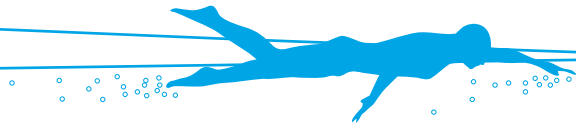


**COMMITTED TO EXCELLENCE:
CREATING OPPORTUNITIES**

LIFE SAVING VICTORIA



S T R A T E G I C P L A N F O R 2 0 1 1



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BACKGROUND

The “Life Saving Victoria Strategic Plan for 2011” is built from the ground up.

Life Saving Victoria (LSV) is a community-based organisation which requires a Strategic Plan that confirms its culture and values, captures its organisational strengths and identifies future opportunities and needs, e.g. developing and supporting the lifeblood of the organisation - its volunteers.

Many of the Strategic Plan’s ideas, priorities and inspirations are drawn from the involvement and contribution of LSV’s directors, staff, members and its four Councils.

The Strategic Plan also reflects certain Victorian Government policy and priorities set out in the Government’s recently updated *Growing Victoria Together 2005*, and the Department of Justice’s *Strategic Priorities 2006 - Emergency Services System*.

RESEARCH POINTS THE WAY

In June 2006, LSV undertook a web survey of LSV Clubs and Community Aquatic Education Council members to inform the development of its Strategic Plan for 2011. The completed survey used 10 open-ended questions and elicited over 120 responses.

Key findings were as follows:

Where do you think LSV should be in five years time?

The Top 10 Responses

1. To be recognized as Victoria’s peak water safety body
2. To be an essential component of the State’s emergency service, with a reputation for quality training, education, and service
3. To have established itself as an essential community group which promotes health and safety in the aquatic environment

4. To make strong lifesaving clubs for the future by carrying out the complete amalgamation of all Lifesaving Clubs, especially those patrolling inland waterways and bayside locations
5. To have increased the total number of members belonging to Lifesaving Clubs throughout Victoria
6. To have all Lifesaving Clubs operating in a financially stable state
7. To recognize and value the volunteers “who make up the organization”, and to have relieved the pressure applied to volunteers in meeting the minimum patrol requirements
8. Professionalism in the day-to-day operating of LSV and its clubs
9. To have established strong connections with the schools community and the corporate sector
10. To maintain a progressive approach in planning for the future

The Top 6 Challenges and Strategic Priorities Facing LSV (responses from LSV Clubs):

- Integration
- Funding
- Volunteer retention
- Administration and paperwork
- Recruiting new members
- Maintaining patrol responsibilities

The Top 6 Priorities Facing Victoria’s Lifesaving Clubs (responses from Community Aquatic Education Council members):

- Rescue equipment
- The balancing of resources, particularly volunteers
- Member retention
- Club facilities
- Funding
- Reducing Paperwork

WHERE WILL LSV BE IN 2011?

This research has helped LSV develop Three Visions of where it wishes to be by 2011, as set out in its new Strategic Plan:

1. “By 2011, Life Saving Victoria will be recognised by all Victorians as the State’s peak community-based water safety agency”.

By 2011, LSV will be recognised by all Victorians not only as the leading, community-based, water safety agency but also as a key member of the State’s family of emergency management services. The organisation will continue its long tradition of community service. It will provide all Victorians with a sense of safety, wellbeing, comfort and enjoyment in the State’s water environments. It will excel in four areas of expertise: (1) Saving lives, (2) Education and training, (3) Youth and leadership development, and (4) Recreational participation in aquatic environments.

2. “By 2011, Life Saving Victoria will be a Centre of Aquatic Excellence, providing leadership in aquatic risk management, “skills for life” training, youth and membership development, aquatic sports, best practice education, surveillance and rescue, R&D and technical innovation”.

This vision will establish LSV as a self-sustaining centre of aquatic excellence. It will be the first place people will go to when seeking information and guidance on lifesaving, water safety and aquatic survival skills.

