



POINT LONSDALE
SLSC

PL



S
L
S
C

OUR NEW ERA

STRATEGIC PLAN

2021
— 2026

CONTENTS



4 Our Purpose, Values & Vision

7 Introduction

8 Our strategic framework

9 Our long-term strategic direction

10 Evidence of our success

11 Strategic themes

12 One: Life Saving

16 Two: Sports and Development

18 Three: Community

22 Four: Commerciality

PURPOSE



To keep the community safe on our beaches.

VALUES

- ① Treating everyone **respectfully** – to value the rights and responsibilities of others and treat one another with dignity.
- ② Acting **responsibly and with integrity** – to act safely at all times, caring for self and others.
- ③ Being **inclusive** – to celebrate and welcome diversity within our community.
- ④ Being **courageous** – to be curious and brave and encourage members to take the initiative and action.

VISION

PLSLSC will be a club that sets the standard for life saving activities in service to our community.

We will do this by:

Serving the community of Point Lonsdale and Queenscliff, and the wider life saving community, through the provision of exemplar life saving services.

Celebrating inclusivity, cultural expression, diversity, equality and people.

Respecting culture, history, and local ecology.

Developing accessible programs for members and the community to build skills, knowledge and experience in life saving, leadership and services.

Integrating and contributing to the local community and the broader life saving movement.

Advocating for and considering sustainable development in planning, decision-making, and management of the Club.

INTRODUCTION FROM THE PRESIDENT



Charlie Pitney, Club President

The Point Lonsdale Surf Life Saving Club has a proud heritage, having served Point Lonsdale and Queenscliff's community for over 70 years. The Club has an exceptional record of life saving rescues with over 1800 lives saved at one of Victoria's most dangerous beaches. Furthermore, the Club has enjoyed a great tradition of successful competition with over 90 Victorian titles and several Australian Championships since 1947.

Following on from our most recent Strategic Plan – 'Beyond 2020', this Strategic Plan, 'Our New Era', has been developed to set the overarching direction for the Club's management for the next five years and provide a long-term strategic vision for the Club culminating in our 85th anniversary celebrations.

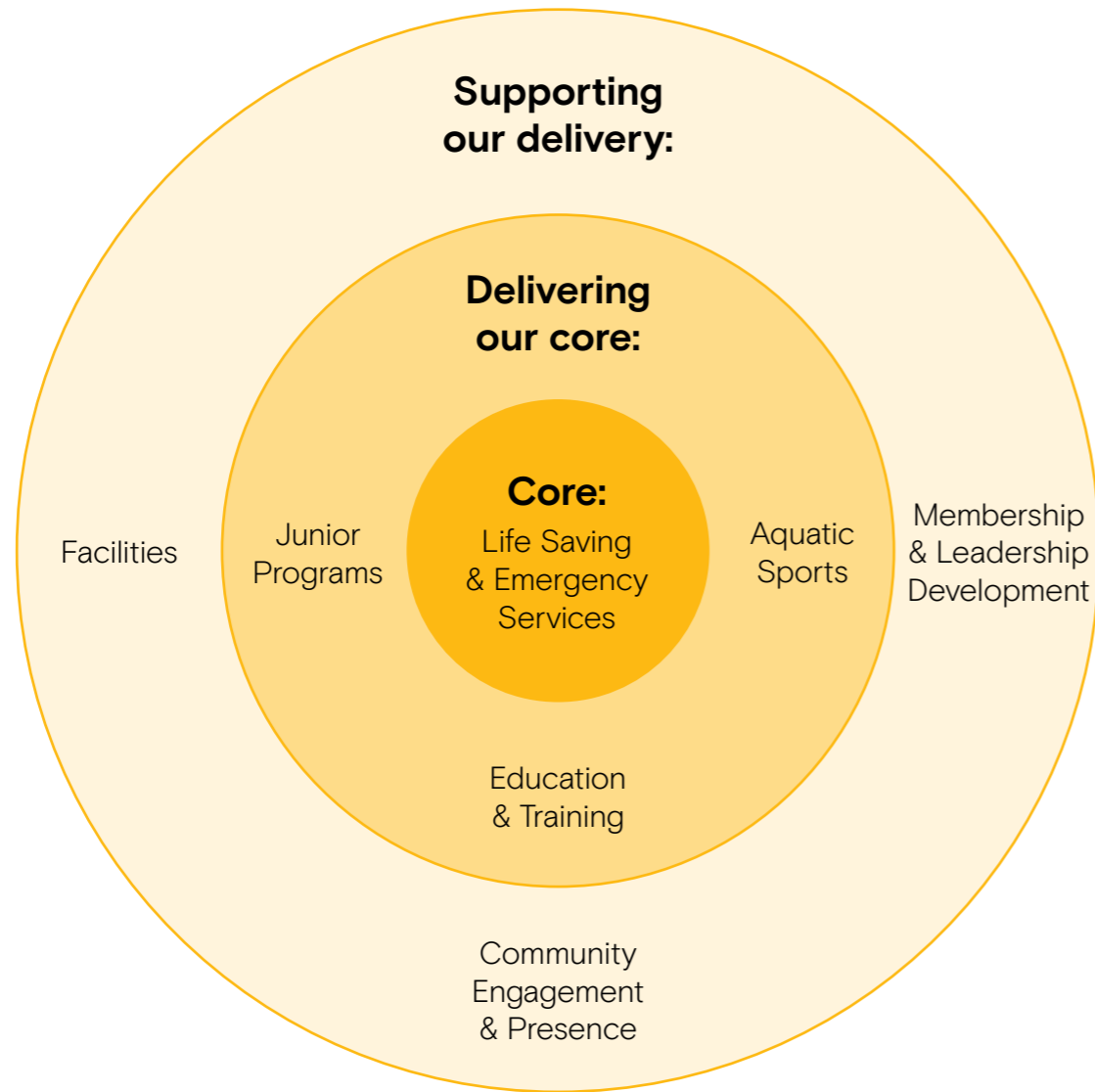
Over the next 5 years, we will embrace the completion of our new clubhouse project, celebrate our 75th anniversary and undertake the redevelopment of our Back Beach Base. This strategic plan aims to reinvigorate the Club through a focused vision, strategic framework and direction to guide priorities aligned to the strategy.

