



# Strategic Plan 2024-27

Marcoola Surf Life Saving Club





**A COMMITMENT  
TO CONTINUOUS  
IMPROVEMENT ACROSS  
ALL AREAS OF OUR  
OPERATION ENSURES  
WE ARE ONE OF THE  
MOST HIGHLY  
REGARDED SURF LIFE  
SAVING CLUBS IN  
QUEENSLAND**

## WHO WE ARE

Marcoola Surf Life Saving Club (SLSC) is the Sunshine Coast's premier Surf Life Saving Club and provides a vital volunteer-based community service for Marcoola and the surrounding areas.

Marcoola SLSC was formally established in 1969 and is one of the 58 affiliated Surf Life Saving Clubs across six regional branches in Queensland. Our Supporters Club further services the wider community, with over **3,000 members** enjoying the view and friendly, local hospitality.

Marcoola SLSC is directly affiliated with, and is part of, the Sunshine Coast Branch, Surf Life Saving Queensland (SLSQ), Surf Life Saving Australia (SLSA) and the International Life Saving Federation (I.L.S.)

## WHY WE EXIST

Marcoola SLSC is built on the fundamental principle of SLSA: **to save lives**. Our organisation encompasses several diverse arms - life saving services, training and education, community education, membership services and surf sports - but they all support one overarching purpose of keeping our beaches safe.

Marcoola SLSC aims to set the benchmark in life saving service provision, rescue practices, emergency care, training and education, as we strive to make our beach safer for everyone and be more inclusive within the community. A commitment to continuous improvement across all areas of our operation ensures we are one of the most highly regarded Life Saving Clubs in Queensland



## OUR MISSION

Marcoola SLSC will operate as a proactive and effective peak body leading the way in life saving service provision, training & education, surf sports, beach & water safety, advocacy and community leadership.



## OUR VISION

Our vision remains in line with that of our governing body, SLSCA:

**ZERO PREVENTABLE DEATHS IN MARCOOLA PUBLIC WATERS**





# OUR VALUES

## LEADERSHIP

As the peak authority on coastal safety, we are committed to leading by example, helping to develop industry-best practice and setting high benchmarks for ourselves and each other

## COMMUNITY

We aim to strengthen our community through excellence in service, advocacy and inclusiveness, underpinned by a firm commitment to continuous improvement across all areas

## SAFETY

We aim to prioritise safety at all levels, while at the same time, taking responsibility for the health and well-being of our colleagues, volunteer members and the communities we serve

## TRUST

We recognise that trust and accountability are the cornerstones of our organisation, and seek to build workplace integrity through high professional standards, open and honest communication and always delivering on our commitments

## RESPECT

We will treat each other with respect, value each others contributions and celebrate our colleagues and members who strive for excellence

## TEAMWORK

We will work collaboratively to combine our strengths and knowledge in the best interests of the organisation and its members



*Our Motto*

**VIGILANCE  
& SERVICE**





# Marcoola Surf Life Saving Club

## KEY PERFORMANCES

1

COMMITTED  
TO OUR  
COMMUNITY

2

CONNECTED  
TO OUR  
PEOPLE

3

EFFECTIVE IN  
OUR  
BUSINESS

4

SUSTAINABLE  
FOR OUR  
FUTURE



# 1

## COMMITTED TO OUR COMMUNITY

To advocate on beach safety and continue to enhance the reputation of Marcoola SLSC as the best Surf Life Saving Club on the Sunshine Coast

Marcoola SLSC

## KEY PERFORMANCES

### 1.1

#### ENSURE ZERO PREVENTABLE DEATHS AT MARCOOLA AND OUR SURROUNDING BEACHES BY

**1.1.1** The local community continues to grow and development plans for the club are aimed at facilitating this growth.

