Wye River SLSC

Plan on a page 2020-2022

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| **Who we are** | **Why we exist** |
| Founded in 1958, the Wye River SLSC is a volunteer surf lifesaving club that seeks to play an active role in the community. | Wye River SLSC serves the community through the provision of beach safety, lifesaver training and a welcoming place for people of all generations to belong. |
| **Our values** |
| **Determination** We act with conviction and a sense of urgency.**Excellence** We are dedicated to high patrol standards and continuous member development.**Teamwork** We work in teams and value authenticity, honesty and responsibility.  | **Respect** We treat others as we expect to be treated, and promote involvement and participation of members of all ages, backgrounds and abilities.**Leadership** We encourage leadership in the broader community and among our Members. |
| **Our strategic priorities** |
| **Beach and lifesaving services** | **Community leadership and participation** | **Training and development**  | **Active participation in competition** | **Governance, risk management and financial stability** |
| * Reliable beach patrols.
* Strong patrol leadership.
* Well maintained equipment.
* High quality beach management.
* Encourage and retain active Members.
* Vigilance on the beach.
* Award proficiency.
* Full patrol capacity.
* Team work.
* Strong communication skills.
* Progressive culture.
 | * Active participation in community initiatives and associations.
* Good quality and regular communications.
* New Members and participants welcome and encouraged.
* Active, inclusive social calendar.
* Engage with and increase our profile in the broader community.
* Engagement with Colac community.
* Provide environmentally progressive leadership for the Wye River community.
* Provide community education to increase awareness of beach safety.
 | * Active, high quality nippers program.
* Training pipeline - SRC, Bronze.
* Plan for transition to active membership.
* Consistent reliable re‑qualification.
* Good future development opportunities - at club and in partnership with others (especially for young leaders).
* Opportunity for older Members - eg Adult Bronze.
 | * Broad participation in competition, supporting junior and senior participation.
* Club championship celebration.
* Active training group.
* Encourage support and celebrate high performance.
 | * PDs for key positions with proper delegations.
* Consider more focused board/committee structure.
* Active management of facilities (including bunkhouse).
* Member protection and proactive safety culture.
* Budgeting and reporting rigour - for club and functions.
* Long term financial plan including sufficient (not excessive) reserves and investment strategy.
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| **Action** | **What are we going to do?** | **When are we doing to do it?** | **Who is responsible for doing it?** | **What are the desired outcomes?** |
| **Reliable beach patrols** | * Enhance patrol attendance by introducing an incentive scheme to entice Members to attend more patrols throughout the season.
* Optimise amount of award holders to minimise risk of default patrols.
* Proactively maintain and repair patrol equipment to SLSA/LSV standards.
* Consistently communicate to patrol Members about rostered patrols and any information which may affect the performance of the patrol.
 | * These initiatives will be executed at the start of the 2020 season and actively developed and maintained into the future.
* The success of these points will be reviewed in the 2020 off season to make necessary adjustments to enhance performance.
 | * Club Captain / Vice Captain
* Patrol Captain / Vice Captains
* Active Members
 | * To increase the overall reliability of the patrols and enhance our effectiveness to the wider public.
 |
| **Strong patrol leadership** | * Having role models in leadership positions upholding our club values.
* Nurturing our younger lifesavers in their development to senior positions.
* Provide a development pathway for Members to move into leadership positions.
* Identify potential leaders within the member base and provide them with opportunities to provide a greater service to the club.
 | * Identify future leaders through performance review via the incentive scheme points system and target for leadership roles. (This season.)
* Continuing pre‑season, middle season and post‑season patrol captain meetings for planning, reviews and general communications. (This season.)
* Utilise all necessary communication mediums (eg social media groups, email and phone calls) to ensure effective communication throughout patrol groups. (This season, annual review during off‑season.)
 | * Club Captain / Vice Captain
* Patrol Captain / Vice Captains
* Liaising with the Training & Development Team
 | * Reduce the impact on senior Members and ensure that there is a great succession plan in place for senior positions.
