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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| 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? | 1. When are we going to do it? | 1. Who is responsible for doing it? | 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. |