

# South Melbourne Life Saving Club Strategic Plan 2023-2028

## Our Mission:

*A community minded club, that protects our beach and develops our people*





**Our vision is to be the leading bayside Life Saving Club by investing in our people, club and community.**

**To do that, we have set goals that sit within 6 key pillars:**



### **Building**

Creating a welcoming club house for members and offers world class facilities to support our life saving services, club activities and the broader South Melbourne community.



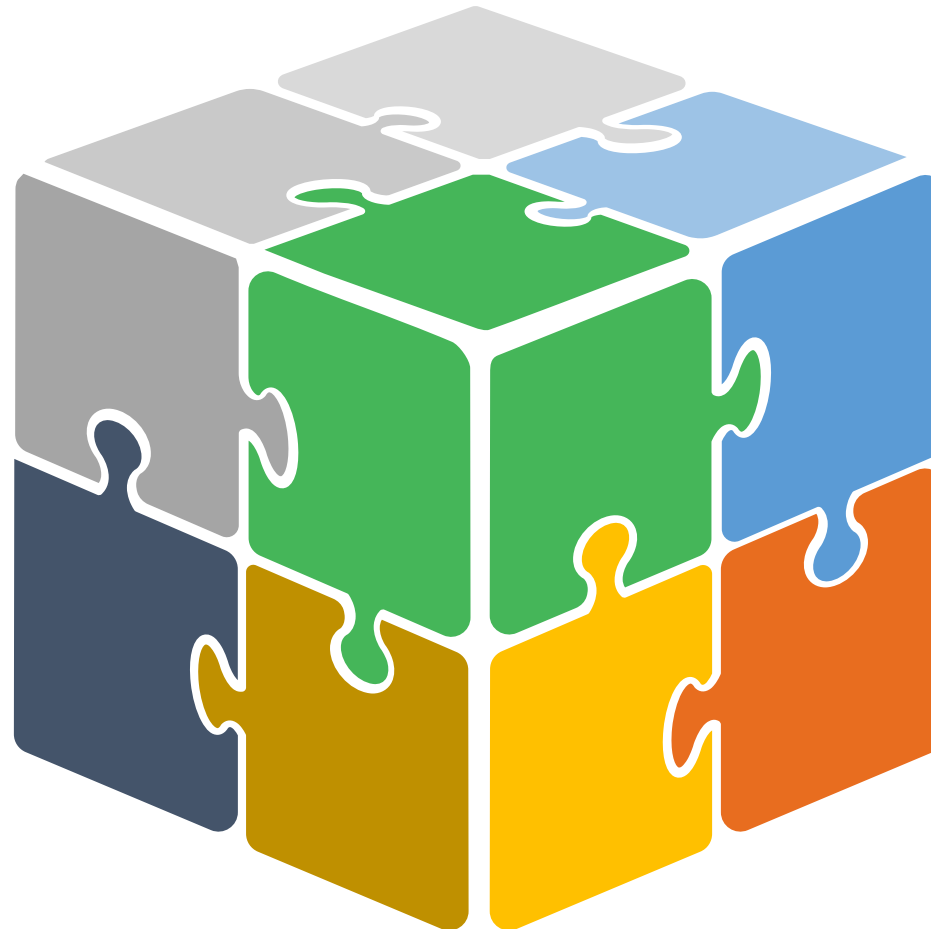
### **Community Engagement**

Focus on increasing our engagement with the local community and stakeholders including community groups such as schools and the council.



### **Governance**

Building out and working towards achieving a strategic plan, whilst improving the governance of the club through clear bi-laws and an established board.



### **People**



A clear focus on three areas:

- **Culture:** developing club culture and activities
- **Membership:** increasing member numbers and participation
- **Skill Development:** more qualifications across membership

### **Life Saving**



A clear focus on three areas:

- **Nippers:** increasing our reach and offering
- **Competition:** increased club engagement and club success
- **Patrols:** improve service reliability and volunteer experience

### **Financial Stability**



Improving the clubs financial position by increasing revenue through sponsorships and partnerships, while enacting stronger financial management and budgeting

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# Building

The building is the heart of the Club and breeds the Club culture. It is a place for members to spend time together, to celebrate the achievements of the club and raise money.