* Enhance the level of serviceability of the community by having a greater distribution of highly qualified Members within a given patrol.
 |
| **Well maintained equipment** | * Actively service and maintain equipment each patrol to ensure the safety of both the Members and the public.
* Decommission legacy equipment to ensure compliance and safety of our Members.
* Repair any damaged equipment as it occurs.
 | * Each patrol will be asked to review any repair works which need to be undertaken. (This season, every weekend.)
* Equipment will be reviewed in the off‑season to ensure that ageing assets are cycled. (Beginning 2020 off‑season, ongoing.)
* Easter weekend will be used for assessment of equipment to facilitate replacements and maintenance activities with ample time prior to the season commencement. (Easter 2020, and ongoing.)
 | * Gear Steward
* IRB Captain
* Club Captain
 | * Increase safety of Members and the public.
* Increase asset lifespan by actively maintaining equipment.
* Cycle assets to maintain compliance with changing requirements from SLSA/LSV.
 |
| **High quality beach management** | * Maintain a safe, clean and enjoyable beach environment for the community and patrollers.
 | * Patrol leaders to set standard of organisation, professionalism and safety whilst engaging.
* All patrol captains are required to have a minimum of Bronze, ART, First Aid, IRBC/D and Basic Beach Management Awards, and must encourage other Members to gain theirs. (Begin upskilling during 2019/20 season.)
* Exercise ‘Three for the Sea’ initiatives whilst on patrol (three pieces of rubbish per visit). (Season 2020 onwards.)
* Introduce incentive scheme to encourage a higher standard of patroller. (Beginning of 2019/20 season and review annually.)
 | * Patrol Captains
* Active Members
 | * Increase awards on patrol.
* No litter on the beach.
* Increased professionalism and efficiency throughout patrols.
* High performance on patrol inspections (95%+).
 |
| **Encourage and retain active Members** | * Introduce key incentives for new and existing Members to provide service above and beyond the standard patrol roster.
* Enhance the culture of the club by hosting events within the clubhouse during the peak season.
* Broaden the audience of the bunkhouse and make the space a welcoming area for younger Members by enhancing accessibility to the facility.
* Actively update and steer based on feedback from the Members to ensure the best possible experience from all demographics of the member base.
 | * Distribute new incentive scheme and actively review to ensure that Members are consistently engaged and that they are getting something out of the club throughout their time. (Beginning of 2019/20 season and review regularly.)
* Provide surveys in the middle and the end of the season so that plans can be adjusted based on member feedback. (2019/20 season.)
* Rebrand and communicate the new bunkhouse policy to enhance the visibility to new and existing Members about making the facility an inclusive space. (Beginning of 2019/20 season.)
 | * Trainers
* Active Members
* Patrol Captains
* Club Captains
* Club President
 | * Better retention of Members each season.
* Longer average number of seasons patrolled by our Members.
* Improved patrol attendance by newly qualified active Members.
* Higher rate of ART, IRBC/D, First Aid and Beach Management uptake each season.
 |
| **Vigilance on the beach**  | * Facilitate the creation of a roster to ensure that the Members on patrol are being moved through the different roles while on duty.
* Provide Members with better access to affordable patrol apparel to enhance comfort on the beach throughout the patrol.
* Drive attention to the water by engaging Members to be involved in activities outside of their comfort zone.
 | * Distribute roster template for Patrol Captains to fill out at the start of each patrol for all Members by the start of the 2020 season.
* Review pricing and access of merchandise in the off‑season of 2020.
 | * Patrol Captains
* Active Members
* Merch?
 | * Enhance the attention of the active Members during patrol to ensure that Members are safe and comfortable during patrol.
* Enhance the service provided to the community.
 |
| **Award proficiency**  | * Ensure all Members are current with their awards through Skills Maintenance attendance.
* Encourage all Members to continue to practise their skills whilst on patrol.
* Guide younger Members towards attaining more awards and educate them on future lifesaving opportunities.
 | * Patrol Captains to run at least one to two scenarios per patrol (eg rescue, first aid incident) to assist younger Members in practising their skills.
* Implementation of the incentive scheme to encourage Members to attain more awards.
