



# **ANGLESEA SURF LIFE SAVING CLUB Inc.**

## **STRATEGIC PLAN 2015 - 2020**

**September 2017**

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## **Presidents Introduction**

The Anglesea Surf Life Saving Club has a proud history of serving the Anglesea community both in our core business of keeping local beaches safe and also with our supporting programs and services - beach patrols, search and rescue, surf sports, child and youth development, health and fitness development and community education.

Anglesea SLSC is a professionally run, incorporated, voluntary, community service organisation. It is also Victoria's most successful competition club in State and National Championships with a current membership of over 1850 and is a vital community organisation.

Thriving groups need forward looking plans to secure their place in their community. This Strategic Plan will provide a framework for the Club's development. It is the result of input from a broad representative member group using the considerable knowledge and experience of the membership. All members have had the opportunity to take part in the development of these plans and the ratification of the goals set out in the Strategic Plan which will guide our planning and decision making over a five-year time frame.

The year 2017 marks halfway through the ASLSC Strategic Plan 2015-2020. Over the past two years there has been significant change in the management of the club, thus marking an important time for review and update of the plan. The Board agrees that the strategic priorities are still relevant for the clubs' direction, however changes are needed to the action items.

This is not intended to be a static document. There will be a formal review annually and club directors will be expected to report regularly against their responsibilities.

I would like to invite all members to provide comment on this document and the action items listed.

Tom Cullen  
President

# Plan on a Page

## Purpose

To provide a safe aquatic environment in the Anglesea region by providing best practice lifesaving and first aid services to the community, to also promote aquatic health and safety whilst encouraging all members to realise their potential in surf lifesaving and surf sport.

## Vision

To be recognised as a progressive and welcoming club that provides the community with a safe aquatic environment and excellence in surf lifesaving services and activities.

## Mission

We will:

1. Be a responsible, inclusive club that strives for excellence in all aspects of surf lifesaving;
2. Provide consistent, effective communication to realise our shared vision;
3. Provide defined pathways to allow all members to become engaged in all levels of lifesaving and the community;
4. Encourage diversity and long term participation from all members; and
5. Strive to be the best at what we do.

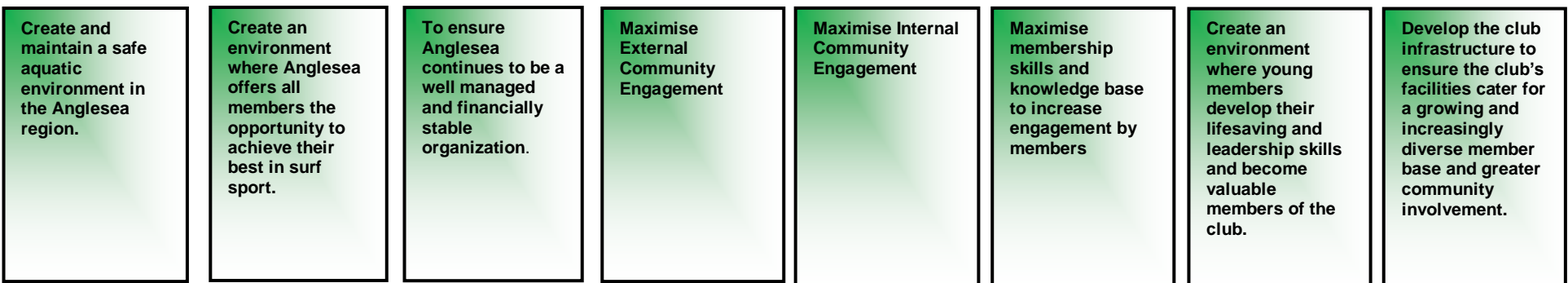
## Core Values

Welcoming, inclusive and supportive  
Responsible

Open communication  
Innovative

Respectful  
Excellence

## Strategic Priorities



Key

PRES – President

VP OPS – Vice President Operations

VP LS – Vice President Lifesaving

CLUB CAPT – Club Captain

DRS – Director Rescue Services

DSS – Director Surf Sports

SM – Section Manager (i.e. R&R, Water, Beach, Boat)

TM – Team Manager

DYD – Director Youth Development

DADM – Director Administration

DMKT – Director Marketing

DFIN – Director Finance

DFAC – Director Facilities

DMD – Director Member Development

# Strategic Priority 1

Create and maintain a safe aquatic environment in the Anglesea region.