To enable the life saving and sports to flourish and succeed it is vital that we continue to develop and maintain an active membership list and provide opportunities for the continued development of skills, knowledge and leadership of members. Central to this is engagement with our members and prudent monitoring of facilities and equipment.

We will also take account of our role within the life saving movement and local community, provide leadership and guidance in the continued development of life saving services and sports programs in an environment that supports diverse backgrounds and our obligations to the environment and community.



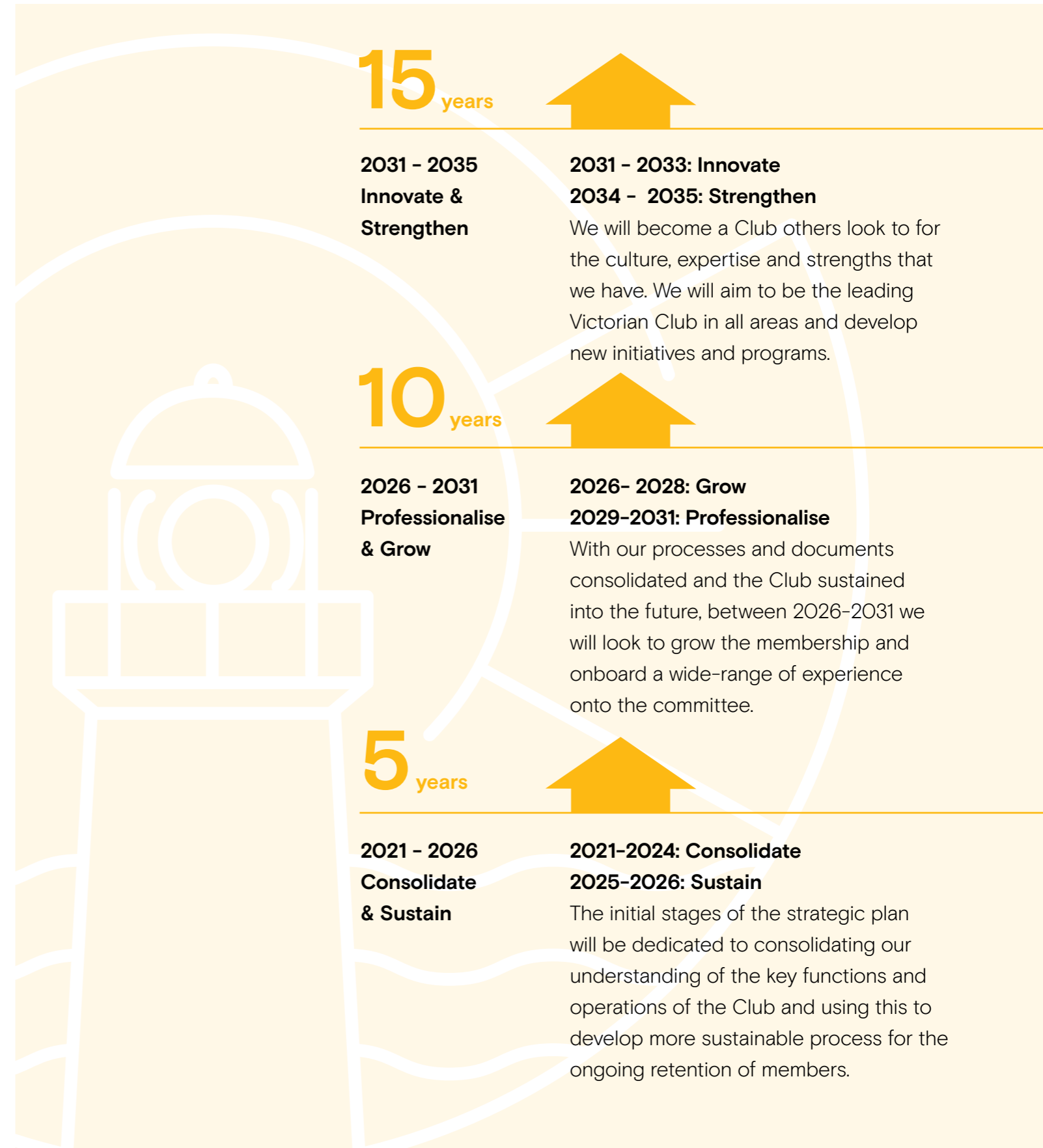
OUR STRATEGIC FRAMEWORK



Where we need to focus:

Life Saving Services	Leadership Development	Environment, Social and Governance
Education and Training		
Facilities	Local Community Engagement	Food and Beverage
Aquatic Sports		Marketing
Junior Programs	Member Participation	Events
		Financial Stability

OUR LONG-TERM STRATEGIC DIRECTION



15 years

2031 - 2035
Innovate & Strengthen



2031 - 2033: Innovate
2034 - 2035: Strengthen

We will become a Club others look to for the culture, expertise and strengths that we have. We will aim to be the leading Victorian Club in all areas and develop new initiatives and programs.

10 years

2026 - 2031
Professionalise & Grow



2026- 2028: Grow
2029-2031: Professionalise

With our processes and documents consolidated and the Club sustained into the future, between 2026-2031 we will look to grow the membership and onboard a wide-range of experience onto the committee.

5 years

2021 - 2026
Consolidate & Sustain



2021-2024: Consolidate
2025-2026: Sustain

The initial stages of the strategic plan will be dedicated to consolidating our understanding of the key functions and operations of the Club and using this to develop more sustainable process for the ongoing retention of members.

EVIDENCE OF OUR SUCCESS

Life Saving

- Continued exceptional Safety Record (zero aquatic related deaths).
- Provision of reliable and dedicated emergency services that are well-integrated within the regional State response framework.
- State-of-the-art facilities and equipment.
- Supporting the life saving movement through the offering of relevant education, training and leadership opportunities.
- Delivering all life saving awards annually to a wide range of members.

Sports and Development

- Engaging and well-attended aquatic sports programs with an emphasis on promoting fitness and wellbeing within the Club.
- Sustained engagement with the Club's annual Summer Nippers program with increased participation in junior aquatic sports beyond the peak summer season.

Community

- Increasing our membership base, including increasing our local permanent membership above the current 150.
- Local community participation in education, training and social activities as well as leadership involvement at Club and LSV levels.
- Engaged leaders that are role models for the community.
- A Club that's known for its diversity and inclusiveness.
- Social/cultural/economic diversity within the membership.
- Members in leadership positions at LSV and SLSA.

