



VOLUNTEER MARINE RESCUE WESTERN AUSTRALIA

STRATEGIC PLAN
2012—2027



OUR VISION

To the best of our ability
we will help people to utilise
the marine environment of Western Australia,
in the safest possible manner,
through the provision of marine rescue services
and the promotion of safety upon the water.

STRATEGIC PLAN
2012—2027



OUR MISSION



To Provide Leadership

In the continual

Development and

Excellence of

Volunteer Marine

Rescue in

Western Australia

OUR CORE VALUES

We are Leaders

We will provide leadership that is inspiring, motivating and relevant.

We are Proactive

We will take a well-planned considered approach to ensure that the qualities and opportunities for volunteer marine rescue in Western Australia are continually enhanced.

We are Professional in our Dealings

We will act at all times with honesty, integrity, loyalty and fairness, recognising the importance of being open, and accept that we are accountable for our actions.

We strive for Excellence

We aim to be world class in volunteer marine rescue with teams of skilled, effective and efficient volunteers and the best equipment.

Recognition & Respect for all

We encourage and respect one another's views and recognise the contributions and efforts that are made.

STRATEGIC THEMES

Our Groups

We will aim to provide proactive operational support to our member groups, through the provision of knowledge bases, guidelines and templates.

Our Volunteers

Volunteers are our lifeblood. We will focus attention on the recruitment, retention and the ongoing support of our volunteers as they give of their time, talent and energy.

Our Governance

We will continue to strengthen our internal processes and procedures and develop programs and methodologies that can be utilised by our member groups.

Our Image

We want the community of Western Australia to be aware of the role that volunteer marine rescue plays and the importance of safety at sea.

Representation, Partnerships & Networks

We will continue to focus on our role in representing the needs of our members through research, lobbying government, and acting as an interface between our members, government departments, and other agencies whose functions impact on the operational requirements of our member groups.

Our Community Involvement

Wherever possible we will be involved with the community of Western Australia in the promotion of boating and sea safety messages.



OUR GROUPS





Our VMR Groups

provide coverage for

over 85% of

the WA Coastline.

Support for them,

is support for the

Community.

The origins of Volunteer Marine Rescue in Western Australia dates back as far as the early 60's with the establishment of the first Sea Rescue Groups.

Over the years, the number of volunteer groups supporting marine rescue throughout the state has grown to an astounding 36 groups. Within these groups there are nearly 1300 very special individuals who dedicate their time in marine rescue activities, from manning vessels and radio rooms, through to keeping people supplied with meals and hot drinks when needed and raising much needed funds to keep the groups going.

Volunteer Marine Rescue WA (VMRWA) as an association was established to enable these groups and individuals to have a common framework of operations and a strong voice when dealing with the community of Western Australia and the Government Bodies which support the role of Marine Rescue.

Strategically, with respect to our groups we will aim to provide proactive operational support to our member groups, through the provision of knowledge bases, guidelines and templates.

We will be looking to develop and maintain knowledge databases about how to use our equipment, what better practices are out there, sharing ideas and knowledge, and providing standard templates and forms that are useful to the everyday operation of our groups. We will be looking to provide information about grant opportunities and hints on how to complete applications.

Wherever groups have information needs, problems or concerns, VMRWA will endeavour to provide answers for our member groups.

We will be looking at developing and providing opportunities for mentor programs and networking between groups within regions and across the state. These may be through joint training exercises, regional workshops and information exchange programs.

We will be outward looking as well - looking for opportunities where our groups can connect with other VMR groups across Australia and overseas.

Finally, we will be looking at the provision of a *Technology Watch* program made up of interested parties from within our member groups. Looking at equipment & technology under development that may have applicability at either an administrative or operational level within volunteer marine rescue.

We will take the *Watch* to an R&D level, then make recommendations to groups about future directions and looking for sponsorship opportunities to help with provision to all our member groups across the state.



Strategic Priorities

Outcomes

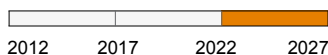
Knowledgebase Development



- A list of knowledgebase subjects of interest to groups has been identified.
- Working groups to gather hints and information on relevant topics (better practices, Templates & Forms, use of equipment, ideas sharing) are established.
- A framework for our knowledge-bases has been defined.
- A process for problems/concerns/needs identification & resolution has been established.



