Wye River SLSC

Strategic Plan 2020-2022 (April 2020)

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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. * An engaged patrol. * 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 - traditional and digital * New Members and participants welcome and encouraged. * Active, inclusive social calendar. * Engagement 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. * A robust training pipeline - SRC, Bronze. * Plan for transition to active membership. * Consistent reliable re‑qualification. * Curriculum targeted in support of patrol deficiencies. * Good future development opportunities - at club and in partnership with others * Opportunity for older Members - eg Adult Bronze. | | * Broad participation in competition, supporting junior and senior participation. * Club championship. * Active training group. * Encourage support and celebrate high performance. | * Position Descriptions 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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| **Owner: Club Captain** |  |  |  |  |
| **Date: 1 April 2020** |  |  |  |  |
| **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 2019/2020 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** | * Develop role models for leadership positions. * Nurture 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 (2019/20 onwards). * Continuing pre‑season, middle season and post‑season patrol captain meetings for planning, reviews and general communications (2019/20 onwards). * Utilise all necessary communication mediums (eg social media groups, email and phone calls) to ensure effective communication throughout patrol groups. Continuously update member contact details (2019/20 onwards). | * 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. * Appropriate coverage of awards and experience levels on all patrols |
| **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. * Seek to recruit a mechanical specialist. | * Each patrol will be asked to review and formally log any repair works which need to be undertaken. (2019/20 onwards.) * Develop a patrol / training Asset Register. 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 – formalise peer feedback channels. * 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, ongoing.) * Exercise ‘Three for the Sea’ initiatives whilst on patrol (three pieces of rubbish per visit). (2019/20 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 seek feedback from the membership 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. (Begin 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 2019/20 season. | * Patrol Captains * Active Members | * 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 2019/20. * 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 each season to ensure that all Members are across the changes and know what to expect moving into the New Year. * 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 2019/20. * 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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| **Owner: General committee member/Community liaision officer** |  |  |  |  |
| **Date: 1 April 2020** |  |  |  |  |
| **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 | * A continual and meaningful engagement with the community. |
| Good quality and regular communications | * Use both social and traditional 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. | * Communications Officer | * High attendance at events and activities. |
| * Regular Club communication and information - generally by email (i.e. newsletter) | * At least quarterly. | * Communications Officer | * Membership informed and engaged with Club. |
| * Regular reports in community newsletters. | * As requested/required. | * Communications Officer | * Community informed. |
| * Maintain good relationship with local media for events and announcements. | * All year. | * Communications Officer | * Regular articles. |
| Privacy | * Ensure robust cyber security and member privacy protected | * Always | * Communications Officer | * No cyber breach |
| 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 |  |
|  | * Create a welcoming environment for diverse community including people with a disability, LGBTIQ+ and culturally and linguistically diverse community | * Ongoing | * Committee Members | * Visible diversity of membership * Reported experiences of diverse community identify that they feel welcomed and included in club life |
|  | * Actively seek ways to make the surf club accessible and welcoming to members of the Aboriginal and Torres Strait Islander community | * Ongoing | * Committee members | * The club actively acknowledges the Aboriginal history connected to the land on which we meet * A welcoming environment for Aboriginal community is established |
| 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. | * Committee | * Foster connections with members past and present – always belonging. |
| * 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. | * Exercise ‘Three for the Sea’ initiatives whilst on patrol (three pieces of rubbish per visit). * Over next three years. | * Designated Committee Members |  |
| 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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| Owner: Development Manager |  |  |  |  |
| Date: 1 April 2020 |  |  |  |  |
| 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? |
| 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. | * Beginning 2019/20 | * Development Manager * 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. | * Beginning 2019/20 | * Development Manager * Nipper Co‑ordinator * 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. |
| * Run marine licence course at Wye over January period - encourage Members to complete their IRBD. | * Beginning 2020/21 | * Chief Instructor |
| Plan for transition to active membership | * Produce a welcome pack for all newly qualified Members - all necessary documents and information. | * Beginning 2019/20 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. | * Ongoing | * Chief Instructor * Training team | * Improved retention/patrolling of newly qualified Members. |
| * Assign Members to patrols to allow them to make friends/connections throughout the camp. | * Beginning of training | * Chief Instructor * Club Captain | * Maximise patrol enjoyment and engagement. |
| * Patrol photos at the end of camp, etc. |  | * Chief Instructor | * Instil a sense of pride around the patrol the Members belong to. |
| * Breakdown separation between Colac and Summer Bronzies. | * Ongoing focus. | * Instructors * Patrol Captains * Club Captains |  |
| * Ongoing recognition of the relationship with Colac Secondary College. |  | * Development Manager | * Maintain important program for Colac students and pipeline of members to the club. |
| * ‘Bronzie Night’/‘Junior Members Night’ in late January/early February. | * Beginning 2019/20 | * Chief Instructors enlist junior Members to plan and organise.Social secretaries/parents to assist with organisation. | * 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. | * 2020/21 onwards | * Chief Instructors * Patrol Captains | * More people requalifying earlier in the season. |
| * Improved education to new Members about how Skills Maintenance works. | * Beginning 2019/20 | * 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. | * Development Manager * 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 Manager  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 | * Members attending/expressing interest for external opportunities. |
| * Leadership day for U18 Members, run by U21 Members. | * Beginning 2020/21 season. | * 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. | * Beginning 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. | * February 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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| Owner: Competition Manager |  |  |  |  |
| Date: 1 April 2020 |  |  |  |  |
| 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 * Communications Officer | * Increased attendees at State carnivals. * Increased racing equipment usage. * Enhanced surf skills throughout the Club. |
| Club championships and celebration | * Encourage broad participation in Club Championships * 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 * Communications Officer | * Increased attendance at Club Championships |
| Active training group | * Run regular training/*‘come try’* sessions on the weekends over the 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). |  | * Competition Manager |  |
| 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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| Owner: Club President |  |  |  |  |
| Date: 1 April 2020 |  |  |  |  |
| 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 | * All committee and pivotal operational positions will be formally described. | * Complete by 30 June 2020. | * Vice-president | * 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. | * Consulting with members commencing 1 July 2020. Potential constitutional change 2021 AGM. | * President | * Board attending to governance and oversight. Multiple divisional Committees occupied with operational activity, reporting to Board. |
| Active management of facilities (including bunkhouse) | * Establish a timeline for capital works. | * 1 January 2020 for approval prior to the 2020 AGM. | * President * Committee | * A clearly defined timeline for required capital works including agreed funding methods. |
| Member protection and proactive safety culture | * Develop a position description to support the Member Protection role. | * 1 January 2020. | * Vice President * Committee * Member Protection Officer | * Our Club to remain fully invested in Member protection and the Board committed to prevailing best practice supporting this. |
| Budgeting and reporting rigour | * Divisional Committee budgets drafted for approval by Board annually. Budgets will acknowledge the longer term financial plan and capital works program. | * Prior to the commencement of the 2021/22 season. | * Board | * 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 | * Develop a sustainable financial model that efficiently employs cash reserves while mindful of the longer term capital works program. | * Prior to the commencement of the 2021/22 season. | * Board | * A clear understanding for of how Club assets are to be allocated and invested for the longer term for future Boards and Members. |