NO.	ACTIONS	MEASURES	RESP POS	TIMELINE
1.1	Communicate the core requirements for patrols	Increased proportion of active members achieving more than 16 hours of patrol per season	DRS	YEAR 1
1.2	Increase engagement with qualified members to maximize patrols	Increased number of members on patrol, high participation rate	DRS	YEAR 1
1.3	Establish a rolling 3-Year program for effective maintenance and replacement of patrol equipment	Equipment care and maintenance plan in place and factored into budget considerations	DRS	YEAR 1
1.4	Improve patrol induction program	Camp based induction program in place. Need to refine and expand into patrols tutorials	DRS	YEAR 1
1.5	Quality auditing process to ensure consistent service delivery/ professionalism	Audits are conducted and continuous improvement is achieved	DRS	YEAR 1
1.6	Increase knowledge and participation in ASR	>8 ASR groups established	DRS	YEAR 2
1.7	Establish clear pathways to patrols	Pathways defined and documented	DRS	YEAR 2
1.8	Establish pathways to patrol leadership	Pathways identified and documented, succession plan in place	DRS	YEAR 3
1.9	Clear documentation of all patrol policies and procedures	Documentation is complete and understood by relevant members	DRS	YEAR 3
1.10	Win LSV 'team of the year' award for ASR	Successful in competition	DRS	YEAR 4

## Strategic Priority 2

Create an environment where Anglesea offers all members the opportunity to achieve their best in surf sport.

NO.	ACTIONS	MEASURES	RESP POS	TIMELINE
<b>2.1</b>	<b>Team Culture - Create a team culture that is inclusive, diverse, participation focused whilst striving for excellence in all aspects of surf sports</b>			
<b>2.1.1</b>	Embed our Purpose, Vision, Mission and Values into the Surf Sport Team	Understanding of athletes/support crew of what we are trying to achieve.	DSS	YEAR 1
<b>2.1.2</b>	Increase social program/events to engage all sections.	At least one pre-season camp	DSS/ CLUB CAPT	YEAR 1
<b>2.1.3</b>	Away trips staying at the one location.	Freshwater/Manly/South Australia	DSS	YEAR 1
<b>2.1.4</b>	Training Hubs – Geelong, Anglesea and Melbourne, focused on general fitness and team building (include parents)	At least 12 participants per session in each hub.	DSS	YEAR 1
<b>2.1.5</b>	Team and athlete profile, updates via Team App or other	1 per month Sept-Dec, fortnightly Jan-Mar	DSS/ CLUB CAPT	YEAR 1
<b>2.1.6</b>	Identity – Team uniform and bathers	All athletes wearing the same style of club bathers	DSS/SM	YEAR 1
<b>2.2</b>	<b>Communication - Provide consistent, effective communication to realise our shared vision</b>			
<b>2.2.1</b>	Investigate most commonly accessible form of digital communication e.g. SMS, Team App, Facebook	At least 60 people who have downloaded the App or are a part of the community	DSS	YEAR 1
<b>2.2.2</b>	Regular Section Managers meetings	At least per 1 month month Sep-Dec. More frequently during the season	DSS/TM	YEAR 1
<b>2.2.3</b>	Pre-carnival team meetings	At least 4 per season – time TBA	TM	YEAR 1