It will provide innovative, state-of-the-art solutions, drawn from best-practice examples from around the world. It will also provide leadership in aquatic risk management, “skills for life” training, youth and membership development, aquatic sports, best practice education, surveillance and rescue, Research & Development and technical innovation.

3. “By 2011, Life Saving Victoria will cement its role as a Community Leader through locally based programs, partnerships and initiatives that are mutually rewarding and, ultimately, assist in the reduction of drownings and rescues at coastal and inland waterway locations, and enhance Community Wellbeing.”

By 2011, Life Saving Victoria will have formed productive programs and partnerships with other leading community groups, service organisations, sporting bodies and concerned corporates. The aim will be to spread the water safety message through the community and raise LSV’s public profile.

Increasing numbers of volunteers - particularly those aged between 14 to 30 – will be attracted to LSV. They will value its sense of mission, altruistic aims, quality training programs, democratic structure, healthy lifestyle, its “welcome mat” for all volunteers, and the adequate resourcing of its volunteer base.



LSV will be recognised as a leading agency for youth and leadership development. It will be active in providing the community with youth-based leadership programs, “skills for life” training, role models and practical examples of community service.

By 2011, the profile of lifesaving sports in Victoria will have increased. Participation rates will be on the rise through the development of a greater range of opportunities, creative use of resources, greater integration of all forms of aquatic sports, and more effective contact between LSV and sporting organisations, schools, its own members and the wider community.



LSV has always recognised the dedicated service of its 25,000 volunteers...



ACCENT ON YOUTH

LSV has always recognised the dedicated service of its 25,000 volunteers, and has provided continual support for their recruitment and development. Aquatic education and training has always been a mainstay of the organisation.

But the Strategic Plan elevates youth and leadership development to be equally important in LSV's future. Traditionally, young people have always been important members of life saving clubs. But these days there is strong competition from many other organisations for recruiting youth – from sporting and social clubs, other community service agencies and many entertainment forms. LSV's new focus on youth is in response to this changing dynamic; it will create opportunities for young Victorians to learn, value, and apply vital lifesaving skills, and acquire "skills for life".

FOCUS

Using the above Three Visions, the Strategic Plan stipulates that, over next the five years, LSV must focus on three areas most crucial to its sustainable growth and progress as a community-based organisation:

1. Membership Development, Growth and Support (including youth and leadership development)

Importantly, LSV must continue to focus upon the recruitment, training, development, and retention of its members if it is to continue as a strong, community-based, service organisation. Youth and leadership development is arguably the most important new activity LSV can undertake. Young people are central to the growth of aquatic education and training, because they provide LSV with a unique opportunity to assume a genuine leadership role in the community.

2. Lifesaving Services

Since its acceptance into Victoria's Emergency Service network, LSV has operated without a clear and concise focus. As a new member of the Emergency Service family, it has attempted to handle a broad range of the community's aquatic safety needs. LSV now needs to consolidate its current and future role and activities in the Emergency Service network. A lack of recurring funding has complicated the situation. This has forced LSV to attempt to address only those opportunities and requests arising through the grant structure. Once this issue is resolved, LSV will be able to stabilize the current uncertainty and provide direction and vision to LSV's clubs and affiliates.

3. Aquatic Education and Training

This is a continuing focus for LSV. Not only is it fundamental to LSV's charter, but there remains a great deal of water safety education still to be done across Victoria - this extends from beaches to inland waterways, pools and other open water environments. Too often, people enter the water ignorant of the most basic survival skills. LSV's expertise needs to be emphasised through school programs, forums and publicity.



STRATEGIC PRIORITIES

Within this framework, the Strategic Plan identifies the following as LSV's 10 top strategic priorities for 2011:

Priority 1: Clarifying Our Future and Delivering Total Integration

Establish and promote a clear future direction for LSV to support and drive its continuing transformation. Build brand equity and loyalty, and unlock further synergies through complete cultural, physical, and operational integration.

