



2020-2023 Strategic Plan



SURF LIFE SAVING
NEW SOUTH WALES

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Executive Summary

Located on Stanwell Park Beach, Helensburgh-Stanwell Park SLSC is one of the oldest Surf Club's in the world. Formed in 1908 the club has a long tradition of serving the local community and patrolling Stanwell Park Beach. Helensburgh Stanwell Park is also a competitive club with a host of World, Australia, State and Branch Champions. Today the club has an excellent strong Nippers program, competitors in Surf Boat, Beach Events and IRB Racing.

This strategy is focused on the priorities of the 'State body', but recognises the importance and need for a local context to also be considered. With a primary focus on water safety we work as a club to ultimately, save lives on our beaches, both within and beyond the red and yellow flags.

Club member engagement throughout this strategic planning process has highlighted the challenges we face and the strengths that HSPSLSC wants to continue to build upon as well as the areas for future development: building the club's profile, making more positive impact in our local community, and delivering value to every club member. Ultimately we are looking to secure a strong future for the club and its members.

This strategy is about evolution, innovation, collaboration and growth. Building on HSPSLSC 108 years of history and heritage, the club has set out clear priorities that will help to enhance our member experience and ensure a long, sustainable and thriving future for surf lifesaving on Stanwell Park beach.

This strategy will...

- Position HSPSLSC as a leader in aquatic safety and rescue within the Illawarra;
- Ensure everything we do will be for the betterment of our members;
- Support the recruitment and retention of members;
- Position HSPSLSC as an inclusive organisation that embraces the community and delivers value to every member;
- Put the health and welfare of our members and our communities front and centre;
- Build trust and transparency at all levels of the organisation and beyond;
- Leverage collaboration, innovation and technology to work better together, work smarter and continually improve what we do;
- Ensure the effective and efficient distribution of resources across the club;
- Continue to build our profile and presence within the community of 2508 and beyond to open-up new opportunities for the continued sustainability and growth of the club; and
- Provide the flexibility to allow the club to remain agile and responsive to maximise new opportunities and respond to emerging issues.

This plan is based upon the following documents;

Surf Life Saving 2025 Strategic Plan
Surf Life Saving NSW 2018-2021 Strategic Plan

Our Beliefs



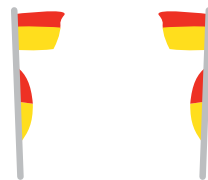
WE BELIEVE

Our everyday actions change lives, build stronger communities and create great Australians



WE BELIEVE

We are iconic, we are proud to be part of the 2508 community and what we do makes a difference



WE BELIEVE

Our community and visitors rely on us to protect life, promote life and save life



WE BELIEVE

Our volunteers are core to all club activities and vital to our success



WE BELIEVE

That honesty, integrity and respect are essential to creating a healthy culture



WE BELIEVE

Strong leadership, responsiveness and flexibility are critical in our changing environment