<b>2.2.4</b>	Training Hubs – Geelong, Melbourne (regular updates)	A further opportunity to discuss objectives for the season.	DSS	YEAR 1
<b>2.2.5</b>	GWR and member updates	Opportunity to inform the rest of the club what the Surf Sports area is up to	DSS/SM	YEAR 1
<b>2.3</b>	<b>Pathways – Provide defined pathways to allow all members to become engaged in any section and levels of surf sports</b>			
<b>2.3.1</b>	Engage Nippers to run a competition stream as part of their program		DYD/DSS	YEAR 1
<b>2.3.2</b>	Appoint a Junior Transition Manager to identify athletes coming through Nippers and those new members completing their Bronze/SRC		DYD/DMD/DSS	YEAR 1
<b>2.3.3</b>	Align relationships with identified schools with existing relations in Melbourne and Geelong for recruitment.		DSS	YEAR 1
<b>2.3.4</b>	Align relationships with the Anglesea Football and Netball club to provide opportunity for cross recruitment.		CLUB CAPT	YEAR 2
<b>2.3.5</b>	Re-establish the Junior Development Squad (Dolphins)	12 athletes training on a regular basis	DYD/DSS	YEAR 1
<b>2.4</b>	<b>Resources – provide resource support to aid in the realisation of our purpose</b>			
<b>2.4.1</b>	Identify volunteer coaches or senior athletes to upskill to >level 1 and level 1 respectively, with a payment program to cover costs.	Membership discount (as per Policy 16), course payment (upskill) and a level of subsidy for coaches who commit to a certain level throughout the season.	DSS	YEAR 1
<b>2.4.2</b>	Scholarships x2 (via SG) – identifying local/regional athletes who are committed to the club over the next 12 months.		DSS	YEAR 1
<b>2.4.3</b>	Club funding for sections through work completed at each R2R		DSS/SM	YEAR 1
<b>2.4.4</b>	Water safety, official and admin support for carnivals, States, Aussie's and World's	At least 8 officials, designated IRB Water Safety and office admin support	TM/DADM	YEAR 1
<b>2.4.5</b>	Transportation support to interstate and/or long distance carnivals	Petrol Vouchers for long distance State and interstate competition	VP LS	YEAR 1



<b>2.4.6</b>	Team Uniform - Sponsored	Shorts, T-Shirt and hat for all competitors who sign up for their competition levy	DMAR	YEAR 2
<b>2.4.7</b>	Subsidised payment for training hubs in Melbourne, Anglesea and Geelong		DSS/DMAR	YEAR 2

## Strategic Priority 3

To ensure Anglesea continues to be a well managed and financially stable organization.

NO.	ACTIONS	MEASURES	RESP POS	TIMELINE
3.1	Develop a rolling three year financial plan for both capital and operating expenditure	Financial plan signed off by the Board	DFIN	YEAR 1
3.2	Establish a succession plan for all critical roles	Plan developed and supported by the board	PRES	YEAR 2
3.3	Establish a marketing plan in a manner that supports the sponsors and supporters of the club	Increased income from sponsors	DMKT/VP OPS	YEAR 1
3.4	Recruit General Manager to help to deliver on strategic plan	Financial plan will determine timing	PRES	YEAR 2-3
3.5	Revisit the management structure to spread the load	Management feel supported and engaged in undertaking their role	PRES	YEAR 3
3.6	Grow the fundraising activities to support the strategic direction	Increased grants, fundraising income	DMKT/VP OPS	YEAR 3
3.7	Develop and implement a social media and digital media strategy and enhance all opportunities for commercial opportunities on these platforms.	Plan developed and supported by the board	DMKT/VP OPS	YEAR 1
3.8	Develop and maintain an asset management register	Register in place	DADM	YEAR 1
3.9	Facilitate the development of operational risk assessments and registers for all departments	Assessments & Registers in place	DADM	YEAR 1
3.10	Identify and implement processes to streamline existing administrative processes	Improved efficiency	DADM	YEAR 1
3.11	Ensure facilities adhere to OH&S requirements	OH&S issues addressed	DFAC	YEAR 1
3.12	Develop and maintain a register of contracts (incl. employment, services, suppliers)	Register in place	DADM	YEAR 1
3.13	Develop and implement a preventative maintenance program	Program in place	DFAC	YEAR 1

<b>3.14</b>	Develop and implement an Environmental Sustainability policy	Policy in place	DADM	YEAR 2
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# Strategic Priority 4