* Effective communication across all platforms to ensure Members are aware of skills maintenance days across the region.
 | * Chief Instructors
* Trainers
* Patrol Captains
* Club Captains
 | * Increased awards on patrol.
* More engaged patrollers.
* Greater attendance at Skills Maintenance days.
* Reduced loss of active Members.
 |
| **Full patrol capacity** | * Exceed the minimum patrol requirements of hosting a full patrol as per LSV guidelines.
 | * Setting an internal standard for patrols to have six or more Members per patrol (two more than the minimum) from season 2020.
* Timely communication with patrol times/days via early rosters, regular Patrol Captain contact.
* Implementation of incentive scheme to further encourage patroller attendance and award acquisition.
 | * Chief Instructor
* Patrol Captains
* Club Captains
 | * To have an average of 8+ Members per patrol shift.
* Increase awards on patrol (eg 2+ drivers per patrol).
 |
| **Team work** | * Have a balance of enjoyment, co‑operation and professionalism working as an efficient unit.
 | * Continue water activity policy as per season 2018 (each member encouraged to get in the water at least once per patrol).
* Complete one team‑based scenario per patrol shift (eg three person first aid).
* Implement incentive scheme to encourage Members to attend social functions and develop and enjoyable club environment both on and off the beach.
 | * Chief Instructor
* Patrol Captains
* Club Captains
 | * Average patrollers attending two functions per season.
* Increased patrol member attendance (average 8+).
 |
| **Strong communication skills** | * Enhance inter‑club communication by providing a Communication Plan which can be followed by all Active Members.
* Provide clear mechanisms for operational communication to ensure the completeness of patrols throughout the season.
* Enhance the communication skills of younger Members by enabling them to speak to the public and take ownership within the role on patrol.
* Reduce the amount of *‘noisy’* communication through various means including email, web, SMS and social media.
* Relay critical information relating to policy and procedure as soon as it becomes available from LSV/SLSA.
 | * Draft Communication Plan will be sent out to the Patrol Captains at the start of the 2019/20 season to ensure that all Members are across the changes and know what to expect moving into the New Year.
* All communication will be consolidated throughout the 2019/20 season with a clear Communication Plan revised and finalised by the end of the 2020 season.
 | * Patrol Captains
* Club Captains
* Secretary
 | * Reduce the amount of confusion across the Member base by having a clear and concise message for each type of activity that the Club undertakes.
* Enhance the attendance of the patrol.
 |
| **Progressive culture** | * Continue to guide Members to develop lifesaving skills, stay up to date with lifesaving processes and aim to be better lifesavers.
 | * Implementation of the incentive scheme in season 2020.
* Implementation of new communication software in 2021 (trial in 2020).
* Review patrol and club processes through regular committee meetings.
* Encourage feedback from the public and Members, and make realistic changes that continue to develop us as a Club and lifesaving service.
* Aim to update equipment regularly to encourage gear turnover and Member engagement.
 | * Club Committee
* Club Captains
* Patrol Captains
 | * Successful implementation of the incentive scheme in season 2020 through positive uptake and feedback by Members.
* Update rescue/racing equipment when necessary (at least two items per season).
* Policies that are up to date with current lifesaving guidelines.
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| **Action** | **What are we going to do?** | **When are we doing to do it?** | **Who is responsible for doing it?** | **What are the desired outcomes?** |
| Active participation in community initiatives and associations | * Seek and retain membership on relevant local community groups and associations including:
	+ Wye River Separation Creek Community Association;
	+ emergency management;
	+ CFA; and
	+ environmental groups.
 | * Every year at all times
 | * All Committee Members and Club leaders
 |  |
| Good quality and regular communications | * Use social media as a platform to engage and inform Club Members.
 | * Ongoing with increased traffic flows during peak season (November – April).
 | * Designated Committee Members
 | * Membership informed and engaged with Club.
 |
| * Provide periodic published materials to advertise and promote events and activities.
 | * As required.
 | * Publicity Officer
 | * High attendance at events and activities.
 |
| * Regular Club communication and information by email (ie newsletter).
 | * At least quarterly.
 | * Publicity Officer
 | * Membership informed and engaged with Club.