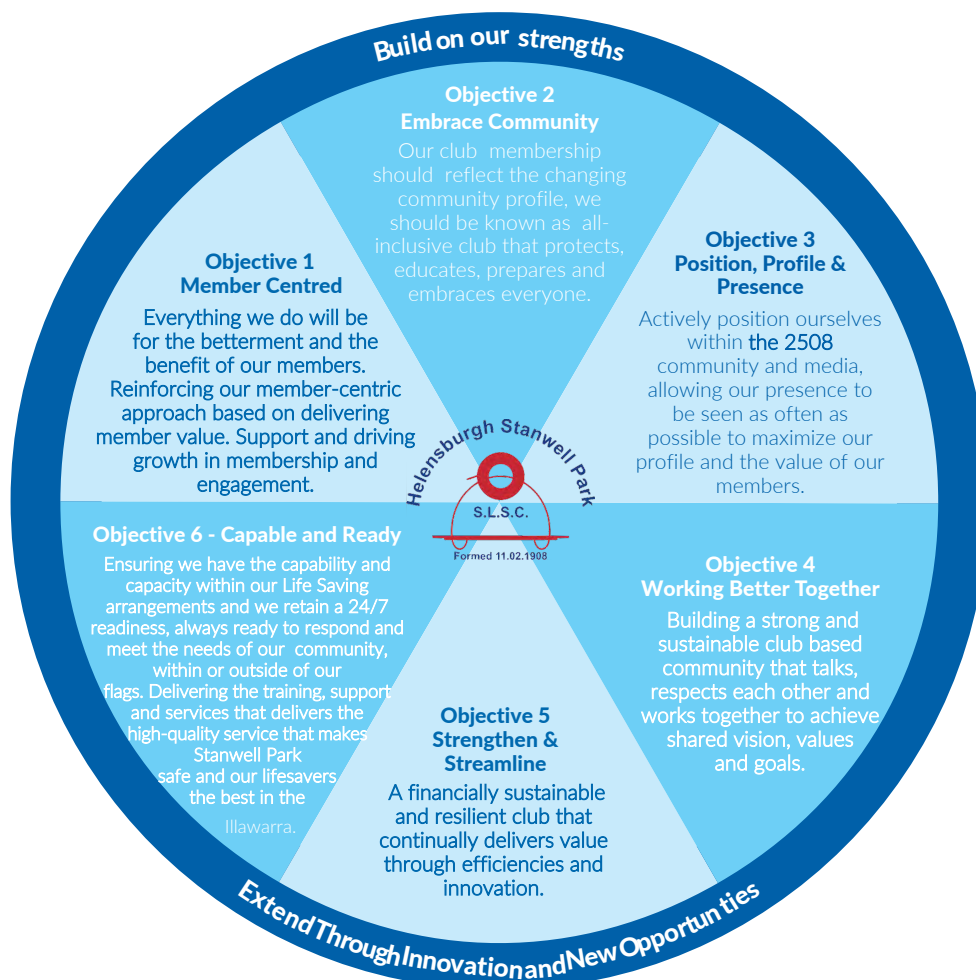


WE BELIEVE

A happy, caring, welcoming and fun environment will attract and retain the people we need

Strategy Snapshot

We will leverage our history, heritage and exceptional membership base to retain and build on our thriving community based surf club



Our focus over the next 3 years will build and lay foundations beyond 2023 through:

- Encouraging member innovation to address challenges;
- Embedding collaboration and inclusion in decision making;
- Ensuring the health and welfare of our members;
- Recruitment and retention challenges and how to build our community;
- Positioning as the leading club within the Illawarra Branch;
- Embracing our diversity and wonderful community;
- Utilising technology whenever possible;
- Ensure our financial sustainability;
- Building on our position, profile and presence in 2508 and the Illawarra; and
- Remaining flexible, agile and responsive to any new opportunities that present themselves.

Who We Are

Helensburgh Stanwell Park is a club with a proud tradition of serving the 2508 community

Today the club encompasses a range of diverse activities including; patrols, community education, surf sports, member development and training, all which contribute to the primary purpose to save lives and meet our target of zero preventable deaths and injuries on Stanwell Park beach.

Through our Nippers program, we deliver one of the most recognisable and inclusive junior activities offerings within 2508.

Located on one of the most beautiful beaches in Australia HSPSLSC recognises the vital role it plays in keeping the visiting public safe. This will always remain our primary role, however Helensburgh Stanwell Park Surf Club has evolved to offer so much more than just protecting people on the beach.

Today HSPSLSC delivers a range of services to its members and the local community which extends beyond patrolling the beach, including:

- Supporting and developing members: The most important asset of the club is its members. We seek to support all members in a variety of ways including:
 - innovative junior programs that inspire and engage our younger members
 - Opportunities for all members to participate in challenging activities beyond patrolling
- Sport and recreation: Encouraging and supporting involvement and participation in surf sports and offering opportunities to recreate or participate at all levels for athletes, coaches and officials. This helps to challenge, motivate and engage active patrolling members.
- Engaging with the community: The clubhouse is a community hub available to the all. This is a positive link between the surf club and the outside community we strive to maintain.

