

QUINNS MINDARIE



SURF LIFE SAVING CLUB

QUINNS MINDARIE SURF LIFE SAVING CLUB INC.

STRATEGIC PLAN 2025

Abstract

This document outlines the Club's vision and strategic direction as we mark 40 years serving our community, and the people of Western Australia, and work towards 2025 and beyond. It is designed to provide a roadmap for the growth and direction of the Club over the next 3 to 5 years.

Established in 1982, Quinns Mindarie Surf Life Saving Club has a proud history of serving the community of Quinns Rocks, Mindarie and surrounds. We are committed to ensuring the safety of visitors to Quinns Beach.

The Club has evolved from its early beginnings as Quinns Rocks SLSC, operating out of a small, donated shed with less than 50 members in the early 1980's to a Club with dedicated facilities, a membership approaching 1000 members and a notable reputation at the State and National level as a 'Club to watch' as we continue to excel across our Lifesaving, Surf Sports and Youth portfolios.

Poised for our next growth phase, we are focused on the development of our members to ensure they have the knowledge, capability, and support to achieve in their chosen disciplines while continuing to meet the needs of our community; and the development of our facilities to ensure they remain attractive to our current and future members and visitors to the beaches of Quinns Rocks and Mindarie.

This document has been developed following extensive engagement with, and feedback from, members and key external stakeholders. It outlines the Club's vision and strategic direction as we mark 40 years serving our community, and the people of Western Australia, and work towards 2025 and beyond. The QMSLSC Strategic Plan 2025 is designed to provide a roadmap for the growth and direction of the Club over the next 3 to 5 years.

Four Strategic Pillars have been identified, to support the Club's development over the coming 3-5 years, they are:

- Lifesaving
- Surf Sports
- Youth
- Social

These strategic pillars are further supported by 4 Sub-Pillars:

- Governance
- Community
- Workforce
- Infrastructure

Key outcomes have been developed for each Pillar and Sub-Pillar, and broad strategies identified for the achievement of each outcome. This is designed to be a dynamic strategic document; reviewed and updated by the Board on an annual basis to ensure the Pillars, Outcomes and Strategies documented within remain aligned with the needs and desires of the membership, and the strategic direction of our governing bodies in Surf Life Saving Australia and Surf Life Saving Western Australia.

The broad strategies provided under each pillar are designed to help the Club achieve its goals and objectives identified by members and the Board as necessary for the Club's sustained growth and development.

CLUB STRATEGIC VISION

Our Club is recognised as the leading Club in Perth's northern beaches with a focus on family and inclusion. We contribute strongly to our community and strive to elevate Surf Lifesaving to the first choice for families.

MEMBER STRATEGIC VISION

Our members' best interests are at the heart of every decision we make as a club. We are transparent, fair and inclusive in our actions and decisions; we support each other and recognise the important individual contribution of each member; we celebrate our achievements and diversity.

STRATEGY ON A PAGE



STRATEGIC GOALS

<p>Lifesaving</p> <ul style="list-style-type: none"> • Increase training and education opportunities • Patrol comradery and development • Operational excellence and leadership 	<p>Youth</p> <ul style="list-style-type: none"> • Improve engagement and sense of belonging • Increase opportunities • Diversity in sessions to encourage challenge for all
<p>Surf Sports</p> <ul style="list-style-type: none"> • Coaching investment • Increase representation • Build a team ethos 	<p>Social</p> <ul style="list-style-type: none"> • 'Social beyond Surf' – opportunities to socialise outside Club facilities and operations • Deliver a strong social offer • Social inclusion
<p>Governance</p> <ul style="list-style-type: none"> • Clear & communicated policies, procedures and guidelines • Transparency and consistency in everything we do 	<p>Workforce</p> <ul style="list-style-type: none"> • Workforce diversity • Sustainable, high-quality workforce • Robust succession planning • Recruitment
<p>Community</p> <ul style="list-style-type: none"> • Build relationships • Strong community presence • Collaboration and involvement • Service 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Fit-for-purpose built infrastructure and equipment • Asset lifecycle management

STRATEGIC PILLARS:

STRATEGIC PILLAR	GOAL	OUTCOME	STRATEGY
Lifesaving	Increase training and education opportunities	Members hold multiple qualifications that aid the Club to deliver quality Lifesaving services and support growth and sustainability	<ul style="list-style-type: none"> • Establish an annual training calendar • Communicate the calendar early and often • Work with other clubs to leverage training and assessment opportunities • Conduct a Training Needs Assessment annually to ensure appropriate opportunities for members • Develop and deliver flexible and intensive course options for key awards
Lifesaving	Foster Patrol comradery and development	Patrol members are highly capable and engaged with a team mindset	<ul style="list-style-type: none"> • Implement mentoring programs to encourage younger members to take on the lifesaving leadership roles. • Provide opportunity for lifesavers to engage in different aspects of patrolling across the Club's primary and secondary patrol areas. • Implement a schedule of scenario training and patrol raids to help ensure emergency response readiness
Lifesaving	Deliver operational excellence and leadership	Club is recognized by its members and stakeholders as a leader	<ul style="list-style-type: none"> • Provide leadership training opportunities for patrol captains and encourage mentoring of new patrol members • Identify potential patrol captains and address succession planning • Encourage and recognise individuals and teams who have actively pursued skills development • Revamp the 'Patrol of the Year' award to be more representative of the full set of skills and behaviours expected of patrol teams • Review the Standard Operating Procedures document annually to ensure currency and ensure patrol captains are familiar with the document

STRATEGIC PILLAR	GOAL	OUTCOME	STRATEGY
Surf Sports	Coaching investment	Qualified coaches across all disciplines	<ul style="list-style-type: none"> Establish coaching development pathways Identify potential coaches Engage external coaches (where required) to support QMSLSC coaches and build the Club's coaching capacity and capability Identify/provide regular skill development opportunities for Club coaches
Surf Sports	Increase representation	Strong representation across beach and water disciplines, in all age groups, at local, state and national competitions	<ul style="list-style-type: none"> Identify members for the High-Performance Program and support them to advance through the program. Provide opportunity for members of all ages to experience different surf sports disciplines. Recognise members who participate in surf sports events, both internal and external. Encourage new patrol members to participate in surf sports training and competition as part of their award training and Club induction Ensure access to quality equipment for members training and competing in surf sports
Surf Sports	Build a team ethos	Supportive team culture across training and competition, displayed as positive interactions and high member turnout at Club training sessions.	<ul style="list-style-type: none"> Identify and address barriers to members attending training sessions and competitions. Establish a regular Club training night for all ages and disciplines Develop a social offering for surf sports participants Encourage spectator/supporter participation at training and competition events

STRATEGIC PILLAR	GOAL	OUTCOME	STRATEGY
Youth	Improve engagement and sense of belonging	Youth members actively participating in social, lifesaving and Surf Sports aspects of Club life.	<ul style="list-style-type: none"> • Identify and address barriers to participation for youth members • Encourage youth participation on Club sub-committees. • Identify Senior members to mentor youth members in the Lifesaving and Surf Sports areas • Establish a Youth Committee to advise the Board and Officers on matters impacting the youth cohort. • Develop a 'Youth Space' within the Club
Youth	Increase opportunities	Offer a broad array of events and initiatives that encourage young people to pursue lifesaving education, skill development and leadership.	<ul style="list-style-type: none"> • Develop an annual calendar of internal and external skill development opportunities. • Identify funding and allocate an annual budget to support attendance at events aligned with the Club's Youth Development Pathways.
Youth	Diversity in sessions to encourage challenge for all	Nipper and youth members of all abilities enjoy and feel challenged in weekly sessions and their personal growth is evident as a result.	<ul style="list-style-type: none"> • Develop a suite of activities, that complement the Nipper and Youth SLSWA curriculums, that Age Managers can choose from to ensure diversity and engagement in sessions • Seek feedback from parents and children/youth throughout the season on session delivery and activities

STRATEGIC PILLAR	GOAL	OUTCOME	STRATEGY
Social	'Social beyond Surf' – opportunities to socialise outside Club facilities and operations	Develop a calendar of events that engages people outside the traditional Oct-Apr period and fosters relationships.	<ul style="list-style-type: none"> • Provide opportunities for members to attend external events together • Ensure there are regular social opportunities for members during the winter months
Social	Deliver a strong social offer	Develop a social offer that helps to retain members, attract new members and caters to all membership types/levels.	<ul style="list-style-type: none"> • Establish a Social Committee • Deliver a 12-month calendar of events • Provide social opportunities for the different audiences within the membership e.g., families, adults only, patrols, special interest etc. • Launch Social Membership • Regularly collect and address member feedback regarding the Club's social offering
Social	Social inclusion	No member is excluded from a social event due to sex, ability, age, or other demographic.	<ul style="list-style-type: none"> • Ensure event venues are accessible • Ensure event communications and information is accessible to members

SUPPORTING PILLARS:

SUPPORTING PILLAR	GOAL	OUTCOME	STRATEGY
Governance	Clear & communicated policies, procedures, and guidelines	The Club maintains a full contingent of policies and procedures to support operations; and these are readily available to members.	<ul style="list-style-type: none"> • Develop a 'Standard Operating Procedure' manual for each directorate and main function • Identify key SLSA and SLSWA policies and procedures, communicate them to members and articulate how they are applied by QMSLSC • Upload important member-facing policies to the Club website and provide context on their application • Establish a policy, procedure, and key document review cycle • Establish a digital library for policies, procedures, and guidelines • Leverage existing SLSA and SLSWA policies wherever possible to ensure alignment and compliance with the Club's governing bodies • Regularly provide members with an overview of the Club's financial performance
Governance	Transparency and consistency in everything we do	Clear vision, strategy, and decision-making process that it regularly communicated to members.	<ul style="list-style-type: none"> • Develop a long-term vision for the Club • Develop a Financial Plan aligned with the Club strategy • Review the Club's strategy, business plans and Financial Plan annually • Conduct an annual member survey and exit surveys to inform changes to Club strategy and operations, and drive improvements to the member experience

SUPPORTING PILLAR	GOAL	OUTCOME	STRATEGY
Workforce	Workforce diversity	Mix of skills, experience and background brought to the club and roles through member attraction and retention.	<ul style="list-style-type: none"> • Develop a register of member skills and experience • Identify which roles may better suit particular segments of the membership • Develop and implement a plan to engage new Social Members in volunteering • Develop a member volunteering policy and review annually
Workforce	Sustainable, high-quality workforce	Volunteers are recognised for their contribution and have opportunities to develop the necessary skills and qualifications to offer high quality experiences, whilst ensuring workloads are sustainable.	<ul style="list-style-type: none"> • Develop and implement a 'Volunteer Reward and Recognition Plan' to ensure volunteers are appropriately recognised for their contribution, within the Club and externally • Appropriate training and mentoring for volunteers in strategic roles • Nippers Program is delivered with a variety of activities and differentiated tasks to offer engagement and challenge for all participants • SLSWA qualifications are gained in appropriate roles • Expansion of workforce, especially in Surf Sports and Education to ensure quality offer for Youth and Nippers
Workforce	Robust succession planning	All Board and key officer roles are planned and have a handover period	<ul style="list-style-type: none"> • Confirm a Club Officer's intention to continue in their role the following season in February of each year • Regularly socialise duty statements or role requirements with members • Identify members who show potential and/or interest in an officer role • Conduct exit surveys or interviews with Club Officers

SUPPORTING PILLAR	GOAL	OUTCOME	STRATEGY
Workforce	Recruitment	All roles are filled ahead of each season	<ul style="list-style-type: none"> Identify and address the barriers to members taking on volunteer roles Identify and articulate the roles required across the Club that are not documented in the Organisational Chart Document skills, experience, deliverables, and time commitment requirements for each non-officer volunteer role Develop a communications and engagement plan for recruitment of members
Infrastructure	Fit-for-purpose built infrastructure and equipment	The Club has the facilities and equipment to support sustainable growth across directorates.	<ul style="list-style-type: none"> Develop facilities requirements document to support member growth Develop equipment requirements document for each directorate to support member growth Acquire suitable land to support the growth of Club facilities
Infrastructure	Asset lifecycle management	Equipment is well maintained and replaced at regular intervals to maximise return on investment.	<ul style="list-style-type: none"> Establish asset register for all Club equipment Develop asset lifecycle plan for each directorate Review asset lifecycle plans annually
Community	Build relationships	QMSLSC is recognized as a highly valued and approachable community citizen.	<ul style="list-style-type: none"> Establish programs attractive to local community members Identify local schools to partner with Develop a school engagement plan Identify local community groups to partner with Leverage partnerships with local businesses to achieve Club and shared objectives

SUPPORTING PILLAR	GOAL	OUTCOME	STRATEGY
Community	Strong community presence	High recognition of our Club brand within the community.	<ul style="list-style-type: none"> • Increase Club and Surf Lifesaving brand awareness • Increase visibility of the 'red & yellow' in the local community • Ensure equipment and facility branding is current and compliant • Ensure strong Club representation/support for key SLSWA and SLSA initiatives including Street Appeal and Boardies Day • Provide a range of branded apparel options for members to wear, both on and off the beach throughout the year • Increase roving patrol opportunities to expose more community members to the Club and SLS
Community	Collaboration and involvement	We are recognized as a leader and significant contributor to the betterment of our community.	<ul style="list-style-type: none"> • Identify 2-3 community events for the Club to attend each year in a promotional context • Develop a list of local initiatives for the Club to champion e.g. environmental conservation, boat safety etc. • Identify and implement opportunities for cross-promotion with other community groups • Work with the City of Wanneroo to improve access to the beach and water for all community members
Community	Service	We are recognized and valued by the community, City of Wanneroo and other stakeholders for our service.	<ul style="list-style-type: none"> • Identify and support opportunities for members to contribute their skills and experience to community initiatives • Develop a mechanism for members to seek Club support for community initiatives they are passionate about • Regularly promote Club lifesaving/service statistics