## Maximise External Community Engagement

NO.	ACTIONS	MEASURES	RESP POS	TIMELINE
4.1	Develop an external engagement strategy	Strategy developed	CLUB CAPT	YEAR 1
4.2	Identify a local community engagement committee	Committee established	CLUB CAPT	YEAR 1
4.3	Increase knowledge of local community organisations and identify opportunities to engage with them and share knowledge with club members	Opportunities for additional community engagement are actioned.	CLUB CAPT	YEAR 1
4.4	Aim to increase proportion of membership who live within the Local Government Areas of Surfcoast Shire, Colac-Otway Shire, Golden Plains Shire, Corangamite Shire and City of Ballarat.	Membership Plan established	CLUB CAPT	YEAR 2
4.5	Support and promote ocean and land based adventure and recreation activities by providing sport/recreation groups and individuals access to Club Facilities.	Increased usage of facilities	CLUB CAPT	YEAR 2
4.6	Provide general access to local community groups and peak bodies.	Increased usage of facilities	DADM	YEAR 2
4.7	Develop and implement a Social Membership Category		DADM	YEAR 2
4.8	Develop and Implement a new membership category for regular users of our facility (e.g. adventure, sporting or community groups)		DADM/CLUB CAPT	YEAR 3
4.9	Investigate strategies to deliver lifesaving/first aid training to external groups/individuals.		DMDEV	YEAR 3
4.10	Investigate and establish partnerships with community groups, businesses & organisations to enhance the club and provide a more inclusive community.		CLUB CAPT	YEAR 2



# Strategic Priority 5

## Maximise Internal Community Engagement

NO.	ACTIONS	MEASURES	RESP POS	TIMELINE
5.1	Develop an internal engagement strategy for different user/age groups.	Strategy developed	CLUB CAPT	YEAR 1
5.2	Set up a Nipper Parents sub group	Nipper co-ordinator role supported by parent sub-committee.	DYD	YEAR 1
5.3	Develop goals for Nipper parent engagement.	Goals established and performance against the goals measured and communicated	DYD	YEAR 1
5.4	Engage all members and specifically nipper parents with improved communication/publicity	Greater engagement by adult members with other aspects of the club	DADM	YEAR 2
5.5	Develop an overall social & activity calendar for the club that helps bring members together.	Calendar developed & implemented	CLUB CAPT/PRES	YEAR 2
5.7	Develop and implement a Leadership Development Program to identify and enhance our future Club leaders.	Program Implemented	PRES/CLUB CAPT	YEAR 2
5.8	Explore & establish partnerships/exchange programs with other interstate/international clubs/organisations to enhance members' experiences.		PRES/CLUB CAPT	YEAR 3



## Strategic Priority 6

**Maximise membership skills and knowledge base to increase engagement by members**

<b>NO.</b>	<b>ACTIONS</b>	<b>MEASURES</b>	<b>RESP POS</b>	<b>TIMELINE</b>
<b>6.1</b>	Establish mentoring program and ongoing group of assessors to increase assessor skill, retention and improve communication of assessment and professional development		DMD	YEAR 1
<b>6.2</b>	Establish Assessor Requal		DMD	YEAR 1
<b>6.3</b>	Introduce off-season course program		DMD	YEAR 2
<b>6.4</b>	Establish Surf Camp program to increase water skill of members		DMD	YEAR 1
<b>6.5</b>	Improve communication of courses through the website and social media		DMD	YEAR 1
<b>6.6</b>	Establish mentoring program and ongoing group of trainers to increase trainer knowledge, retention and improve communication of courses and professional development		DMD	YEAR 2
<b>6.7</b>	Establish Anglesea Professional Development program for trainers and assessors		DMD	YEAR 2
<b>6.8</b>	Ensure all courses incorporate modern learning strategies and provide in-context teaching		DMD	YEAR 2
<b>6.9</b>	Implement new training technology		DMD	YEAR 2
<b>6.10</b>	Explore non-lifesaving training opportunities to enhance/ compliment member development		DMD	YEAR 2-3
<b>6.11</b>	Explore partnerships/exchange programs with interstate/international club/groups for trainers.		DMD	YEAR 3





## Strategic Priority 7

**Create an environment where young members develop their lifesaving and leadership skills and become valuable members of the club.**

