 1979 and became affiliated with Surf Life Saving Western Australia ("SLSWA") in 1981. It then changed name to Warnbro Surf Life Saving Club, but remained in the same location.

The Club then moved to Golden Bay and became Golden Bay Surf Life Saving Club. Then in 1994, the Club relocated to a new, purpose-built premises at Secret Harbour and became Secret Harbour Surf Life Saving Club (Inc.). In 2016, the old club house was demolished and replaced with a larger three level facility which included larger storage facilities, medical room, communications rooms, gym, kiosk, function room, administration office, board room and leasable café area.

All of this this was achieved with the good will of many members, the financial support from the City of Rockingham and the Lotteries Commission.



The Club patrols from Long Point (in the north) to Golden Bay making it one of Australia's longest patrolled stretches of coastline. The reputation of this locality requires a vigilant surf lifesaving presence.

The forces shaping Surf Life Saving at Secret Harbour.

- Increasing expectations from the community that we operate in regard to levels of professionalism, our responsiveness and the quality of services that we provide.
- Changes in technology that impact on how we administer our business, provide support to our members, deliver our training and surveillance of our beach.
- Environmental impacts that lead to changing beach conditions and beach safety.
- Changing demographics in the Secret Harbour community with large numbers of people moving to WA from overseas, many of whom are attracted because of our beach lifestyle but do not have the experience, skills or knowledge of safe beach use.
- The prevalence of shark attacks along the WA state coast and the impact on local beach goers and tourists.
- Diminishing volunteer hours due to busy lifestyles and work demands on members.
- Complexities of moving into and adapting our operations and club culture into a new facility.
- Increased beach coverage with population growth within Golden Bay development and surrounding areas.

OUR VALUES

SAFETY

Promote safety as a part of core activities

UNITY

To operate as a team, including effective communication with, and involvement of, all of our stakeholders

RESPECT

Respect and value all individuals and the club community

FAMILY

Embrace family values and promote inclusion

INTEGRITY

Conduct of self and club affairs, according to the highest standards of ethics and behaviour

EXCELLENCE

Strive for excellence in everything we do.

OUR VISION

*To develop
'Surf Life Savers
for Life'*

OUR MISSION

*We save lives,
develop great youth
and build inclusive
communities*



Emerging Issues

CLUB DEVELOPMENT

Governance - Administration - Financial management - Planning

We will provide a high level of confidence to members through a documented strategic plan that is underpinned by good governance, efficient administration, prudent financial management and planning processes.

CULTURE & ETHOS

Ethos - History – Traditions - Inclusivity

We have a unique and rich history and traditions that will be preserved and documented for future generations, whilst implementing a variety of strategies to re-develop the club culture / ethos to be inclusive of all members.

LIFE SAVING

**Members – Surf Life Saving
Safety – Community service**

We will develop a long term sustainable plan that supports all club objectives, meets all statutory and regulatory requirements and drives a motivated and satisfied membership.

EDUCATION & TRAINING

We will create a funding stream and reduced workload on our volunteer trainers in the mid-term, whilst providing sustainable, needs based benchmark training activities that support our Patrol Service Agreement.

SURF SPORTS

Competitors - Competitor support

We recognise that our competitors are the most important part of surf sports, and we will develop a framework of support around their needs.

The structure of our plan.

Our 2018 – 2020 Strategic Plan has been formulated to address a range of ongoing and emerging issues that are impacted by the forces that we believe will shape Surf Life Saving in Secret Harbour over this period.

Due to the dynamic and changing nature of our community we believe that our three year strategy will need to focus on **Club Development; Surf Sports; Education and Training; and Culture and Ethos.**



At the core of what we do is

Life Saving

Developing lives that save lives

**We save lives, develop great youth
and build inclusive communities**

We support this core purpose with

FOUR PILLARS



**Club Development
Surf Sports**

**Education & Training
Culture & Ethos**



Every pillar develops our

Nippers

who are the future of
our Core Purpose



SECRET HARBOUR
Surf Life Saving Club
Western Australia

Focus Areas

Focus Area 1

Club Development

**Governance – Administration –
Financial management – Planning**

We will provide a high level of confidence to members through a documented strategic plan that is underpinned by good governance, efficient administration, prudent financial management and planning processes.