 |
| * Regular reports in community newsletters.
 | * As requested/required.
 | * Publicity Officer
 | * Community informed.
 |
| * Maintain good relationship with local media for events and announcements.
 | * All year.
 | * Publicity Officer
 | * Regular articles.
 |
| New Members and participants welcome and encouraged | * Volunteering opportunities promoted and encouraged.
 | * All year.
 | * Committee Members, Patrol Captains and Vice Captains
 | * Increased membership numbers, increased retention of Active Members
 |
| * Engage with parents during Nippers (eg BBQs).
 | * During Nipper program.
 | * Committee Members
 |  |
| * Celebrate the end of each Bronze camp and ensure graduates are actively welcomed.
 | * Every year.
 | * Committee Members, Patrol Captains and Vice Captains
 |  |
| Active, inclusive social calendar | * Annual Ball.
* Summer fling.
* Cross‑section of events appealing to the wider membership:
	+ kids movie and iPod shuffle;
	+ trivia;
	+ Members’ night;
	+ celebrate significant Club anniversaries;
	+ Nippers BBQ.
 | * Multiple events every summer, at least one event during off‑season.
 | * Committee
 |  |
| Engage with and increase our profile in the broader community | * Annual community event (eg Peak Challenge).
 | * Every year.
 | * Committee
 |  |
| Engagement with Colac community | * Annual Colac Bronze camp planned for and delivered
 | * December annually.
 | * WRSLSC Training Manager
 | * A regular flow of trained lifesavers from the Colac community
 |
| * Historical connections are acknowledged and celebrated
 | * As required.
 |  |  |
| * Annual tin rattle to stay relevant and visible.
 |  |  |  |
| Provide environmentally progressive leadership for the Wye River Community | * Develop and environmentally and ecologically sustainable plan for the Club and engage with local environmental groups.
 | * Over next three years.
 | * Designated Committee Members
 |  |
| Inclusivity  | * TBC.
 |  |  |  |
| Provide community education to increase awareness of beach safety | * Include information in local newsletters.
* Utilise the daily patrol sign and consider a second sign near the river.
* Provide active community engagement and education through patrol activities.
 | * Summer period.
 | * Committee, Patrol Captains and Vice Captains.
 | * Reduced number of rescues and incidents.
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| Action | 1. What are we going to do?
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 | 1. What are the desired outcomes?
 |
| Active, high quality nippers program | * Utilise/introduce senior Members - CPR instruction, Meet a Patrol Captain, etc.
* Engage with other Members - other roles apart from water safety.
 | * This season.
 | * Anna Lennon, Nipper Co‑ordinator
* Ethan and Mia, Chief Instructors
* Training & Development Officer?
 | * Maintain level of enrolment.
* Engage Members to enter the training pipeline.
 |
| * Ongoing development of age managers.
 | * Ongoing basis.
 |
| Training pipeline - SRC, Bronze | * Strive to get every member through a course during their second year.
* SRCs who are too young to do Bronze can do First Aid - useful for part‑time jobs, useful for Nippers Water Safety.
 | * Target SRCs for First Aid this season.
 | * Anna Lennon, Nipper Co‑ordinator, will act as a bridge between Nippers.
* Introduction to training team.
 | * Increase Member engagement.
* Increase Member qualifications, especially IRBD.
* More knowledgeable and informed conversations surrounding awards/training.
* Establish clear pathways for Members to progress through their lifesaving careers.
 |
| * Bronze - ART, First Aid, IRBC.
 | * Most second year Bronze to do a course this season.
 | * Chief Instructor
 |
| * Run marine licence course at Wye over January period - encourage Members to complete their IRBD.
 | * Next season.
 | * Chief Instructor
 |
| Plan for transition to active membership | * Produce a welcome pack for all newly qualified Members - all necessary documents and information.
 | * This season - Colac, Summer, SRC.
 | * Bronze/SRC Instructors.