<b>NO.</b>	<b>ACTIONS</b>	<b>MEASURES</b>	<b>RESP POS</b>	<b>TIMELINE</b>
<b>7.1</b>	Develop clear and measurable goals for the nipper program	Goals established and performance against the goals measured and communicated	DYD	YEAR 1
<b>7.2</b>	Improve the Nipper registration process to gather more data on members	Database of information on members profiles	DYD	YEAR 1
<b>7.3</b>	Improve nipper parents' induction into the club with improved communication/publicity	Nipper parents better understand the wider club	DYD	YEAR 1
<b>7.4</b>	Establish a plan to assist the youth into helping with nippers	Plan approved and implemented Increased number of youth assisting with nippers	DYD	YEAR 1
<b>7.5</b>	Structured facilitation of socialisation of events for nippers and parents	Social events occurring	DYD	YEAR 1
<b>7.6</b>	Increase access to club activities year-round. Link with senior competition training hubs.	Nippers can practice their skills all year round and remain engaged with club.	DYD	YEAR 1
<b>7.7</b>	Develop a rolling 3-year Nipper equipment maintenance and replacement plan	Plan established, updated and feed into budget considerations	DYD	YEAR 2
<b>7.8</b>	Establish clear pathways to all sections of the club e.g. SRC/Bronze-ASR-Committee	Pathways defined and documented	DYD	YEAR 2
<b>7.9</b>	Define timely and effective communication with members	Timely and effective communication occurring to allow adequate time for planning	DYD	YEAR 2
<b>7.10</b>	Promote the YIPS program to 14-17-year-old members.	Adequate promotion of YIPS program and support provided to participants throughout their involvement in YIPS.	DYD	YEAR 2



## Strategic Priority 8

**Develop the club infrastructure to ensure the club's facilities cater for a growing and increasingly diverse member base and greater community involvement.**

<b>NO.</b>	<b>ACTIONS</b>	<b>MEASURES</b>	<b>RESP POS</b>	<b>TIMELINE</b>
<b>8.1</b>	Following issue of necessary approvals develop detailed project plan leading to completion of the redevelopment.	Redevelopment undertaken	PCC	YEARS 1-3
<b>8.2</b>	Development & Implementation of Fundraising Plan with timeline	All funds raised and any Club debt recovered	PCC	YEAR 1 & ONGOING
<b>8.3</b>	Development and Implementation of a transitional operating plan during construction.	Club continues to provide full range of services during the construction phase.	PCC	YEAR 3 & ONGOING
<b>8.4</b>	Develop & Implementation of a Strategy for increasing utilisation of Building when completed.	Increase utilisation of Building after development	PRES/VP-OPS	YEAR 2 & ONGOING

PCC = Project Committee Chair

### Completed Strategic Priority Action Items (as of July 2017)

<b>3.1</b>	Establish a working group to conduct a review of all financial areas of the club for approved accountability.	Report presented to Board with recommendations	DFIN	YEAR 1	Finance & Risk Advisory Committee implemented.
<b>3.2</b>	Establish a subcommittee to monitor governance, policies, constitution, bylaws, strategic plan	subcommittee established and meeting at least three times per year	DADM	YEAR 1	Governance Advisory Committee implemented
<b>3.12</b>	Establish a risk management plan.	Plan in place	DADM	YEAR 2	Risk Management Policy & Procedures have been established.

<b>8.1</b>	Ensure the Project Committee is fully functional and is on track to implement the redevelopment of club facilities.	Committee established and functioning	PRES	YEAR 1	Committee in place and functioning
<b>8.2</b>	Ensure the Redevelopment Finance Committee is fully functional and working closely with the Project Committee to develop and deliver a redevelopment financing strategy.	Committee established and functioning	PRES	YEAR 1	Committee in place and functioning
<b>8.3</b>	To ensure there is regular and on going communication with relevant authorities and stakeholders to facilitate a positive outcome.	Redevelopment communication strategy developed and implemented.	PCC	YEAR 1 & ONGOING	Although there is no specific strategy there has been ongoing correspondence and communications with all key stakeholders inc. Dwelp, scs, gorcc, lsv, emv, members & local community groups.
<b>8.4</b>	To ensure there is regular and on going communication with the local community to ensure a positive outcome.	Redevelopment communication strategy developed and implemented.	PCC	YEAR 1 & ONGOING	See 8.3
<b>8.5</b>	Develop and document the rationale for redevelopment and ensure it is maintained and updated.	Rationale documented	PCC	YEAR 1 & ONGOING	Is documented in the redevelopment business plan submitted to dewlp.

Please note: A number of action items have been removed due to a change in approach as a result of changes in personnel, whilst continuing to meet the Strategic Priorities.