



STRATEGIC PLAN

2020-2025

VISION

To provide excellence in aquatic safety services by developing our members and further engaging with the local community and visitors.

VALUES

RESPECT

We treat all members, our community and our environment with respect.

INTEGRITY

We act with integrity through all our dealings with members, community and other stakeholders.

EQUALITY

We treat all members and our community as equals and embrace gender and cultural diversity.

INCLUSION

We foster diversity through a welcoming culture and encourage participation from all members.

EXCELLENCE

We strive to achieve the best possible outcomes for our members and the community in all that we do.

INNOVATION

We pursue advancement and innovation through the adoption of forward-thinking and a progressive outlook to change.

STRATEGIC THEMES

ONE

Strive for excellence in our promotion and provision of aquatic safety and first aid services within the region.

TWO

Manage our resources effectively to ensure ongoing financial health, viability and transparency.

THREE

Create pathways to enable members to reach their potential in Surf Life Saving and enhance recognition of their contributions.

FOUR

Provide defined pathways and opportunities to best support our youth membership to grow in a holistic manner so that they become long term active, valuable and contributing members.

FIVE

Strive for a welcoming Sports culture that promotes participation, improves the health and wellbeing of our members, enhances their operational lifesaving skills whilst supporting high performance teams

SIX

Enhance the member experience and deepen local community relationships whilst promoting gender equality, diversity and sustainability.



THEME ONE

Strive for excellence in our promotion and provision of aquatic safety and first aid services within the region.

OBJECTIVE	OUTCOME	POSITION RESPONSIBLE	TIMELINE
1.1 Increase quality of core patrol services	Zero default patrols	Club Captain	Ongoing
	Conduct annual review of lifesaving equipment to assess scope for best in class and innovation	VP Operations	Ongoing
	Conduct at least 2 internal audits per patrol team each season.	Club Captain	Annually
1.2 Extend lifesaving services	Establish a plan for capacity to provide supervision and services to key remote sites (Eastern View, Moggs Creek, Aireys Inlet, Urquharts Bluff) during peak season	VP Operations	2020/21
	Provision of emergency response capacity: <ul style="list-style-type: none"> Identify and maintain equipment package Identify and delivery of training 	Lifesaving Development Officer	2020/21
	Provision of lifesaving and first aid event services to Fairhaven surf club events	Vice Club Captain	As required
1.3 Increase lifesaving team competency	Increase attendance of patrol members with advanced awards. Each patrol has at least 4 members with advanced awards and 2 with multiple awards	Club Captain	2019/20
	Increased numbers of lifeguards through attendance of at least 4 members at advanced lifesaving camp	Vice Club Captain, VP Membership & Leadership Development	2020/21
	Delivery of at least 1 practical training course and development of an "on patrol" training program	Lifesaving Development Officer	2020/21
1.4 Develop patrol leaders/ lifesaving leaders	Delivery of at least 1 multi-agency emergency service training program per year	VP Membership & Leadership Development, VP Operations	2020/21
	Implement patrol mentor training program to develop leaders	Vice Club Captain	2020/21
1.5 Interact and collaborate with other emergency services & authorities in the provision of services	Regular interaction with Surf Coast Shire Emergency committee. Attendance at 1 meeting per year	VP Operations	2020/21
	Ensure Fairhaven club facilities and members are positioned to support the community, and other emergency services in the event of a major emergency	VP Facilities, VP Operations, President	2020/21, ongoing
1.6 Interact and collaborate with other Surf Coast Lifesaving clubs in the provision and development of lifesaving services	Host / attend joint lifesaving programs, 1 per year	Club Captain	2021/22



THEME TWO

Manage our resources effectively to ensure ongoing financial health, viability and transparency.

	OBJECTIVE	OUTCOME	POSITION RESPONSIBLE	TIMELINE
2.1	Transparency in financial management.	Review of documented governance structures for financial management	Executive	Annually
2.2	Strategic review of club resource specific for employees and contractors	Annual review	Executive	Annually
2.3	Develop a plan that explores greater use of club facilities.	Plan presented to committee	Executive	2020/21
2.4	Improved awareness of available grant and fundraising opportunities and success factors.	Increased grant and fundraising income	President plus support role to be defined	Annually
2.5	Develop a marketing and sponsorship strategy	Increased sponsorship income	Role to be defined	2020/21
2.6	Develop a plan for management of facilities and equipment which facilitates the potential growth in level and breadth of our services provided to a larger community	Facilities and equipment are fit for purpose	VP Facilities, Committee	2020/21



THEME THREE

Create pathways to enable members to reach their potential in Surf Life Saving and enhance recognition of their contributions.