* Club Captains (patrol assignments)
 | * Improved camaraderie between all Members regardless of their background.
 |
| * During Bronze camps (particularly Colac) push the benefits of patrol.
 |  |  | * Improved retention/patrolling of newly qualified Members.
 |
| * Assign Members to patrols at the beginning of the week to allow them to make friends/connections throughout the camp.
 |  |  |  |
| * When Members are introduced to Bronzies, identify which patrol they are from.
 |  |  |  |
| * Instil a sense of pride around the patrol the Members belong to. Patrol photos at the end of camp, etc.
 |  |  |  |
| * Breakdown separation between Colac and Summer Bronzies.
 | * Ongoing focus.
 | * Instructors
* Patrol Captains
* Club Captains
 |  |
| * Continuation of the 2019 recognition of the relationship with Colac Secondary College.
 |  |  |  |
| * ‘Bronzie Night’/‘Junior Members Night’ in late January/early February to maintain friendships and connectedness.
 | * This season.
 | * Chief Instructors enlist junior Members to plan and organise a social evening for their peers.
* Social secretaries/parents to assist with organisation.
 | * A movie night with snacks/activities to encourage socialisation among new patrolling Members.
 |
| Consistent reliable requalification | * Incentives for early requalification before Wye River Skills Maintenance.
* Points under new incentive scheme, shout out on social media.
 | * Next season.
 | * Chief Instructors
 | * More people requalifying earlier in the season.
 |
| * Improved education to new Members about how Skills Maintenance works.
 | * This season.
 | * Bronze/SRC Instructors
 | * Members more knowledgeable about Skills Maintenance process.
 |
| Good future development opportunities - at Club and in partnership with others (especially for young leaders) | * Recruit new trainers and assessors every year. At least two trainers and one to two assessors per year (preferably more initially, to build existing ranks).
 | * Annually.
 | * Chief Instructors
* Training & Development officer
 | * Two new trainers.
* One to two new assessors per year.
 |
| * Send Members (according to set criteria or data from patrol incentive scheme (to U13, U15 leadership camps.
 | * Annually.
 | * Nipper Co‑ordinator
* U13 Bridging Co‑ordinator
 | * One to two members on each camp.
 |
| * Send Members to U18 leadership camps (as per patrol incentive scheme, or by application if sufficient demand).
 | * Annually.
 | * Development Officers,

with input from Patrol Captains, Instructors, etc. | * One to two members for each camp.
 |
| * Engage over‑18 Members in SLSA or LSV‑run leadership opportunities.
 | * Annually.
 | * Club Captain
* Instructors
* Patrol Captains,

identify one to two U21 Members from each patrol. | * Members attending/expressing interest for external opportunities.
 |
| * Leadership day for U18 Members, run by U21 Members.
 | * Next season (2020/21).
 | * Team of U21 Members (one to two from each patrol).
 | * Leadership workshops run by Members for Members.
 |
| * Expand to a leadership weekend for U18 Members, run by U21 Members.
 | * 2021/22 season.
 | * Team of U21 Members (one to two from each patrol).
 |  |
| * Community program - similar in structure to the LSV Building Leaders scholarship:
	+ two weekends of preparation;
	+ one to two days of community program.
 | * Planning for the 2021/22 season.
 | * Team of U25 Members to co‑ordinate.
* Connection to Committee.
 | * U18 Members, under the guidance of Senior Members, planning and delivering a lifesaving program to community Members.
 |
| Opportunity for older Members - eg Adult Bronze | * Establish links with other club(s) - run Adult Bronze in conjunction/on our own to reduce requirements on Wye.
* Use of blended online delivery to reduce time commitment.
* Potentially run once every two years.
 | * October‑November 2020 (Melbourne‑based).
 | * Chief Instructor,

other instructors may deliver course. | * Increase the number of older Members that are joining the ranks of Active Members.
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| Action | 1. What are we going to do?
 | 1. When are we going to do it?
 | 1. Who is responsible for doing it?
 | 1. What are the desired outcomes?
 |
| Broad participation in competition, supporting junior and senior participation | * Implement patrol incentive scheme with points allocated to Club Championship and State carnival attendance.
* Continue to fund competition entry fees to reduce barriers to participation.
* Continuing patrol water policy (Members to complete one water activity per patrol).