- An appropriate IT platform for the deployment of Knowledgebase information has been established.
- Appropriate content and search engine requirements to allow for extended search of the knowledge-bases have been defined.



- A mechanism exists for groups to update knowledge-bases as more information is obtained.
- Each knowledgebase has an owner and is reviewed and updated regularly.

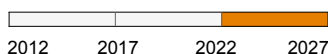
Group Mentorship & Networks



- Regional Group Workshops are run on a regular basis.
- A mentorship program for office bearers has been established.
- a working relationship, promoting networking and training opportunities between the Metropolitan VMR groups and VMRWA groups has been established.

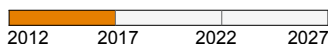


- Regional training opportunities exist for office bearer positions - Commander, Secretary, Treasurer, training officers based on better practices from knowledge-bases.
- Regular regional training exercises occur.
- Interstate VMR networking opportunities are established for our member groups.



- Mentoring and networking programs are well established and effective.
- Opportunities to develop exchange programs with other VMR organisations interstate and overseas are explored and established.

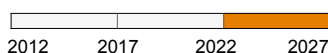
Whole of Operations R&D



- Products and resources that are useful to our groups to support them in the work they need to do - both administrative and operational are researched and resourced.
- Available resources are disseminated to groups.
- *Technology watch* working groups are established.



- R&D programs and working groups are broadened to include interstate VMR groups where appropriate.
- Funding & sponsorship opportunities for whole of state provision of resources and equipment are sought and secured where appropriate.



- Established and ongoing R&D programs continue to be maintained and resourced appropriately.



OUR VOLUNTEERS



Our Volunteers



The Growth &

Sustainability of

our member groups

depends on attracting

and keeping

our volunteers.

We value our People.

Volunteers are our lifeblood. We will focus attention on the recruitment, retention and the ongoing support of our volunteers as they give of their time, talent and energy.

At a time when it is difficult to attract volunteers to any of the volunteer sectors, it is vital for VMRWA to work on programs and models that will make individuals stop and think - WOW what a great idea to become involved with marine rescue.

We will be looking at the provision of professional marketing material for groups to use in their communities to attract people to join and give of their time.

VMRWA will also be looking at developing media opportunities to promote volunteer marine rescue across the whole of Western Australia.

However, it is not only attracting volunteers to marine rescue. Once a volunteer offers their services, we then need to ensure we provide the support network to look after them as individuals and give them the opportunities to develop whatever specialist direction they would like to take.

Our focus then leads on to the areas we need to develop to retain and look after our volunteers.

We will look at the professional development programs that are needed for our volunteers.

Relying on the provision of training from the Department of Fire and Emergency Services (DFES) for vessel manning, radio and incident control skills; VMRWA will focus on the provision of support and training for individuals involved in the aspects of the day-to-day administration of a group.

We will ensure that the DFES VMR training model caters for the needs of both new recruits and our existing member base in recognising the skills that individuals already have; and dealing with the individual learning needs of our volunteers.

Wherever possible VMRWA will also look into and provide information to groups with respect to support and guidance for individuals in what can be high stress situations. As leaders of groups; as individuals experiencing stress or trauma; or even as individuals learning to work in team environments where individual personalities are varied and complex; we will look to provide and ensure groups have access to support and mediation whenever it is needed.

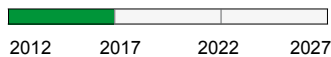
We value our People in our groups, we support and value the efforts of our volunteers and we need to find opportunities to demonstrate how important they are to us.



Strategic Priorities

Outcomes

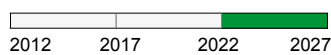
Recruitment & Retention



- A definition of a Marine Rescue Volunteer has been defined & developed.
- A VMR information booklet has been developed & deployed for all groups to use.
- Promotional material for Volunteer Marine Rescue from volunteer groups for volunteers (including pre-qualification processes where appropriate) is developed.
- Products and resources for the recruitment and retention of volunteers are defined and available for use by our groups.

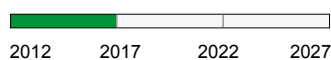


- Media opportunities to promote VMR as a volunteer activity are available.
- A feedback model for volunteers has been implemented so that we can learn & understand why volunteers leave.
- The cadets program and funding is available to more groups across the state.



- Regional *new recruits* networks are established for information sharing.
- A rounded feedback process has been developed to understand the expectations of new recruits to determine if expectations are realistic and being met.