OBJECTIVE	OUTCOME	POSITION RESPONSIBLE	TIMELINE
3.1 To promote and provide high quality training opportunities enhanced by best in class technology	Increase number of award holders by 5% per annum Increase percentage of patrolling members with multiple awards to 50%	VP Training and Assessment	Annually 2022/23
3.2 Broaden training opportunities to include all ages and backgrounds	Establish and document alternate training pathways to encourage diversity	VP Training and Assessment	2020/21
3.3 Establish a purpose-built training facility at Yarringa Road with increased overnight accommodation	Facility operational	VP Facilities	2022
3.4 Develop mentoring program for all club disciplines	Plan documented and presented to committee	VP Membership & Leadership Development	2020/21
3.5 Promote leadership opportunities to all membership	Members nominated for all state and national leadership programs	VP Membership & Leadership Development	Annually
3.6 Establish and maintain a framework for internal and external recognition	Widen recognition of members contributions and achievements	VP Membership & Leadership Development	February 2020, Annually



THEME FOUR

Provide defined pathways and opportunities to best support our youth membership to grow in a holistic manner so that they become long term active, valuable and contributing members.

	OBJECTIVE	OUTCOME	POSITION RESPONSIBLE	TIMELINE
4.1	Develop a succession plan for VP Junior Activities and other key roles	Successors identified	VP Junior Activities, Nipper Comp Manager, Executive	March 2020
4.2	Streamline management and accessibility of Nipper registration data	Reduced administration time and identification of available resources from the nipper parents	VP Junior Activities, Administration Coordinator	End season 2019/20
4.3	Develop and document the nipper operations manual to include content, goals, schedule, roles and responsibilities, equipment management	Nipper operations manual published	VP Junior Activities	July 2020
4.4	Document and present development pathways to youth membership	Improved retention of youth post nippers	VPs of Membership & Leadership Development, Junior Activities, Sports and Operations	2020/21
4.5	Establish a plan for U15's to assist nipper programs	U15s provide water safety and assist age group managers in running Nipper program	VP Membership & Leadership Development, VP Junior Activities	Season 2019/20
4.6	Improve existing platform for youth leadership	Youth leadership group led by Junior club captains as delegates of membership and leadership development (VPMLD)	VP Membership & Leadership Development	August 2020



THEME FIVE

Strive for a welcoming Sports culture that promotes participation, improves the health and wellbeing of our members, enhances their operational lifesaving skills whilst supporting high performance teams.

OBJECTIVE	OUTCOME	POSITION RESPONSIBLE	TIMELINE
5.1 Establish a youth sport pathway by introduction of a sports education program for youth and parents	Growth in participation and performance	VP Sport	2020/21
5.2 Examine opportunities to expand the profile of sport within the club	Plan documented and presented to committee	VP Sport, Boat Captain, Board & Ski Captain, IRB Team Manager	2020/21
5.3 Develop capability to host Home Carnivals.	Plan documented and presented to committee	VP Sport	2020/21
5.4 Further development of Masters Sports pathway.	Growth in participation of Masters athletes	VP Sport	2021/22
5.5 Trial summer fitness and skills sessions	Provide 6 x 1 hour sessions across surf sports disciplines and general fitness	VP Sports and Board, Ski Captain	2019/20
5.6 Establish a coaching structure for Sports	Roles defined, plan documented and presented to committee	VP Sport	2021/22
5.6 Develop a plan for involvement in life saving events	Fairhaven competes in the following competitions: IRB racing, champion lifesaver, First aid and patrol competitions	Club Captain, VP Sport	2022/23



THEME SIX

Enhance the member experience and deepen local community relationships whilst promoting gender equality, diversity and sustainability.

OBJECTIVE	OUTCOME	POSITION RESPONSIBLE	TIMELINE
6.1 Strengthen and promote sustainability throughout all club activities	Prepare sustainability plan for inclusion in annual report	Sustainability officer	July 2020
6.2 Develop a Community Engagement Plan	Increased local engagement and proportion of members who live locally. Develop a program that improves aquatic safety in diverse and disadvantaged groups within the wider community	VP Membership & Leadership Development, Life Saving Development Officer, Oversight from Executive	2022/23 2024/25
6.3 Promote existing policies and educate members regarding member protection and safety through the child safety policy and code of conduct	Members informed	Executive, Administration Coordinator, Child Safety Officer	Annually
6.4 Strive for equality for all key positions including committee, delegates and operational positions	Equal balance of genders in key roles	Committee	Ongoing



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