* Promote upcoming events and carnivals in a timely manner through multiple communications mediums (eg social media, email and phone).
* Promote participation at carnivals via social media.
 | * Pre‑season (communicating important competition dates in rosters).
* Throughout the patrol season.
* During patrol carnivals.
* During patrols.
 | * Competition Manager
* Nippers Co‑ordinator
* Senior Surf Competitors
* Club Captains
 | * Increased attendees at State carnivals.
* Increased racing equipment usage.
* Enhanced surf skills throughout the Club.
 |
| Club championship celebration | * Continuing to host the Members’ Night following Club Championships.
* Continue to run a sausage sizzle during Club Championships.
* Continue to complete awards ceremony at the Presentation Dinner.
* Promote Championships via multiple communication mediums leading to event, and share results following.
 | * Pre‑season (promoting Championships prior to the event and include in patrol roster).
* Day of event.
* Presentation Dinner.
 | * Competition Manager
* Nippers Co‑ordinator
* Club Captains
 | * Increased attendance at Club Championships
 |
| Active training group | * Run weekly training/*‘come try’* sessions on the weekends (potentially more during peak season) to encourage Members to use racing equipment and learn/practise new skills (facilitated by senior experienced Members).
* Continue to foster relationships with other clubs and encourage interested Members to train outside of the club environment (eg assisting with water safety, permitting bunkhouse use for training camps).
 |  |  |  |
| Encourage support and celebrate high performance | * Promote results at carnivals via social media.
* Allocate awards at Presentation Dinner for high performers (Best Competitor, Most Determined and Coaches’ Award).
* Communicate advanced competition opportunities (eg State trials, high performance squads, and neighbouring club training sessions) in a timely manner.
* Continue to update racing equipment as required.
 | * Pre‑season (key dates in roster, email leading up to events/opportunities).
* Throughout the season (leading up to events/opportunities).
* Following State/National carnivals.
 | * Competition Manager
* Nippers Co‑ordinator
* Club Captains
 | * Greater results at State and national carnivals.
* Increased awareness and encouragement of high performers.
* Turnover racing equipment regularly (aim for two new pieces per season).
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| Action | 1. What are we going to do?
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 | 1. What are the desired outcomes?
 |
| PDs for key positions with proper delegations | 1. All committee and pivotal operational positions will be formally described.
 | 1. Start now. Complete by 30 June 2020.
 | 1. Miranda Bordignon
 | 1. A full set of PDs are in use and commonly referenced by Members enabling efficient succession.
 |
| Consider more focused board/committee structure | Employ a governance model separating board and operational roles and responsibilities. | 1. Consulting with members commencing 1 July 2020. Constitutional change 2021 AGM.
 | 1. Martin McIntosh
 | 1. Board attending to governance and oversight. Multiple divisional Committees occupied with operational activity, reporting to Board.
 |
| Active management of facilities (including bunkhouse) | 1. Establish a timeline for capital works.
 | 1. 1 January 2020 for approval prior to the 2020 AGM.
 | 1. ?
 | 1. A clearly defined timeline for required capital works including agreed funding methods.
 |
| Member protection and proactive safety culture | 1. Develop a position description to support the Member Protection role.
 | 1. 1 January 2020.
 | 1. ?
 | 1. Our Club to remain fully invested in Member protection and the Board committed to prevailing best practice supporting this.
 |
| Budgeting and reporting rigour | 1. Divisional Committee budgets drafted for approval by Board annually. Budgets will acknowledge the longer term financial plan and capital works program.
 | 1. Prior to the commencement of the 2021/22 season.
 | 1. Board
 | 1. Divisional budgets supporting broader Club budgets to be approved by Board prior to season commencement annually.
 |
| Long term financial plan including sufficient (not excessive) reserves and investment strategy | 1. Develop a sustainable financial model that efficiently employs cash reserves while mindful of the longer term capital works program.
 | 1. Prior to the commencement of the 2021/22 season.
 | 1. Board
 | 1. A clear understanding for of how Club assets are to be allocated and invested for the longer term for future Boards and Members.
 |