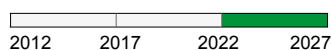
Volunteer Support & Recognition



- The support needs of our membership base are understood.
- Information about mediation, peer support and assistance programs that are available to our volunteers is disseminated and understood.
- Volunteer recognition programs that are available are effective.

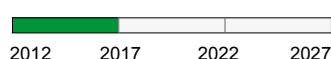


- Other support mechanisms that may be available to our volunteers are researched and made available where appropriate.
- A volunteer helpline has been developed.
- Effective recognition programs that are timely and value our volunteers are established.



- Mentoring and networking programs are well established and used.

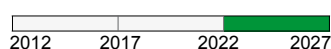
Professional Development



- The DFES training pathway meets the needs of all our volunteers.
- Professional development programs for positions and functions not covered under the DFES model are developed.



- Regional training programs and workshops for administrative functions exist.
- A mentorship program for office bearers is developed.
- Coaching opportunities and tools that can be used by our volunteers are available.



- An ongoing training model that provides for new developments in the volunteer marine rescue sector exists.



OUR GOVERNANCE



Our GOVERNANCE



Good Governance

is the cornerstone

to providing

leadership & support

to our member groups.

Good Governance goes hand in hand with continuous improvement.

With a significant amount of change occurring across the emergency services sector in Western Australia, it is an opportune time for VMRWA to review its own function and processes.

In the first instance, the Association is committed to working with the new Department of Fire and Emergency Services to review Roles, Responsibilities and Service level agreements in the provision of Marine Rescue Services across the State.

Once this work has been completed, VMRWA will be working to develop its Business Plans to enable us to realise the objectives within the Associations Strategic plan.

To support the success of business plans, the Association will also be looking at its funding model and its budgetary requirements to meet the objectives of this Strategic Plan.

As part of the continual improvement processes, We will continue to strengthen our internal processes and procedures and develop programs and methodologies that can be utilised by our member groups.

We will be reviewing and re-establishing appropriate internal policies and procedures for the management and governance of the Association.

The Associations Policies and Standard Operating Procedures, will be made available to groups as generic templates wherever possible.

In order to live up to our values of being professional in all our dealings, being open and honest and accountable for all that we do, the Association will be developing an Annual Report outlining our fiscal management each year and progress against our Strategic and Business Plans.

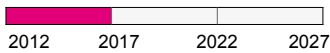
We are also committed to assist our member groups where needed with training programs and workshops in the areas of business management, secretary and treasury roles, and project management, with the concept of establishing regional workshop programs through the year.



Strategic Priorities

Outcomes

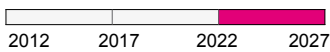
Business Planning



- Business Plans to support the agreed strategic projects have been developed.
- Roles, Responsibilities, services and service level provision are defined and agreed with the Department of Fire & Emergency Services.
- Annual Reporting Requirements for the Association have been defined.

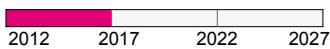


- Strategic partnership arrangements have been identified and established.
- The Association effectively represents all VMR groups in WA.



- The Strategic & Business planning models and processes are reviewed and adjusted where needed and/or appropriate - health check.
- A forward looking planning model is developed taking what is identified through technology watch programs and emerging developments in VMR and building these into both strategic and business plans.

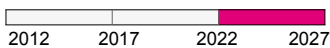
Governance Model



- Governance items that need to be reviewed and/or developed have a work plan and timetable for their development.
- VMRWA policies and procedures are collated and available to member groups as templates.

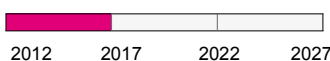


- Regional workshops on governance topics are established.
- Professional Development for Office bearers - secretary, treasurer, and other governance roles are provided.

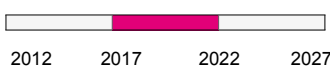


- A governance model exists that is robust but adaptable to changing developments in the emergency services environment.

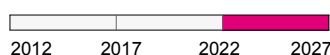
Sponsorship & Funding



- The DFES grant process for VMRWA has been negotiated to reflect the needs of the Association and its strategic plans.
- Strategic sponsorship arrangements and longer term funding opportunities have been established with strategic sponsors.
- A VMRWA funding model exist that supports the Strategic and Business plans.