KEY STRATEGIES

- 1.1 Develop organisational compliance in:
 - Governance
 - Finance
 - Risk Management
 - Human Resource Management
 - Communications
- 1.2 Create financial viability of the organisation
- 1.3 Enhance the reputation and brand of the club in the community
- 1.4 Implement sustainable governance structures
- 1.5 Acknowledge the contribution of sponsors and recognise them as valued members
- 1.6 Seek continuous improvement and innovation of organisational standards

EVALUATION/MONITORING

- > Percentage growth of net assets
- > Surplus as a percentage of income
- > Regulatory compliance breaches
- > Financial performance of the Club
- > Audit reviews
- > Sponsors satisfaction levels



Focus Area 2

Life Saving

**Members – Surf Life Saving –
Safety – Community service**

We will develop a long term sustainable plan that supports all club objectives, meets all statutory and regulatory requirements and drives a motivated and satisfied membership.

KEY STRATEGIES

- 2.1 Provide resources and infrastructure to support the activities of the club
- 2.2 Members have clear development pathways for growth
- 2.3 Increase participation in surf life-saving activities
- 2.4 Optimise membership retention and attract new members
- 2.5 Optimise our resources to always be 'rescue ready'.

EVALUATION/MONITORING

- > Ratio of available lifesaving equipment to required lifesaving equipment
- > Percentage of members that volunteer
- > Ratio of volunteers to club membership
- > Percentage of active members
- > Percentage of preventative actions
- > Participation in/on emergency management forums
- > No lives lost in patrol areas



Focus Area 3

Surf sports

Competitors – Competitor support

We recognise that our competitors are the most important part of surf sports, and we will develop a framework of support around their needs.

KEY STRATEGIES

- 3.1 Consult members regarding competition and participation ethos
- 3.2 Develop a comprehensive coaching and participation plan
- 3.3 Rationalise existing equipment to high quality performance resources
- 3.4 Develop and create incentives for our officials
- 3.5 Plan to retain our high calibre athletes by reducing club transfer

EVALUATION/MONITORING

- > Participation in Surf Sports competitions
- > Percentage of officials
- > Retention rates of competitors
- > Development of a coaching and participation plan
- > Accurate stocktake lists of equipment
- > Levels of participation in club swims and competitions conducted by the club

Focus Area 4

Education - Training

We will create a funding stream and reduced workload on our volunteer trainers in the mid-term, whilst providing sustainable, needs based benchmark training activities that support our Patrol Service Agreement.

KEY STRATEGIES

- 4.1 Upskill and review existing standards for re-qualification courses
- 4.2 Be the leading source for provision of water safety information in the community
- 4.3 Create community access to education programs
- 4.4 Develop broad community awareness campaigns that lead to behavioural change
- 4.5 Provide ongoing leadership opportunities to our people

EVALUATION/MONITORING

- > Total number of education and health programs conducted
- > Income / revenue
- > Numbers of members with surf life saving awards and qualifications



Focus Area 5

Culture / Ethos

Ethos – History – Traditions

We have a unique and rich history and traditions that will be preserved and documented for future generations, whilst implementing a variety of strategies to re-develop the club culture / ethos to be inclusive of all members and the wider community.

KEY STRATEGIES

- 5.1 Develop a brand and theme for our club house in consultation with the City of Rockingham and members.
- 5.2 Create and develop an archive of club history.
- 5.2 Recognise and celebrate outstanding club service amongst members
- 5.3 Recognise and increase community partners
- 5.4 Provide opportunities to create a family friendly club
- 5.5 Create and develop more inclusive practices amongst our membership and the wider community.
- 5.6 Plan and implement effective club induction processes for new members
- 5.7 Promote club achievement through effective media promotion.

EVALUATION/MONITORING

- > Satisfaction levels of club theme
- > Club history archive in electronic and print form
- > Club survey of members with inclusivity themes
- > Induction package for new members with expectations outlined



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