Priority 2: Building a Healthy and Sustainable Financial Base

Establish a funding platform that enables LSV and its members to meet and sustain their operational requirements, generate surpluses and pursue a shared vision and goals.

Priority 3: Expanding and Sustaining Lifesaving Services

Provide a safe beach and aquatic environment through the delivery of a branded quality lifesaving services model and culture, across LSV's network of clubs, volunteers and professional and support services.

Priority 4: Investing in Our Staff

Attract, develop, reward and retain staff (full time and paid) who will embrace the future with commitment, energy and flexibility and who are focused on the needs of LSV's members, clients, customers and fellow staff.

Priority 5: Developing Aquatic Sport

Develop and promote the sport of lifesaving as a unique, entertaining and rewarding activity that offers diverse opportunities to participate in competition, athletic and skills development, and coaching and sponsorship tie-ins at every level (i.e. individual, team, club, corporate).

Priority 6: Striving for Excellence

Establish and promote LSV's new State Centre as a Centre of Aquatic Excellence for education and training in lifesaving and aquatic safety in Victoria.

Priority 7: Keeping Clubs Strong

Build and maintain a strong system of clubs through ongoing support, leadership and innovation in areas of highest need e.g. member recruitment and retention, succession planning and funding.

Priority 8: Educating and Training for the Future

Position LSV as the leading provider of water safety education and training in Victoria.

Priority 9: Elevating Youth

Expand and promote LSV's youth and leadership activities and credentials to encourage young people's increased participation in LSV programs, to strengthen club memberships, to enhance water safety education and training outcomes and to develop fine young Victorians.

Priority 10: Adopting a New Marketing Focus

Strengthen marketing efforts (i.e. processes, outputs, outcomes) across key LSV business strategies and internal/external functions.



The Strategic Plan will seek to make great clubs greater, good clubs great and assist struggling clubs to become strong and viable.

EVIDENCE OF OUR SUCCESS

What indicators will we have of the Strategic Plan's success? The Strategic Plan may be deemed a success when it achieves, in broad terms, the following outcomes:

1. A strong system of clubs.

The Strategic Plan will seek to make great clubs greater, good clubs great and assist struggling clubs to become strong and viable.

2. A strong network of metro, regional and rural education and training programs and services.

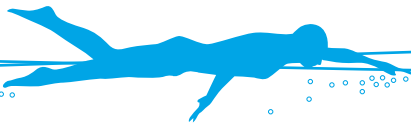
The Strategic Plan will seek to expand LSV's reach and influence as Victoria's leading aquatic education and training provider.

3. A strong community of mutually rewarding relationships, collaborations and partnerships.

The Strategic Plan will seek to establish LSV as a vital contributing member to community wellbeing.

4. A strong leadership in water safety.

The Strategic Plan will seek to consolidate LSV's position as Victoria's leading community-based water safety agency, and a key member of the State's emergency response network.



WATER SAFETY

“Saving Lives, Preventing Injuries, Enjoying the Water”

Our Mantra
Our Philosophy

Peak Water
Safety Agency

Centre of Excellence

Community Leader
& Well-being

Our Vision

Membership Development,
Growth & Support
(inc. Youth and Leadership
Development)

Our Focus

Aquatic Education
& Training

Lifesaving Services

Future Direction & Integration	Financial Stability	Lifesaving Services	LSV Staff Admin & Operations	Aquatic Sport	Centre of Excellence	Club Development & Sustainability	Education & Training	Membership Development	Marketing
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Our Strategic Priorities

Actions, Performance Indicators, Targets

Our Plan

Evidence of our Success:

- A strong system of Clubs
- A strong network of metro, regional and rural education and training programs and services

- A strong community of mutual and rewarding relationships, collaboration and partnerships
- A strong leadership in water safety

Evidence of our Success