Commerciality

- Strong and sustainable financial position.
- An enjoyable RVSC event that inspires skills development, fitness, safety and community engagement.
- Strong commercial offering through the clubhouse facility, including food and beverage sales and facilities hire.
- Valued and engaged sponsors who are committed to the Club's ongoing success.
- A strong and sustainable financial position with appropriate governance.
- Environmentally sustainable and aware of our natural surroundings.

STRATEGIC THEMES

Theme 1: Life Saving

Strive for excellence in our promotion and provision of aquatic safety and first aid services within the region.

Key areas:

- Life Saving Services
- Education and Training
- Facilities



Theme 2: Sports and Development

Strive for a welcoming sports culture that promotes participation, improves the health and wellbeing of our members, enhances their operational life saving skills whilst supporting high performance teams.

Key areas:

- Aquatic Sports
- Junior Programs



Theme 3: Community

Develop defined pathways and opportunities for members to be active, valuable and contributing members of the Club by deepening local community relationships, promoting equality, diversity and sustainability while enhancing the member experience.

Key areas:

- Leadership Development
- Local Community Engagement
- Member Participation
- Environment, Social and Governance



Theme 4: Commerciality

Set up long-term strategies to ensure the ongoing financial health and viability of the Club.

Key areas:

- Food and Beverage
- Marketing
- Events
- Financial Stability



① Strategic Theme One: Life Saving

Strive for excellence in our promotion and provision of aquatic safety and first aid services within the region.

Life Saving Services

Objective: To prevent aquatic related injury and death.

- 1.1 We will continue to enhance the effectiveness of life saving services to prevent aquatic related death and injury.
- 1.2 We will develop a well-structured life saving team with transparent allocation of responsibilities, pathways for personal development and encouragement of ongoing engagement in life saving, training and qualifications.
- 1.3 We will ensure all operational requirements are met, (including no patrol attendance defaults), and conduct external operational reviews.
- 1.4 We will continuously look for areas of improvement and innovation (including process improvements and adoption of technology enhancements) to expand the life saving offering.
- 1.5 We will develop the skills and profile of life saving volunteers within the community, including participation in emergency services activities and training. In doing this, we will become an important feature of the local emergency response.
- 1.6 We will draw on existing experience in the Club (including ongoing 'learning from' experiences) and work closely with other functional areas of the Club (e.g., Education and Training) to strengthen operational capabilities.

Education and Training

Objective: To train new and existing life savers and equip them with the knowledge and skills essential to deliver a safe beach.

- 2.1 We will develop year-round training and accreditation of our members with the ultimate purpose of maximising the impact of specialised programs and saving lives without reliance on other clubs.
- 2.2 We will establish a culture of excellence in Education and Training for the training and development of life saving knowledge and skills, including the delivery of new programs where needs are identified.
- 2.3 We will establish appropriate training and learning spaces and facilities.
- 2.4 We will offer educational enrichment to members, through workshops, seminars and engagement with educational leaders.
- 2.5 We will train new life savers and equip them with the understanding of why beach safety is important, together with the knowledge and skills to ensure a safe beach.
- 2.6 We will build a culture of learning in the Club to develop members' capacity to engage actively with and reflect on their learning.





Facilities

Objective: To provide state-of-the-art facilities that enable our members to deliver exceptional services and programs.

- 3.1 We will develop a plan to optimise the use of the Club’s facilities for a range of activities that support and promote the Club’s objectives.
- 3.2 We will ensure our facilities are fit-for-purpose for club programs and future growth by implementing a proactive and reactive maintenance plan.
- 3.3 We will define roles for key personnel and establish systems and processes (including training) to enable seamless handover of facility roles.
- 3.4 We will review current practices and develop a plan, training and documentation to ensure that safe practices are employed in all facilities.
- 3.5 We will actively monitor advances in technology and continually look for ways to innovate in facility activities.
- 3.6 We will implement measures to minimise operating costs and reduce the Club’s carbon footprint, including a waste management plan.



② Strategic Theme Two: Sports and Development

Strive for a welcoming Sports culture that promotes participation, improves the health and wellbeing of our members, enhances their operational life saving skills whilst supporting high performance teams.

