

Warrington SLSC Strategic Plan - Overview

OUR VISION

A safe and community focused beach and club environment

OUR PURPOSE

Provide a high-quality lifeguarding service for the community while facilitating and supporting members to grow

OUR VALUES

- Positive
- Kaitiakitanga
- Aspirational
- Inclusive
- Supportive

STRATEGIC PRIORITIES

Prevention of
drowning and
injury

Sporting
involvement
and
excellence

Member
growth and
retention

Sustainable
finances

Maintaining
and
improving
our assets

Prevention of Drowning and Injury

High Level Action	Develop our lifeguards	Engage our volunteers	Provide high quality equipment
2020/21	<p>Put at least 10 lifeguards through their rock rescue module.</p> <p>Ensure at least 50% of patrolling lifeguards have their IRB driver award and 70% have their crew award.</p>	<p>Encourage competitors to train during patrol hours and stay for the rest of patrol.</p> <p>Advertise become a lifeguard to junior parents.</p>	<p>Purchase another IRB motor to replace Century operationally (Century is currently rated 'Poor')</p> <p>Purchase a tablet for the club so that health and safety forms and patrol forms can be completed on site.</p>
2021/22	<p>Ensure at least 50% of patrolling lifeguards have completed the rock rescue module.</p> <p>Ensure at least 80% of patrolling lifeguards have completed their crew award.</p> <p>Pair up new patrol captains with a mentor for both during and out of patrols, and meet twice a season with all PCs.</p> <p>Begin running training scenarios.</p>	<p>Put in place an incentives programme for lifeguards to encourage completion of more volunteer hours.</p> <p>40% of active lifeguards complete at least 20 hours a season of volunteer involvement (patrols/event guarding/helping with nippers)</p>	<p>Purchase a new IRB trailer to replace the rusty steel one.</p> <p>Build a proof of concept prototype for the drowning prevention innovation project.</p>
2022/23	<p>Ensure at least 65% of patrolling lifeguards have completed the rock rescue module.</p> <p>Ensure at least 40% of patrolling lifeguards have first aid level 1 or higher.</p> <p>Run full training scenarios during patrols.</p>	<p>Develop and implement enjoyable patrol activities for each patrol to reduce boredom on slow patrol days.</p> <p>50% of active lifeguards complete at least 20 hours a season of volunteer involvement (patrols/event guarding/helping with nippers)</p>	<p>Begin construction on the building project.</p> <p>Build a market level prototype for the drowning prevention innovation project.</p>
2023/24	<p>Have at least two lifeguards with their RWC award.</p> <p>Have a qualified examiner from the club.</p>	<p>Provide opportunities for after patrol social activities to encourage the club to become more of a social hub.</p>	<p>Finish the building project.</p> <p>Fully connect the rip detection technology to beach users.</p>
2024/25	<p>Have one lifeguard with their RWC award on each patrol.</p> <p>Ensure at least 15 new lifeguards are being trained each year.</p> <p>Provide swimming lessons and training days for all lifeguards.</p>	<p>75% of active lifeguards complete at least 20 hours a season of volunteer involvement (patrols/event guarding/helping with nippers)</p>	<p>Implement a high quality and safe first aid room with good storage and supplies.</p> <p>Ensure the AED is accessible to the community.</p>

Sporting Involvement and Excellence

High Level Action	Provide high quality equipment	Support our members to reach their potential	Achieve sporting excellence
2020/21	Purchase five new fibreglass boards. Purchase two new ski paddles.	Have a coach for each discipline.	Achieve top canoe club at South Island Champs and Otago Champs.
2021/22	Purchase a new canoe. Create and implement communication protocols with the gear steward who organises maintenance. Have a trailer that can tow up to three canoes.	Encourage participation in junior events, get 25% of nippers to participate in at least one competition. 60% of active lifeguards are involved in sport in some way (competing/event guarding/officiating).	Have club representatives at all three national sporting events. Win three national medals over the season Be one of the top three clubs in the canoe arena at Senior Nationals.
2022/23	Purchase a new canoe and paddles. Purchase a double ski.	Establish a fund that competitors can apply for if they need financial assistance Develop a coaching pathway for members who want to improve their coaching skills.	Be the top canoe club at nationals. Make finals at IRB Nationals. Have at least 4 Juniors competing at Oceans.
2023/24	Purchase a new IRB motor. Purchase a new ski and ensure board purchases are keeping up with demand.	50% of members actively participate in sport or related activities Improve coaching and competitor development by having different group coaches for different skill levels	Win two national titles over the season.
2024/25	Purchase a new competition tent.	65% of members actively participate in sport or related activities	Take out top club at Otago Senior Championships.