**1.1.2** Implement a pilot program for the use of drones to improve the monitoring of the beach and any potential black spots to be covered by lifesavers and lifeguards

**1.1.3** Maintain a high standard of lifesaving services and remaining vigilant in maintaining our proud tradition receiving the Buhk Wilkes award

### 1.2

#### ENHANCE THE MARCOOLA SLSC BRAND IN THE LOCAL COMMUNITY

**1.2.1** Maintain and further develop the Marcoola SLSC brand to become widely recognised as a trusted organisation within the Marcoola and Sunshine Coast community

**1.2.2** Work cohesively with the Marcoola SLS Supporters Club to create a welcoming and friendly environment at our Club for both locals and visitors to attend and participate in various Community activities held at Marcoola

### 1.3

#### INCREASE AWARENESS OF OUR ENVIRONMENT, THE SURROUNDING BEACHES AND OUR LOCAL AREA

**1.3.1** Recognise that our resilient Coast is our future. Look at how we can improve facilities to better cope with protecting coastal erosion and inundation

**1.3.2** Organise an annual Marcoola Beach Clean Up event to be held in conjunction with a third party, as part of our Sponsorship arrangements



# 2

## CONNECTED TO OUR PEOPLE

To recruit and retain the best people through support, development and recognition of their skills and knowledge

Marcoola SLSC

## KEY PERFORMANCES

### 2.1

#### GROW AND RETAIN OUR MEMBERS

- 2.1.1** Building leadership capacity within the club through succession planning and development programs
- 2.1.2** Strengthening club governance and strategic management practices
- 2.1.3** Improve internal and external recruitment, retention, recognition and engagement of members
- 2.1.4** Actively promote recruitment, our courses and membership drives through a paid /professionally developed marketing program
- 2.1.5** Embrace SLSQ's Member Protection Program to improve member safety both on and off the beach

### 2.2

#### DEVELOP AND IMPLEMENT A HEALTH AND WELLBEING PROGRAM FOR OUR MEMBERS

- 2.2.1** Promote what programs are available through Surf Life Saving
- 2.2.2** Develop more group fitness classes and activities, not necessarily surf oriented
- 2.2.3** Promote current partnerships with other organisations
- 2.2.4** Review our current member benefit offers through subsidies and points systems and promote to all members
- 2.2.5** Promote and actively market to members what we do offer as a Club

### 2.3

#### DEVELOP AND IMPLEMENT A LEADERSHIP PROGRAM THAT CREATES OPPORTUNITIES FOR ALL MEMBERS

- 2.3.1** Clearly promote programs available to all members
- 2.3.2** Use existing, experienced club members to mentor/advise club members on various roles in the club
- 2.3.3** Develop a clear pathway for leaders to progress through the club
- 2.3.4** Mentor leaders with people both within and outside of the club
- 2.3.5** Support our members by reducing, where possible, the administration and time burden to maintain their active status, increase their skills through training or take on leadership or training positions

# 2

## CONNECTED TO OUR PEOPLE

To recruit and retain the best people through support, development and recognition of their skills and knowledge

Marcoola SLSC

## KEY PERFORMANCES

### 2.4

#### INCREASE PARTICIPATION IN THE CLUB AND EXTERNAL PROGRAMS

- 2.4.1** Identify deficiencies utilising the Patrol Gap Calculator where training is required to maximise our life saving capabilities and reach a minimum of 12 patrol teams
- 2.4.2** Encouraging and supporting our Youth and Nipper programs and their families
- 2.4.3** Provide opportunities for all community members to participate at a range of different levels within the club
- 2.4.4** Attract existing or new members to strengthen our patrols in valued award roles ie Radio Operators, First Aid attendants
- 2.4.5** Support our volunteer members by promoting flexible and supportive participation in lifesaving, even if their availability or surf skills/experience are low

### 2.5

#### ENHANCE THE NIPPER AND YOUTH DEVELOPMENT PROGRAMS

- 2.5.1** Further develop our Nipper program to provide a fun and safe environment and encourage Nippers to actively participate in lessons that will give them a pathway to becoming a lifesaver
- 2.5.2** JAC and YDO to work closely to review & develop a transitional program from Nippers to Youth, then becoming Active Lifesavers
- 2.5.3** Identify, encourage and nurture leaders from our junior programs
- 2.5.4** Promote opportunities for junior members to grow & develop through youth programs, camps, surf sports including boat crews and other awards ie first aid
- 2.5.5** Identify and promote activities both on patrol and at the Club for the Youth to remain engaged and interested