The focus over the coming years will be bringing our Clubhouse back to a place that encourages members to congregate, celebrates our Clubs success and facilitates revenue making activities.

In the near term, we will do so by focussing on working with Council to fix the issues within the building so that we can open the bar to members and for functions.





# Community Engagement

A Life Saving Club is a pillar in the community. We will look to increase our engagement with the local community to have a greater positive impact on the local area.

We are focusing on increasing our engagement with stakeholders and community groups such as schools and the council to ensure locals know of the Club and our encouraged to engage.

This includes increasing the profile of the Club in local newspapers and with local businesses.



A large, light blue puzzle piece icon, symbolizing a key component or pillar.


# Governance

Governance is a key pillar in the growth of our Club and in achieving our Strategic Plan.

We will focus on establishing clear by-laws by which the Club is structured and run. The by-laws will be published and understood by the membership to ensure the Club is run by the members, for the members.

Over the near future, we will look to establish sub-committees who own particular areas of the Strategic Plan and work toward achieving our targets.





# People

Our People make our Club. That is why we have a clear focus on investing in them through three focus areas:

1. **Culture:** developing the Club culture to encourage greater club engagement and high performance across the membership
2. **Membership:** increasing the number of members, participants and volunteers at the Club
3. **Skill Development:** increasing the volume of qualifications across our membership and the number of members with qualifications



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# Life Saving

Life Saving is the core of what we do. We have identified three key focus areas that will see our Club continue to develop its Life Saving capability:

1. **Nippers:** a focused effort on increasing nipper participation and retention
2. **Competition:** increasing Club engagement in our Life Saving competitions and a focus on high performance across all competitions
3. **Patrols:** boosting the number of people patrolling our beach and honing their Life Saving skills





## Financial Stability

A solid financial position helps to set our Club up for success. We have set financial targets that will help to establish a strong position and allow us to grow over the coming five years.

A key focus area is increasing revenue through sponsorships and partnerships, including maintaining our current sponsorship relationships.

Additionally, we recognise the need to enact stronger financial management across the Club, including strict budgeting and oversight. Our governance pillar plays a key role in this financial management.







# These goals, developed by the Board, will set the foundation for our successful implementation of the Strategic Plan

## Building

- Fix issues within the building including demould so that we have a fully functional club house
- Develop building management position description

## Community Engagement

- Increase promotion of club through social media
- Increase school engagement

## Governance

- Publish by-laws
- Establish sub-committees to assist running club
- Publish strategic plan

## People

- **Culture:** Increase volume of social events
- **Membership:** Improve member communications
- **Skill development:** Develop awards calendar

## Life Saving

- **Competition:** Summer surf sport team form
- **Nippers:** Maintain nipper numbers and increase parent involvement
- **Patrols:** Increase numbers

## Finance

- Develop a clear budget and financial controls
- Simply and publish sponsorship framework to increase sponsorship

## Building

- Improve internal design of the club with honour boards and more
- Have an operational bar and function centre open to members and public

## Community Engagement

- Grow member numbers from local schools
- Have a community / social membership offering

## Governance

- Members champion strategic plan
- Scheduled by-law and strategic plan reviews

## People

- **Culture:** Develop pathways through the club and increase interclub relationships
- **Membership:** Increase membership numbers
- **Skill development:** Most highly qualified members in Vic who represent at every LSV member development event

## Life Saving

- **Competition:** Increase numbers
- **Nippers:** Increase participation numbers
- **Patrols:** Increase numbers through patrol incentives

## Finance

- Develop new revenue streams
- Engage a building manager
- Increase financial transparency

## Building

- Become a social venue of choice in Melbourne

## Community Engagement

- First bay club to come to mind for non life saving people

## Governance

- Sustainable working committees
- Leading club in environmental practices

## People

- **Culture:** regular member activity
- **Membership:** Increase membership numbers
- **Skill development:** Gold Medallion contingent every year

## Life Saving

- **Competition:** Gold medals at States and Aussies with the best coaches in Victoria
- **Nippers:** Strong summer program with clear pathways for Nippers through the club (up to Board membership)
- **Patrols:** Strong patrol participation numbers

## Finance

- Revenue of \$100k in sponsorship

1

Now

2-3

Next

4-5

Beyond