



Surf Lifesaving  
Western Australia

**Strategic Plan**  
**2015 - 2020**

*Saving Lives  
and  
Building Great  
Communities*

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## 1 Introduction

Surf Life Saving in Western Australia is a volunteer based not-for-profit community service association and is the key agency for beach safety in WA.

Surf Life Saving WA provides an essential educational and emergency rescue service to all users of West Australian beaches and plays a fundamental role in building healthy communities.

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.

Surf Life Saving in WA creates a safe environment in and around the State's beaches, 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.

Surf Life Saving is the largest volunteer organisation of its kind in Australia. As a not-for-profit movement, Surf Life Saving exists only through community donations, fundraising and corporate sponsorship.

Activities address many community and government policies such as safer communities, obesity, physical activity, youth development, training and education, and family.

Surf Life Saving Western Australia comprises a State centre, 29 Surf Life Saving clubs located around the coastline and over 18,500 members who are all committed to saving lives and positively impacting on their local communities.

Our 2015 – 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 Western Australia over this period. Our Strategy for 2015 – 2020 has the following focus:

1. To support our growing Club and Membership base to enable them to effectively operate and evolve
2. To continue to grow our successful lifesaving services to build and develop safer communities
3. To build our health promotion and preventive services to meet the ever increasing stakeholder expectations in this area

## 1.1 Our Purpose

Saving Lives and Building Great Communities

## 1.2 Our Values

Our current organisational core values remain unchanged as:

- *Excellence in everything we do.*
- *Communicate and involve all our stakeholders effectively.*
- *Respect and value all individuals.*
- *Encourage innovation and creativity.*
- *To operate as a team.*
- *Foster family values and a sense of belonging.*

## 1.3 The Forces shaping Surf Life Saving WA

- Increasing **expectations** from the communities that we operate in regarding levels of professionalism, our responsiveness and the quality of services that we provide.
- Changes in **technology** that impact on how we administer our business and support the clubs to do the same, advancements that impact the methods by which we deliver training and education to our members and the broader community, communication technologies that enable targeted and mass communication and technological advances in surveillance methods.
- **Environmental impacts** on coastal regions that host many of our clubs and club facilities but also lead to changing beach conditions and beach safety.
- **Changing demographics** in the Western Australian community with large numbers of people moving to WA, many of whom are attracted because of our beach lifestyle but do not have 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
- Changes in the **funding** environment and the need for not for profit organisations to become fiscally self sustainable

## 2 Plan on a Page

The following table represents the four Strategic Objectives for Surf Life Saving WA over the period 2015 – 2020. Each Strategic Objective is supported by a list of Key Outcomes that define the focus for the organisation over the period. Each of the Key Outcomes are delivered through the actions that are defined in the Surf Life Saving WA annual Business Plan.

<i>Organisational Sustainability</i>	<i>Supporting Clubs and Membership</i>	<i>Building Safer Communities</i>	<i>Providing Community Education and Health Promotion</i>
<p>1.1 <i>Organisational compliance in:</i></p> <ul style="list-style-type: none"> <li>- Governance</li> <li>- Finance</li> <li>- Risk Management</li> <li>- Human Resource Management</li> <li>- Communications</li> </ul> <p>1.2 <i>Financial viability of the organisation</i></p> <p>1.3 <i>Enhancing the reputation and brand</i></p> <p>1.4 <i>Continuous improvement and innovation of organisational standards</i></p>	<p>2.1 <i>Provide resources and infrastructure to support the activities of the clubs</i></p> <p>2.2 <i>Members in clubs have clear development pathways for growth</i></p> <p>2.3 <i>Increasing participation in surf life saving activities</i></p> <p>2.4 <i>Optimise membership retention and attract new members</i></p>	<p>3.1 <i>Access to life saving courses</i></p> <p>3.2 <i>Providing advice on public safety policy</i></p> <p>3.3 <i>Land managers and developers have access to coastal risk management standards and advice</i></p> <p>3.4 <i>An integral member of the State's emergency management community</i></p> <p>3.5 <i>Well resourced clubs providing efficient life saving services</i></p> <p>3.6 <i>Providing a high level of life savings standards</i></p>	<p>4.1 <i>Targeted evidence based health programs</i></p> <p>4.2 <i>Leading source for the provision of coastal safety information</i></p> <p>4.3 <i>Community access to education programs</i></p> <p>4.4 <i>Broad community awareness campaigns that lead to behavioural change</i></p>

## 3 Key Outcomes

### 3.1 Organisational Sustainability

The Strategic Objective of Organisational Sustainability is intended to ensure the current and future health of the Surf Life Saving WA organisation through sound governance, financial management, brand enhancement and ongoing innovation.

1.1 Organisational compliance in:

- Governance
- Finance
- Risk Management
- Human Resource Management
- Communications

1.2 Financial viability of the organisation

1.3 Enhancing the reputation and brand

1.4 Continuous improvement and innovation of organisational standards

#### Key Performance Measures

- *Percentage growth of net assets*
- *Surplus as a percentage of income*
- *Regulatory compliance breaches*

### 3.2 Supporting Clubs and Membership

The Strategic Objective of Supporting Clubs and Membership is intended to ensure that Surf Life Saving WA provides appropriate levels of support, guidance and resourcing that enables the Clubs to deliver their operational obligations whilst at the same time growing and developing to support the evolving club communities.

2.1 Provide resources and infrastructure to support the activities of the clubs

2.2 Members in clubs have clear development pathways for growth

2.3 Increasing participation in surf life saving activities

2.4 Optimise membership retention and attract new members

#### Key Performance Measures

- *Financial performance of the Clubs*
- *Participation in Surf Sports competitions*
- *Percentage of members that volunteer*
- *Ratio of volunteers to club membership*
- *Percentage of active members*

### 3.3 Building Safer Communities

The Strategic Objective of Building Safer Communities is intended to ensure that Surf Life Saving WA continues to provide and grow the range of services and support that decrease risk in our community as well as providing necessary emergency response and rescue services.

- 3.1 Access to life saving courses
- 3.2 Providing advice on public safety policy
- 3.3 Land managers and developers have access to coastal risk management standards and advice
- 3.4 An integral member of the State's emergency management community
- 3.5 Well resourced clubs providing efficient life saving services
- 3.6 Providing a high level of life savings standards

#### Key Performance Measures

- *Ratio of volunteers to club membership*
- *Percentage of preventative actions*
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- *Participation in/on emergency management forums*

### 3.4 Providing Community Education and Health Promotion

The Strategic Objective of Providing Community Education and Health Promotion is intended to build on the successful programs that Surf Life Saving WA has initiated in this area to develop evidence based, targeted health and community awareness programs that lead to sustainable behavioural change.

- 4.1 Targeted evidence based health programs
- 4.2 Leading source for the provision of coastal safety information
- 4.3 Community access to education programs
- 4.4 Broad community awareness campaigns that lead to behavioural change

#### Key Performance Measures

- *Total number of education and health programs conducted*