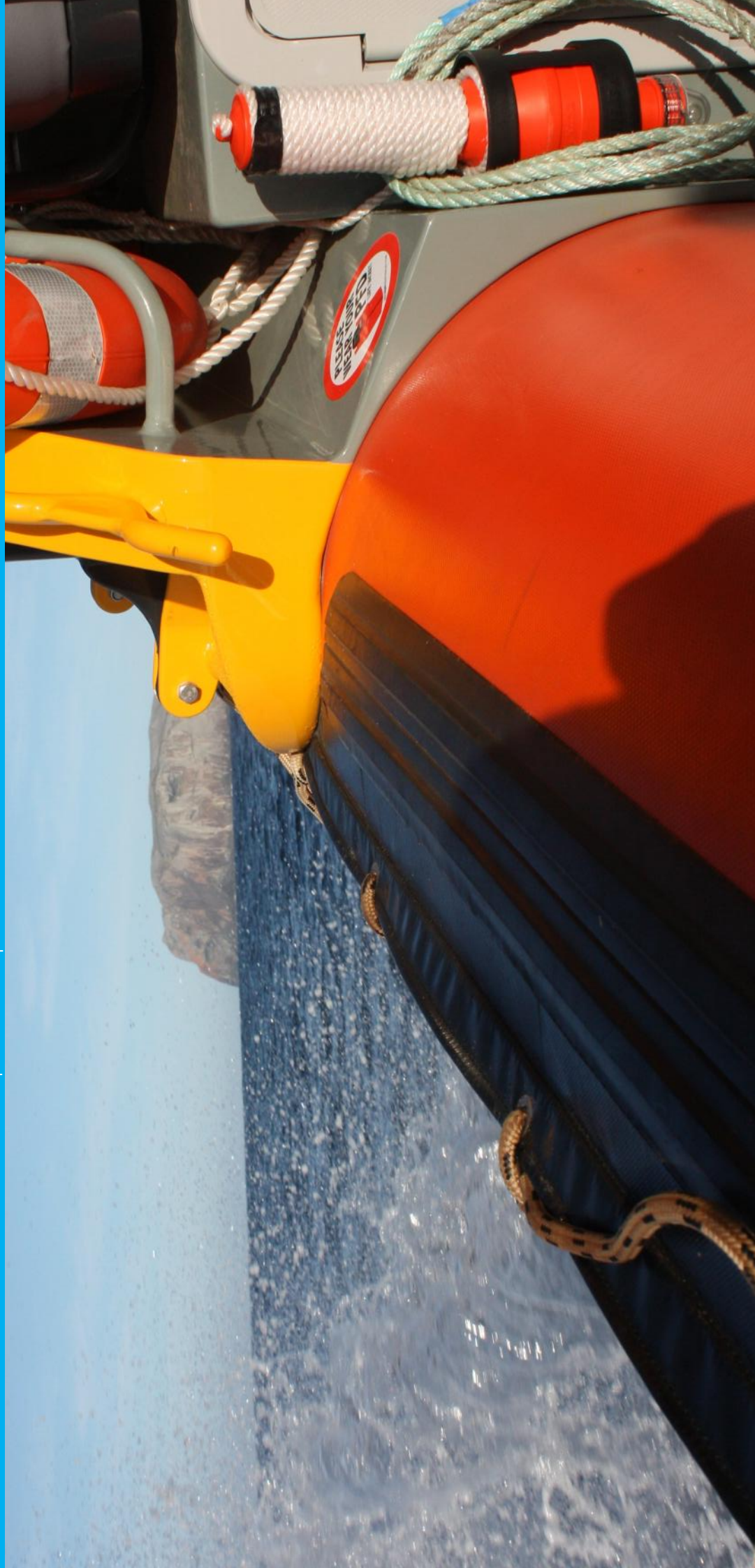
- Our Strategic partnerships and major sponsors are established with a win-win perspective.
- A sponsorship reporting model is provided as part of the Associations Annual reporting process so that accountable expenditure of sponsorship funding is demonstrated against strategic goals.



- Continual growth opportunities are researched and sought.



OUR
IMAGE





Our image reflects -

Who we are.

What we represent.

Our Vision and Values.

We want the community of Western Australia to be aware of the role that Volunteer Marine Rescue plays and the importance of safety at sea.

We want people to know:

- Who we are
- What we represent
- Our vision and our values.

