

Point Lonsdale Surf Life Saving Club – Strategic Plan

“Towards 2020”

Introduction:

The approaching end of our current 10 year Strategic Overview, together with the celebration of our 70th year has initiated the development of an updated Strategic Plan for our Club. The new Plan is titled **Towards 2020**.

The strategic plan is divided into five areas.

The first is our core business of **Life Saving Services**, which is the reason for our formation, what Surf / Life Saving Clubs are best known for and what is a large driver of financial and other support.

The second is **Education and Training**, which covers two essential Club areas being Training and Assessment and Youth and Leadership Development (Nippers).

The third is **Sports**, which covers training / coaching and Life Saving Victoria Aquatic Sports / Surf Life Saving Australia Surf Sports.

The fourth is **Administration, Finance and Governance**. Strong back of house operations are required to support a successful, large volunteer based Club.

The fifth is **Facilities**. The Clubhouse, Back Beach Base and Santa Casa Beach Base are critical assets of the Club which underpin all of the areas above.

Our Vision:

We will provide lifesaving services for the community of Point Lonsdale and Queenscliff, enable our members to develop their skills, knowledge and experience in lifesaving and sports and to improve the profile and influence of the Club through community and member involvement and leadership in development programs and initiatives. We will be an open and inclusive organisation and an integral part of the community that we serve.

Our Values:

As a large, diverse Club we collectively hold the following values:

Operating with **Integrity**

Treating others **respectfully**

Communicating openly

Working **efficiently**

Making **safety** a priority

Life Saving Services

Introduction:

The Club will continue to provide volunteer patrols of the Point Lonsdale Back Beach and will support Paid Lifeguard operations at the Point Lonsdale Back Beach and Santa Casa Beach. Where appropriate and possible outpost Patrols of the Point Lonsdale Front Beach will be provided. We will continue our out of hours Lifesaving Emergency Response Team (LERT) operations as the primary callout facility as well as Rescue Water Craft patrols.

1. Provide members with a Questionnaire to determine attitudes (and suggestions for improvements) towards current patrolling activities and the Club.
2. Appoint a suitably experienced and qualified person to conduct a review of current patrolling activities and provide a written report to the membership of the Club.
3. Patrol roster to be structured to ensure 'core qualifications' and roles are included.
4. A pre-season Patrol Captain and Patrol Vice Captain development day to be conducted.
5. Each Patrol to be provided with a Patrol Mentor to assist with skill development and Patrol Captain / Patrol Vice Captain mentoring and critical decision making.
6. To provide Patrol Captains and Patrol Vice Captains with education and training in the process of LSV Patrol Inspections with the aim of improving Club results.
7. Lifesaving equipment to be provided that is safe, fit for purpose and reduces risk to members and the public.
8. Where demand is required and sufficient personal present, conduct an outpost patrol at the Point Lonsdale Front Beach.
9. Reintroduce a recognition / incentive scheme primarily around those that achieve / maintain additional lifesaving qualifications / positions of responsibility.
10. Engage the support of a suitable group (eg. Men's Shed) to assist with equipment maintenance and repairs.
11. Provide written references to our Members to assist them to build their personal Curriculum Vitae.

Education and Training

Introduction:

The Club will continue to operate an Annual live in Cadet and Bronze Camp as a major source of volunteer lifesaver recruitment and training. The Annual Nipper program (including Starfish Nippers) will operate and at least every second year a Nippers in School Program will be offered to local primary school children. Ongoing training and development of our Members will be offered including specialist lifesaving awards and leadership development programs.