2018/19 Season Snapshot



1476

Preventative actions



92

Rescues



32

Competitors



30

Community Events



102

Members



12

Nippers gained SRC and started patrols

So What Has Changed?



Since its establishment, the heart of the HSPSLSC has always been about saving lives in the water through education, prevention and rescue.

Although this is not about to change, HSPSLSC needs to respond and prepare for an unknown future. What is clear is that over recent years, pressure on the Surf Life Saving community has increased with...

- More work required and expected 'outside the flags';
- The struggle to keep young people within the club once they finish schooling;
- Shifting and evolving community profile with new needs and different values; and
- A change in the skills and knowledge of an increasing number of beach visitors

In responding to our shifting environment, this strategic plan engaged club members at all levels to identify the key areas of focus for HSPSLSC over the next three years. This includes...

- Positioning HSPSLSC as a leader in Illawarra surf life saving;
- Ensuring everything we do will be for the betterment of our members and fits with their work / life balance;
- Exploring retention and recruitment issues through innovative, data based solutions ;
- Putting the health and welfare of our members and our communities front and centre;
- Continuing to develop our junior programs to inspire young members to continue to engage with our club;
- Leveraging collaboration, innovation and technology to work better together, work smarter and continually improve what we do;
- Encouragement of all members to take on leadership roles that are enhanced by their roles outside of the club;
- Continuing to build our profile and presence within the 2508 community and the Illawarra to open-up new opportunities for the continued sustainability and growth.
- Providing the flexibility to allow the club to respond to external events that may provide opportunities for the Club to support others and engage positively in our community



The Next Three Years

The next three years are about continued evolution, innovation, consolidation and growth. This strategic plan sets out the way HSPSLSC is going to deliver on these goals; embed a culture of continuous improvement; be ready to respond to the needs of our members and community; be resilient, relevant and sustainable; and, most importantly, continue to save lives at Stanwell Park through education, prevention and rescue.

Some of the driving forces that underpin and provide the foundations of this strategy are:

Innovation

Identify and resource suitable opportunities to allow members to develop innovative solutions to the problems we face. All members are given a voice and encourage to share ideas.

Collaboration and Inclusion in Decision-Making

Bringing together and engaging all levels of our club and community to make good decisions, that help drive the future of HSPSLSC. Harness the collective strength of all members and the 2508 community.

Health and Welfare

Support the health and wellbeing of all members or help in creating a happy, welcoming club, whether in the clubhouse, patrolling the beach or participating in surf sports.

Recruitment and Retention

Attracting and retaining talented volunteers through opportunities to participate within the club in all areas (including roles that are not patrol related) . Making it easier for volunteers, staff and the community to contribute to the

Leadership

Strengthen and develop leadership capability throughout all levels of the club. Work to develop a clear leadership program across all areas of the club. We are identifying potential leaders early, providing opportunities for development and mentoring.

Embracing Community

Broadcasting and delivering community engagement programs and activities that open the doors, enhance profile and build capacity within 2508. Engage the community to want to be part of us, and us be part of the community.

Technology / Media

Exploring and leveraging technology and how it can support the delivery of the HSPSLSC message.

Funding

Ensure long-term financial viability through skilled and trained financial acumen, exploration of grants and new revenue streams.

Position, Profile and Presence

Enhancing HSPSLSC's visibility across existing and new audiences to boost reputation, engagement, recruitment and retention, and unearth opportunities for recruitment. Celebrate and acknowledge the amazing value our members provide to the local community.



Our Strategic Plan

This strategy has been developed in close collaboration and partnership with the club leadership and with detailed input from club members.

The strategy provides:

- A foundation for HSPSLSC members to understand what we are looking to achieve, how we can best reach our vision, the way it will work and the things we want to do for our members and 2508 community;
- A framework to inform HSPSLSC priorities, annual business planning and resourcing; and
- A tool for informing members and the Branch as to the future HSPSLSC strives for.