Our communications and public relations activities need to focus on getting our strategic messages across to our stakeholders (our VMR Group members, the community of WA, government agencies, our sponsors and partners).

In the coming years, the Association will be looking at focussing our outward looking activities on:

- Letting the community know that we exist and what we do to assist the communities in which we operate.
- Volunteer recruitment
- Safety at Sea messages
- Attracting major sponsors to support the VMR services across the state and promoting that sponsorship wherever we can.

We will look at delivering these messages through, print, electronic, radio and television mediums based on where we believe the message will have the best effect.

We will also be looking at developing a media strategy and provide ourselves and our member groups with greater media training and awareness.

The Association will look at harnessing newer technology and social media to promote Volunteer Marine Rescue in this state.

Internally, we will focus our attention on effective communication to our groups and the individuals within each of our groups. Dissemination of information using methods that are effective and will get to the individuals is of paramount importance over the coming years.

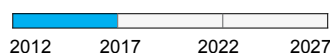
Wherever possible we will also develop opportunities to support our members to raise or strengthen their profiles within their local communities.



Strategic Priorities

Outcomes

Communications



- Our website presence is up to date and a worthwhile information platform for our member groups and the community of Western Australia.
- Newsletter distribution is continued until such time as the communications strategy identifies other opportunities for more effective information dissemination.
- The information needs of our member groups and the individuals within those groups has been researched.
- The Communications strategy for both internal and external communication activities of the Association is defined and documented.
- Communications projects that align with the communications strategy are defined and developed.



- Communications projects are implemented on effective Technology platforms.
- Discussion forums to support other aspects of the strategic plan such as knowledgebase development and R&D activities are created and working.
- A rounded feedback process exists that allows stakeholders to provide improvement opportunities for any of the communications strategies being employed.



- The communications strategies are maintained and up to date.
- Implement new communications projects as part of annual planning process.
- A health Check with the membership indicates progress of the communication strategy - is it hitting the mark.

Public Relations



- A public relations strategy has been defined and developed. Ensuring that it ties in with the communications strategy for technology platforms and effective methods for dissemination of information.
- Marketing material exists to support the strategic messages we'd like to give (eg. What is Volunteer Marine Rescue, How to become a volunteer, safety at sea messages from VMRWA etc.).
- A sponsorship package has been developed that can be used to attract major sponsors.



- Opportunities exist to promote Volunteer Marine Rescue with the support of major community events.
- a good network with media outlets is established to get airplay on a regular basis of activities undertaken by VMR groups.

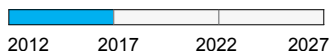


- The Public Relations Strategy is revisited to ensure it has helped raise the profile of Volunteer Marine Rescue in this state.

Strategic Priorities

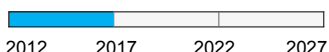
Outcomes

Media Relations



- Professional development opportunities for public and media relations work (eg. Media interviews, preparing media releases etc.) is available to volunteers.
- Networking opportunities with DFES media are established to utilise services and opportunities within the department.
- Generic VMR advertising material is available for use in various print & audio visual delivery methodologies (eg. boating section of the West and other boating magazine opportunities, web, TV etc).

Our Image



- Member feedback on the VMRWA brand has been sought and some potential logo design changes have been explored.
- The Association has revisited its branding and logo as part of the development of the communications, public relations & media strategy development.





REPRESENTATION PARTNERSHIPS NETWORKS



Representation, Partnerships, Networks



Representing the

needs of our members

is the primary role

of VMRWA.

We will continue to focus on our key role of representing the needs of our members through research, lobbying government, and acting as an interface between our members, government departments, and other agencies whose functions impact on the operational requirements of our member groups.

We live in an ever changing business operational environment, with changes at both State and Federal Government levels. The Association needs to keep a watching brief and represent the interests of our VMR Group members on legislative and other changes that may impact our volunteers, our groups, and the provision of a vital emergency service.

Some of the current strategic issues that the Association has been focussed on and will continue to work through include:

- the new National Vessel Safety Standards;
- the National OHS harmonisation legislation;
- the current changes occurring within the Fire and Emergency Services Authority in moving towards a government department model.

The Association is currently engaged in representing its members through the following:

- Membership on advisory committees
- Membership on the Council of Volunteer Emergency Service Associations
- Provision of submissions on legislative and other State and Federal changes
- Access to the Minister for Emergency Services to discuss issues impacting the provision of VMR services in WA.