Aquatic Sports

Objective: To promote fitness and wellbeing and provide members with an opportunity to develop stronger beach, surf and teamwork skills.

- 4.1 We will develop a robust structure to manage Aquatic Sports programs, including upskilling new and existing members to obtain requisite qualifications to coach and officiate.
- 4.2 We will lay the seeds for long-term aquatic sports success by developing a competitive junior aquatic sports program that fosters and develops life saving skills and encourages retention of those members in the program.
- 4.3 We will develop relationships with other surf life saving clubs and attract athletic individuals to establish and participate in a senior aquatic sports program.
- 4.4 We will initially focus on existing members' skills to develop our sporting capabilities in all life saving competition.
- 4.5 We will develop a vibrant, competitive and fun aquatic sports area by encouraging participation by all and supporting those members who are committed to representing the Club.

Junior Programs

Objective: To provide young members with beach skills in order to promote community safety around the water and develop the next generation of life savers by focussing on beach safety, surf skills and fitness.

- 5.1 We will provide a continually improving Summer Nippers Program that encourages a pathway into life saving, develops a strong presence within the community and aligns education, member development, retention and skills with community needs.
- 5.2 We will improve the member experience and engagement for all Nippers, youth and parents, including the registration process.
- 5.3 We will establish a sub-committee to manage and oversee the Junior Programs area to develop a comprehensive manual for the running of Junior Programs with a specific focus on child safety, protection and wellbeing.
- 5.4 We will focus on providing a broader range of Junior Programs, including Starfish Nippers, Nippers in Schools Program and other Junior activities throughout the off-peak season.
- 5.5 We will assist the Aquatic Sports area in identifying and developing potential athletes by promoting junior carnival participation.
- 5.6 We will promote the Club's values at all times and strictly enforce fairness in sportsmanship throughout all Junior Programs.

③ Strategic Theme Three: Community

Develop defined pathways and opportunities for members to be active, valuable and contributing members of the Club by deepening local community relationships, promoting equality, diversity and sustainability while enhancing the member experience.

Leadership Development

Objective: To equip members with the tools and skills to lead teams, work with others and communicate clearly in high pressure situations.

- 6.1 We will include the development of ethical leadership as a component of all Club programs.
- 6.2 We will promote leadership opportunities to all members.
- 6.3 We will introduce programs to enhance leadership and communication skills amongst our membership.
- 6.4 We will introduce a mentoring program that will feed into succession planning for the Club.
- 6.5 We will encourage members to take on leadership roles at club, regional, state and national levels.

Local Community Engagement

Objective: To develop a community-focused organisation with active participation at all levels from permanent residents and part-time residents of Point Lonsdale and Queenscliff. To become a community resource and a respected voice within the community to further the life saving cause.

- 7.1 We will establish and deepen new and existing ties with organisations, businesses, clubs, schools and community groups on the Bellarine Peninsula through strategic partnerships, policies and facilities access.

- 7.2 We will provide opportunities for all local children and young families to participate in Club programs, events and training.
- 7.3 We will ensure that the Club is an open and welcoming place for all Point Lonsdale and Queenscliff residents to gather and socialise throughout the year.
- 7.4 We will encourage and promote leadership opportunities in the Club to local parents to facilitate more community ownership of the organisation.

Member Participation

Objective: To create a vibrant and welcoming community where people are encouraged to participate and take on volunteer and leadership roles.

- 8.1 We will promote volunteer and leadership opportunities.
- 8.2 We will build an inclusive culture that fosters diversity and permeates all Club activities.
- 8.3 We will encourage lapsed members to re-connect with the Club to complete and resume training to participate in a strengthened active reserve patrol.
- 8.4 We will encourage parents of Nippers and Bronze Medallion holders to take on volunteer roles, undertake life saving training and compete in Club events.
- 8.5 We will run activities and events that encourage participation by all members.
- 8.6 We will focus on succession planning within our membership.
- 8.7 We will review and develop various forms of membership, bearing in mind the LSV requirements regarding Working With Children to maximise the involvement of residents, holidaymakers and other locals.

Environment, Social and Governance

Objective: To be a socially responsible organisation that demonstrates our respect for Point Lonsdale and Queenscliff's unique environment to ensure the long-term success of the Club.