**OUR
VISION**
the future we want

**OUR
MISSION**
*Our role in making that
future happen*

**OUR
BELIEFS**
*The beliefs that drive our values
and behaviours*

**OUR
OBJECTIVES**
What we want to achieve

**OUR
PRIORITIES**
*What we will focus on to help
achieve our vision, mission and
objectives*

Our Vision, Mission and Beliefs

The vision, mission and beliefs articulate the aspiration, purpose and approach of HSPSLSC.

Our Vision

Zero preventable deaths on Stanwell Park beach and surrounding environments.

HSPSLSC Focus *“Enabling our club to continue to grow and develop volunteers to put the best possible patrols on our beach”.*

Our Mission

Save lives, create great Australians, build a better 2508 community.

HSPSLSC Focus *“Working with and for our members and local community, to create a thriving club, happy members and a supported community”*

Our Beliefs

In shaping our culture, values and behaviours, we have defined our core beliefs as an organisation.

WE BELIEVE...



...our 2508 community relies on us to protect life, promote life and save life

...our everyday actions change lives, build stronger communities and create great Australians

...we are iconic, we are proud and what we do makes a difference

...our volunteers are core to our club and vital to our success

...strong leadership, responsiveness and flexibility are critical in our changing environment

...that honesty, integrity and respect are essential to creating a healthy culture

...a happy, caring and fun environment will attract and retain the people we need



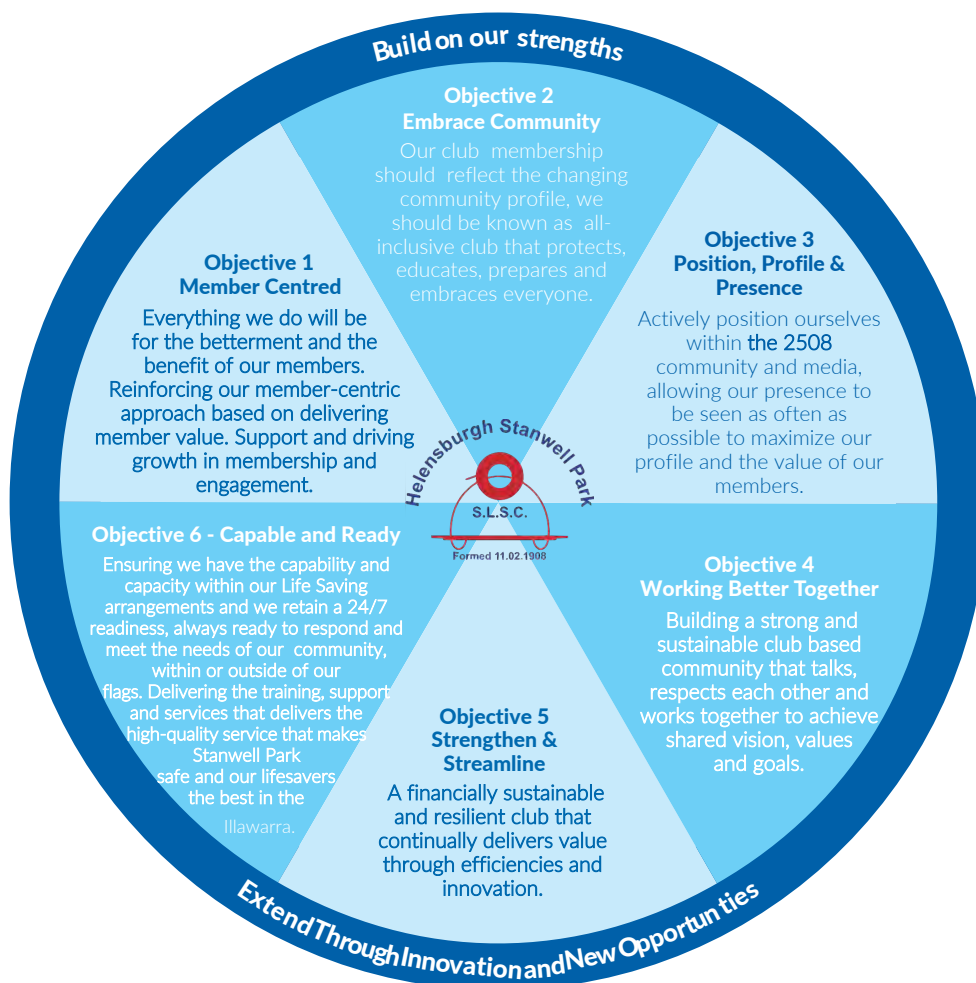
HSPSLSC Focus

“Ensuring our club values and beliefs work to shape our culture, and ultimately influence our behaviours and what we represent”