### 2.6

#### DEVELOP, DELIVER AND CONTINUOUSLY EVALUATE THE PROVISION OF SPORTS PROGRAMS

- 2.6.1** Develop and support a core group of active members participating in surf sports activities across all areas including juniors, seniors and masters
- 2.6.2** Promote and support training activities such as board training, surf rescue and fitness opportunities





# 3

## EFFECTIVE IN OUR BUSINESS

To plan and execute our day-to-day operations to an outstanding level of efficiency, with continuous improvement always in mind

Marcoola SLSC

## KEY PERFORMANCES

### 3.1

#### PROMOTE MARCOOLA SLSC'S FOCUS ON AQUATIC SAFETY

**3.1.1** Expand on our existing surf education programs with schools and possibly sporting clubs

**3.1.2** Promote and support training activities such as Board Training, Surf Rescue and Fitness opportunities



### 3.2

#### FORMULATE MARCOOLA SLSC'S GOVERNANCE FRAMEWORK

**3.2.1** Health check on the status of our Club's constitution and by-laws

**3.2.2** Deliver a detailed member communication program to update members

**3.2.3** Review all Club Position descriptions, organisational chart and required positions

**3.2.4** Review all policies and procedures

**3.2.5** Investigate best practices from other surf clubs

**3.2.6** Update operating systems to current standards

**3.2.7** Recognition of our current Officers and identify gaps and implement programs to fill all required positions

### 3.3

#### CONTINUE TO ACTIVELY PURSUE SPONSORS THROUGH OUR ENHANCED STRUCTURED PARTNERSHIP PROGRAM

**3.3.1** Attract quality sponsors across all areas of the Club and gain an understanding of the expectations of both parties

**3.3.2** Regularly review our Sponsorship packages and provide more flexibility to support our Sponsors





# 3

## EFFECTIVE IN OUR BUSINESS

To plan and execute our day-to-day operations to an outstanding level of efficiency, with continuous improvement always in mind

Marcoola SLSC

## KEY PERFORMANCES

### 3.4

#### DEVELOP AND IMPLEMENT A PROGRAM TO INCREASE THE NUMBER OF OFFICERS IN THE CLUB

**3.4.1** Recognition of our current Officers

**3.4.2** Identify gaps and implement programs to fill all required positions

**3.4.3** Implement a succession plan for Officers and identify where training is required across all areas of the operation

**3.4.4** Utilise the SLSQ training providers and training support where required

**3.4.5** Plan and develop a new training room which will enable us to deliver training by our current and future training officers in a professional atmosphere





# 4

## SUSTAINABLE FOR OUR FUTURE

To ensure our future through continuous growth, strong financial management and sound governance

Marcoola SLSC

## KEY PERFORMANCES

### 4.1

#### CONTINUE TO FOSTER THE RELATIONSHIP WITH THE MARCOOLA SLS SUPPORTERS CLUB

**4.1.1** Together, develop a short (one year), medium (three year) and longer term (five year) plan for infrastructure and the business

**4.1.2** Develop and implement a plan to diversify the revenue streams of the Supporters Club to include functions and events and be less reliant on gaming income

**4.1.3** Increase rent and donations from the Supporters Club by agreed equal amounts as per the lease



### 4.2

#### IMPLEMENT THE BUILDING REDEVELOPMENT PLANS

**4.2.1** Continue to work towards the successful approval of the Master Plan

**4.2.2** Complete Stage 1 of the Master Plan within a reasonable timeframe

**4.2.3** Undertake works to refurbish the Members Area and Training Centre to be completed in 2024



### 4.3

#### INVESTIGATE OPPORTUNITIES FOR ADDITIONAL REVENUE STREAMS

**4.3.1** Continue to strengthen our offering to provide Surf Education programs for local primary schools

**4.3.2** Develop a full understanding of becoming an LTP (Licensed Training Provider)

**4.3.3** Identify other potential course facilitators or community groups/organisations who may hire our training centre

**4.3.4** Develop and operate a Kiosk/Coffee Shop offering to members and the public on the ground level of the Club





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