Member Growth and Retention

High Level Action	Grow our membership	Improve social opportunities
2020/21	<p>Encourage family memberships for nippers rather than individual memberships for the children.</p> <p>Send monthly updates to members about what is going on at the club.</p>	<p>Hold at least two social events throughout the season.</p>
2021/22	<p>Have designated helpers at club days who are easy to spot and help support new members (and any member with questions).</p> <p>Restart the rookie lifeguard programme.</p>	<p>Develop lifeguarding social activities that encourage people to socialise after patrols (eg dart board, games, soccer vs fire brigade again)</p>
2022/23	<p>Develop a fun day programme to introduce potential members to the club and opportunities that we offer.</p>	<p>Have an activities programme running which is aimed at adults as well as their children (an example could be a Friday night cockle collection and cooking session)</p>
2023/24	<p>Run two patrols at Waikouaiti Beach over the season and use this opportunity to advertise the club to the North Otago community, running a fun day programme alongside the patrol to get them involved.</p>	<p>Develop the activities programme further to include a wider range of inclusive and family friendly activities.</p>
2024/25	<p>Have 400 members signed up to the club.</p>	<p>At least 65% of members feel an improved sense of community because of their membership with the club.</p>

Sustainable Finances

High Level Action	Optimise existing revenue	Diversify income	Build wealth
2020/21	Create an accurate budget to apply for the government funding.	Maintain current funding sources while government funding begins.	Continue to roll over the term deposit.
2021/22	<p>Build an annual funding wishlist to improve funding allocation and planning.</p> <p>Plan a three year high level funding plan that links into the asset management plan.</p> <p>Celebrate funding successes more widely through the club to improve funding transparency.</p>	Create a sponsorship plan which will allow us to seek funding from local businesses.	Look into alternative investment options such as index funds/investment funds with low management fees.
2022/23	<p>Review job descriptions for those involved in treasury and fundraising for the club.</p> <p>Ensure that we have well documented financial procedures that sit within the cloud content management system.</p>	Use the sponsorship plan to seek funding from local businesses for club activities.	Complete a full review on services used for banking and accounting.
2023/24	Have robust succession planning with keen members being trained before they are required to take over.	<p>Review and update sponsorship plan according to results.</p> <p>Each sector of the club has the knowledge and capacity to seek sponsorship and fundraise for their needs.</p>	Plan and document a routine investment schedule to ensure continuous investment in club wealth growth.
2024/25	Have strong relationships with regional funders.	Investigate novel ideas for diversifying income long term (eg. Providing loans, renting out business space for the café to expand)	Be able to fund all routine club activities where not funded by other means with passive income if required.

Maintaining and Improving our Assets

High Level Action	Maintain our Assets	Build for the future
2020/21	Start urgent building maintenance projects (painting clubhouse, re-roofing A-frame)	Begin plans and paperwork for the upcoming building project, ensuring it is line with club needs, club history, and government funding requirements.
2021/22	Write up an annual property maintenance plan for the next two years to ensure adequate facilities, particularly during the building project.	Complete pre-construction requirements of the building project.
2022/23	Create a preventative maintenance schedule for all our non-building assets.	Begin construction phase of storage extension and lifeguard facility renovation project, including a first aid room (building project).
2023/24	Create a preventative maintenance schedule for club buildings.	Finish building project.
2024/25	Ensure the club has capacity to repair assets when required, run in club trainings on topics such as board repair and IRB troubleshooting and repair (more focus on troubleshooting issues than the maintenance workshop).	Create a three year property development plan.