Our Objectives

Over the next three years, HSPSLSC will build on its strengths; better leverage collaboration, innovation and technology; promote wellbeing of its staff and members; and look to future opportunities.

At its core HSPSLSC is about saving lives, providing a safe Stanwell Park beach.



Objective 1 - Member Centred

Everything we do will be for the betterment and the benefit of our members. Reinforcing our member-centric approach based on delivering member value. Support and driving growth in membership and engagement.

Our Priorities...

- 1.1 Increased member recruitment and retention through a focused and considered response to members needs
- 1.2 Maintain a healthy and happy club focused on member health, welfare and relationships
- 1.3 Ensure the continued safety of our members and community
- 1.4 Encourage and recognise all members to participate to a level they feel comfortable and engaged

In delivering on these priorities, HSPSLSC will work in close collaboration with its leadership, juniors, surf sports and members to define and execute activities that will lead to change and improvement. Examples of some of the key things we are already working on and will be aiming to deliver over the next 3 years include...

- Developing a local community retention and recruitment strategy that targets 2508 and surrounding postcodes with information about the club and its offerings with the goal of making membership at HSPSLSC something that all member of the community would consider;
- Looking at ways to engage younger members and provide suitable leadership opportunities that encourage them to develop skills and attribute that amplify the culture and goals of the club;
- Developing and supporting surf sport, rowing and IRB racing participation ; and
- Establishing and embedding an acknowledgment and reward strategy to celebrate our club achievements.



Objective 2 - Embrace Community

Our club membership should reflect the changing community profile, we should be known as all-inclusive club that protects, educates, prepares and embraces everyone.

Our Priorities

- 2.1 Ensure HSPSLSC membership reflects our community profiles
- 2.2 Explore how we can provide flexibility in membership and participation to align with community lifestyles and availability
- 2.3 Maximise new and old communication platforms to connect, educate and more effectively deliver the message about sport and recreation opportunities within the club.

Our local community is key to our success, so in delivering on these priorities HSPSLSC will define and pursue activities that improve access and inclusiveness as well as strengthen our approach to engagement. Examples of key activities over the next three years include:

- Developing and enhancing our community engagement at the local, Illawarra and state level;
- Exploring and establishing alternate or flexible patrol structures and better ways to deliver training courses and other community events;
- Develop and deliver new targeted water safety and other education programs tailored for our different types of members.
- Continue to organise the Coalcliff to Stanwell park ocean swim event



Objective 3 - Position, Profile and Presence

Actively position ourselves within the 2508 community and media, allowing our presence to be seen on a regular basis to maximise our profile and the value of our members.

Our Priorities

- 3.1 Enhance our relationship, recognition and visibility with all local media outlets both in print and online
- 3.2 Reinforce our position as the go to club in the Northern Illawarra region
- 3.3 Be acknowledged within the branch as a leading surfclub who innovates and is consistently looking to promote lifesaving
- 3.4 Enhance and expand our profile to both the local community and surrounding suburbs

The position, profile and presence of the club is important to our sustainability, to our strength and recognition as an outstanding community organisation. In pursuit of these priorities, HSPSLSC will undertake the following types of activities over the next three years:

- Standardise and streamline our communication and media processes to be more impactful;
- Provide representation and membership in all relevant Branch Committees and other key planning committees
- Over advice and guidance to the local community through a regular media presence
- Ensure emergency preparedness and on call capability to support during times of need; and
- Enhance and further develop our Media and Marketing Strategy to promote our members and their roles in educating and protecting the community.