1. A robust Cadet / Bronze Camp selection process shall be undertaken with the aim of ensuring the most appropriate candidates are chosen, especially when demand exceeds available places.
2. At least once a season, members will have the opportunity to attend training and assessment in core specialist lifesaving qualifications including ARTC, IRB Crew, IRB Driver and Basic Beach Management.
3. A 'flat water' IRB crew and IRB driver course shall be conducted for members at the Santa Casa Beach for those that wish to primarily assist with water safety for Nippers and appropriate Aquatic Sports events.
4. The Annual Nipper program will be maintained in it's current format and the Club will support all aspects of the program to ensure it's continued operation and success. The provision of a Starfish Nippers program will be continued.
5. At least every 2nd year, a pre Christmas Nippers in School program will be offered to upper primary school children attending Point Lonsdale / Queenscliff Schools.
6. Under 13 Nippers will participate in an enhanced Back Beach visit to prepare them for Cadets and patrolling the following Season.
7. Members will be encouraged to apply and attend Life Saving Victoria, Surf Life Saving Australia and other appropriate leadership development training. To assist with promotion, parents will be engaged to promote these activities.

Sports

Introduction:

The Club will continue to encourage, develop and support members to participate in Life Saving Sports. We acknowledge that Sport plays a vital role in keeping active members fit and active while building their life saving skills and we will continue to provide specialist coaching and equipment for members to undertake such activities.

1. A formal Aquatic Sports coaching program will be offered each Season.
2. Aquatic Sports equipment will be provided to encourage participation and to support members involved in Aquatic Sports. The craft subsidy program will be maintained.
3. To encourage participation in Carnivals, the Club will cover 100% of Carnival Entry Fees.
4. Members will be encouraged to participate in local, regional, state and national Life Saving Victoria / Surf Life Saving Australia Carnivals. Targeted and direct communication will be utilised to assist with this promotion.
5. Encourage member participation / attendance at the Life Saving World Championships in Adelaide in 2018.
6. Establish a link between a Club and a nearby Secondary School to participate in the Schools Surf League.
7. Establish a link between a Swimming Club and our Club to promote Aquatic Sports and expand the Club's competitive member base.

Administration, Finance and Governance

Introduction:

The Club will continue to maintain an Office with paid staffing to assist with daily Club administration and financial tasks in a financially responsible manner. Financial processes shall be conducted in a manner that protects the interests of members and minimises any risks. Governance processes shall ensure that the interests of members are maintained and that members have the opportunity for a say in the Club.

1. Develop an Office responsibilities document.
2. Develop an “Operational Calendar” for use by Office staff, Committee members and event organisers.
3. Continue with the “Area Manuals” project, with a focus on the Rip View Swim Classic, Cadet and Bronze Camps, Life Saving Services and Finance areas.
4. Establish an effective tool to recruit, allocate and track volunteers to where assistance is required.
5. Rewriting of Office Bearer Position Descriptions and where required reflect changes to the Club’s Constitution.
6. New and existing members to undertake a Member Induction program.
7. Review the forms of Club communication and the wishes of members to enable effective internal communication.
8. Establish a Finance sub committee to provide expert guidance to the Club’s Executive Committee and to review all expenditure greater than \$ 5 000.
9. Benchmark the Club’s Office operation with similar Surf / Life Saving Clubs.

Facilities

Introduction:

The Club's three facilities, the KD Allen Clubhouse, the HC Windmill Back Beach Base and the Santa Casa Beach Base are essential to the Club's services, activities and events. Facilities should be fit for purpose, maintained to a state that ensures they are serviceable and appealing, with a maintenance plan in place to ensure this and a revenue stream for the new Clubhouse.

1. Rebuild of the current Clubhouse at 54-56 Ocean Road as per designs circulated during Season 2016 / 2017. The design will ensure minimal ongoing maintenance costs and designed to maximise revenue generating opportunities.
2. Maximising Government financial support of the Clubhouse rebuild to reduce in house fundraising efforts and reduce the need for borrowings.
3. Undertake renovations and perform maintenance of the more recent section of the Back Beach Base to make it more fit for purpose, to minimise ongoing maintenance expenditure and prolong it's lifespan.
4. Obtain financial Government support for the rebuilding of the original section of the Back Beach Base.
5. Develop a written maintenance plan for all 3 facilities.
6. Develop a written development plan for all 3 facilities.
7. Investigate funding sources for the expansion of the Santa Casa Beach Base.