- 9.1 We will focus on governing ethically and transparently to implement processes and policies that ensure the Club is managed, regarding the interests of all stakeholders.
- 9.2 We will establish systems, oversight and structures to ensure the consistent delivery of services and programs.
- 9.3 We will also review our policies to ensure all activities are conducted fairly, equitably and safely.
- 9.4 We will introduce programs to enhance diversity in the Club and promote fairness, inclusiveness and equality to our members and the broader community.
- 9.5 We will ensure our policies and practices are inclusive and considerate of all cultures, including the region's indigenous culture.
- 9.6 We will establish a process to monitor and report our environmental impact and address ways to enhance sustainable outcomes and practices.



④ Strategic Theme Four: Commerciality

Set up long-term strategies to ensure the ongoing financial health and viability of the Club.

Food and Beverage

Objective: To offer a quality food and beverage service and function space to be used to generate income to fund Club activities.

- 10.1 We will have in place a Renewable Limited Liquor Licence and the appropriate staff and support infrastructure to deliver a family and community focused food and beverage service.
- 10.2 We will provide a financial and growing return approximating \$20,000 within two years of the venue opening.
- 10.3 We will aim for a venue capacity that optimises usage appropriate to the peak summer and off-peak periods and provides a satisfactory return on investment.
- 10.4 We will develop offerings for the venue's use by members and other organisations, including facility hire and providing space availability for educational organisations, community support and emergency management groups.
- 10.5 We will prioritise and develop a local procurement from the Bellarine and Geelong region.

Marketing

Objective: To be prominent and recognisable, encouraging membership and increasing sponsorship opportunities for life saving programs.

- 11.1 We will ensure that the Club is branded to align with the new strategic direction of the Association, including undertaking a re-brand following the completion of the new clubhouse.

- 11.2 We will engage our members through workshops to fully understand and develop our brand, strategy and target audiences.
- 11.3 We will use that brand to develop a coordinated approach to marketing through a clear marketing strategy that provides direction for all communications, activities and events.
- 11.4 We will have a clear policy and process guidance around sponsorship and messaging aligned to the marketing strategy.
- 11.5 We will grow the Club's profile to expand membership and assist in financing the Club.
- 11.6 We will expand sponsorship and grant programs that are aligned to the Club's brand.
- 11.7 We will streamline and coordinate fundraising and sponsorship across all areas of the Club.

Events

Objective: To increase opportunities to promote the Club within the community and raise funds for life saving activities.

- 12.1 We will ensure appropriate resourcing structures are in place to give volunteers opportunities to take on responsibilities coordinating events while ensuring sustainability and succession planning.
- 12.2 We will review our current events offering to ensure their feasibility and alignment with the Club's long-term strategy.
- 12.3 We will develop a coordinated approach to the Rip View Swim Classic and re-establish it as a significant source of the Club's income into and take steps to establish it as a highlight of the Summer Swim Series calendar.
- 12.4 We will develop a social program to ensure members can fully enjoy the Club facilities and interaction opportunities.

Financial stability

Objective: To establish the long-term sustainability of the organisation and continued investment in core operations and programs.

- 13.1 We will aim to remain debt-free.
- 13.2 We will develop a five-year plan to establish a satisfactory and sustainable level of cash reserves.
- 13.3 We will aim to operate a cash surplus for each year commencing 1 May 2021. [Note: It is recognised that in the early years following the completion of the clubhouse project, it is likely that the Club will operate a financial loss, but a cash surplus will still be targeted.]
- 13.4 We will examine and develop alternative sources of revenue. To supplement income streams, the Club will pursue sponsorship, marketing and business-related opportunities, coordinated across all operating areas of the Club.
- 13.5 We will develop appropriate policies, procedures and infrastructure to maximise income derived from grants and ensure income generated is appropriately accounted for.



POINT LONSDALE SURF LIFE SAVING CLUB INC.

ABN 90 650 713 800

Registered Number A0016072K

(03) 5258 1257

info@plslsc.com.au

www.plslsc.com.au

PO Box 120

Point Lonsdale

Victoria 3225



Proudly serving Point Lonsdale and Queenscliff since 1947



Our clubhouse and beaches are located on the traditional land of the Wadda Wurrung people. We pay respect to their elders, past, present and emerging.