Objective 4 - Working Better Together

Building a strong and sustainable club based community that talks, respects each other and works together to achieve shared vision, values and goals.

Our Priorities

- 4.1 The roles, responsibilities and accountabilities of club positions is understood by all members
- 4.2 Effective communication and feedback between all levels of the organisation
- 4.3 Enable a strong leadership culture to lead the organisation now and future proof our capability
- 4.4 Identify and utilise the varied knowledge and expertise of all club members
- 4.5 Facilitate the sharing of information and best practice across all areas of the club to ensure all innovation is well considered and directed to make HSPSLSC a stronger club

During this strategic planning process, HSPSLSC has defined clear priorities that will help the club to continually improve and provide a platform for creating great Australians and a stronger 2508 community. Examples of key activities to deliver these priorities over the next three years include:

- Identifying, investigating and brainstorming the interaction, interface and transitions of junior members and the senior club;
- Embedding practices that aim to maximise collective decision making and involve as many members as possible;
- Putting in place a Club Leadership Camp as a platform to bring together all areas of the club to support and encourage our future lifesavers and leaders;
- Facilitating best practice opportunities in supporting neighboring clubs with operational, training and sporting capability.
- Engaging with external agencies to develop a emergency call out team that leads the way in supporting emergency services.



Objective 5 - Strengthen and Streamline

A financially viable and resilient club that continually delivers value through efficiencies and innovation.

Our Priorities

- 5.1 Sound financial management strategies and processes implemented to facilitate the financial management of the club – both in the short-term and long-term
- 5.2 Club upgrade / building program
- 5.3 Continue to offer club facilities for use by members and the local community

Strengthening and streamlining HSPSLSC is about leveraging our expertise, experience, best practice and skills from across the entire club to be creative, innovative and enterprising. Key activities to deliver on these priorities over the next three years will include:

- Ensure that the club has good financial management practices in place to achieve the objectives of the club, for scheduled bills and expenses, to make sure that there are adequate funds in the accounts and to ensure it can fund all its programs and all other contractual obligations.;
- Embarking on a club building / infrastructure improvement program: engaging the local community and professionals to update the club and bring it in line with current building standards ;
- Developing a blueprint for future surf club presence and establishment, including researching new models of surf club operations and structure; and
- Growing the revenue from club activities by looking at club functions and how they are coordinated.



Objective 6 - Capable and Ready

Ensuring we have the capability and capacity within our Life Saving arrangements and we retain a 24/7 readiness, always ready to respond and meet the needs of our community, within or outside of our flags. Delivering the training, support and services that delivers the high-quality service that makes Stanwell Park safe and our lifesavers the best in the Illawarra

Our Priorities

- 6.1 Patrolling members are skilled, trained, physically prepared and resourced
- 6.2 The Emergency Callout Team is equipped, responsive and maintains a state of readiness
- 6.3 Members are trained and regularly tested through scenario based training to enhance response coordination to incidents
- 6.4 Promote consistency in the delivery of training through the provision of improved learning and assessment tools.

These priorities shape our areas of focus to ensure the organisation has the capacity and capability to deliver and protect lives. To achieve these priorities some of the key activities over the next three years include:

- Ensuring our members continue to have the required skills and training to deliver quality patrols on Stanwell Park beach;
- Developing the Emergency Response Callout team to be fully resourced and trained to best support emergency services;
- Developing a structured proficiency and training update framework to ensure members are kept up to date with the latest information relating to lifesaving; and
- Conduct an ongoing review of all club policies and procedures to ensure best practices across all areas of the club.

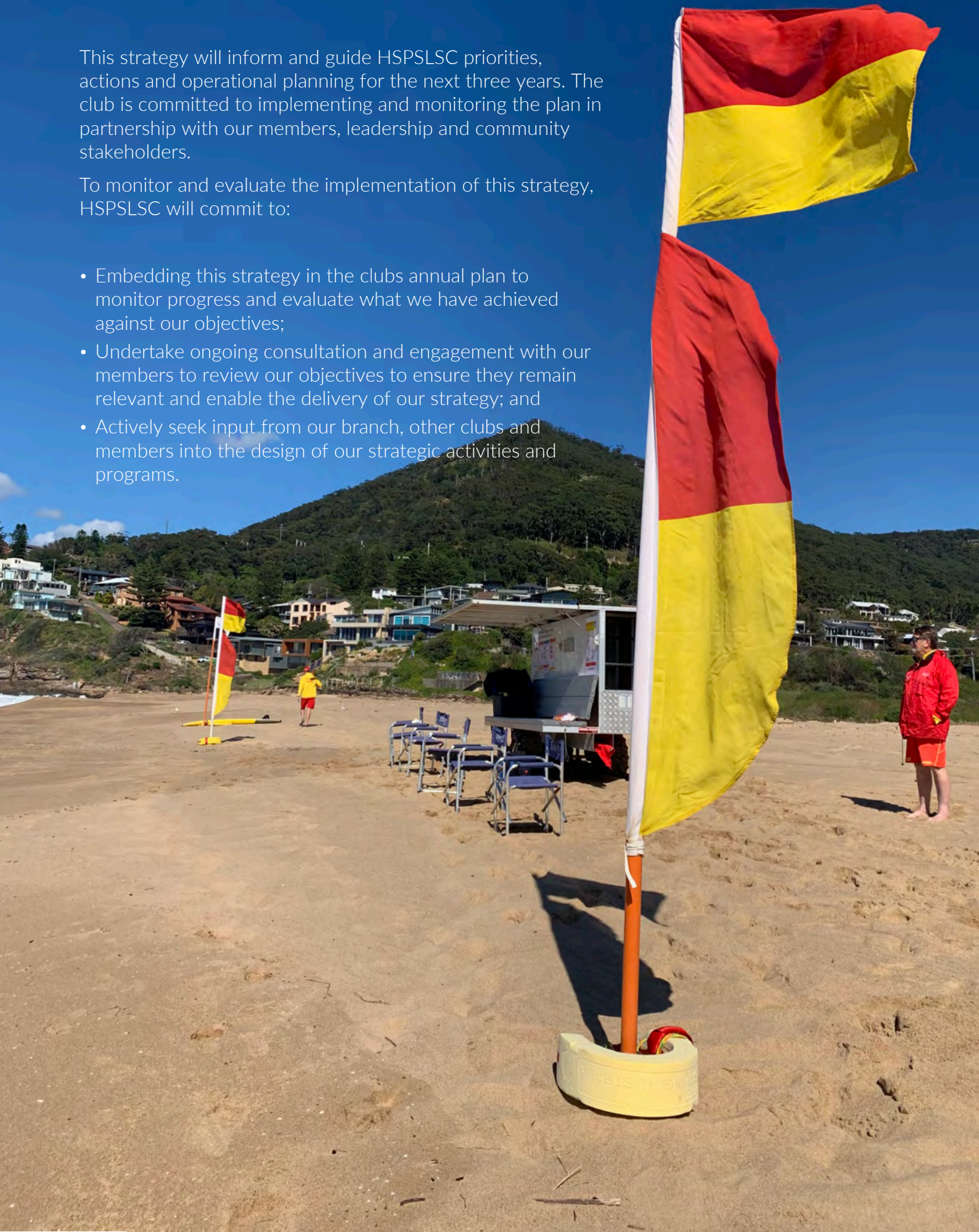


Measuring Our Success

This strategy will inform and guide HPSLSC priorities, actions and operational planning for the next three years. The club is committed to implementing and monitoring the plan in partnership with our members, leadership and community stakeholders.

To monitor and evaluate the implementation of this strategy, HPSLSC will commit to:

- Embedding this strategy in the clubs annual plan to monitor progress and evaluate what we have achieved against our objectives;
- Undertake ongoing consultation and engagement with our members to review our objectives to ensure they remain relevant and enable the delivery of our strategy; and
- Actively seek input from our branch, other clubs and members into the design of our strategic activities and programs.





**NEW SOUTH
WALES**