The Association will continue to work and Liaise closely with the DFES Marine Rescue Services unit to ensure the operational needs of our member groups are met. We will also continue to work with the DFES on the strategic directions that volunteer marine rescue will take in the state of Western Australia.

VMRWA needs to expand its representative interests to include and be involved in the strategic decision making effecting Volunteer Marine Rescue at a National level.

The Association will work to establish a number of networking opportunities with Volunteer Marine Rescue organisations both interstate and overseas. The aim being to learn and share knowledge and experiences within the VMR sector. To assess and learn from best practices that may be occurring in other States, Territories and other countries.

The Association will also be exploring other potential strategic partnership opportunities as and when they arise.

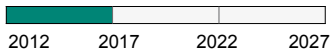


Representation, Partnerships, Networks

Strategic Priorities

Outcomes

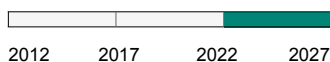
Representing our Members



- Current working relationships with Government bodies and other agencies have been reviewed and are healthy.
- Good working relationships with those Government bodies and agencies where VMR groups have a direct working relationship are established and re-established.
- Regular contact with the Minister for Emergency Services is maintained.
- Regular contact with the Commissioner for Fire & Emergency Services is maintained.
- submissions are provided as required on matters of significance to VMR Groups once adequate consultation with groups to ascertain directions that should be taken.
- The needs of VMR Groups in process and procedural changes being introduced through the Department for Fire and Emergency Services are represented.
- The needs of our member groups either individually or as a whole are given appropriate and timely support and representation.
- VMRWA has engaged a full-time resource to support the needs and strategies of the Association in representing its members.

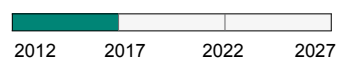


- WA VMR Groups have representation on appropriate State and Federal committees.
- An ongoing Volunteer Marine Rescue Network is established with our interstate volunteer marine rescue colleagues.



- Review the strategic directions for VMRWA and its representation of the member groups around WA.

Partnerships with Agencies



- An effective working relationship exists with the DFES.
- Stronger ties with WA Police as the HMA for marine rescue incidents are established.
- Stronger ties with the Department of Transport (DoT) are established in relation to vessels, crew manning etc. in relation to NSCV outcomes. Also explore involvement with community boating safety messages.
- An effective Council of Volunteer Emergency Service Associations (CoVESA) exists, of which VMRWA is a contributing member, that ensures strategic issues are dealt with appropriately for all emergency service volunteers.



- VMRWA continues to look for all opportunities that will assist its members in the provision of marine rescue services in WA.



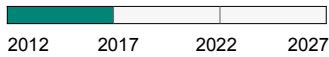
- Our partnership activities are reviewed to ensure that they are effectively assisting our member groups.

Representation, Partnerships, Networks

Strategic Priorities

Outcomes

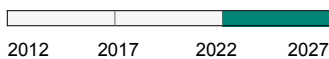
Networks with other VMR Groups



- Develop our relationship with the Bardi Jawi VMR.
- Continue working on developing our relationship with the Fremantle Sea Rescue Group and other Metropolitan rescue groups.
- A network of VMR groups across Australia is established to address common issues such as the NSCV requirements for marine rescue vessels.



- All VMR Groups in WA are part of the same network.
- Strategic alliances with other VMR associations both interstate and overseas are established to share knowledge and experience.



- VMRWA is seen as a strategic partner by other VMR groups across Australia.



COMMUNITY INVOLVEMENT



Community Involvement



Getting involved

in the Community

helps the community

to understand

who we are and

what we do.

Wherever possible we will be involved with the community of Western Australia in the promotion of boating and sea safety messages.

We will look for every opportunity to support our groups in their local communities and participate in community events, safety education, community group talks, school visits, sponsorship support events and programs.

Some of the areas of involvement that the Association will look at include:

- Publications for various sectors of the community
- Presence at boat shows
- Media campaigns
- Awareness programs at schools & clubs
- Safety demonstrations at community events
- Open days
- Providing support for major on water events.

The Association needs to work in conjunction with its members to help identify opportunities for involvement and to assist with the community involvement programs.

We will also need to gain the support of various sponsors to assist with any community programs.

The aim being to engage and educate the community of Western Australia with respect to:

- Log on / Log off and other safety messages
- Volunteer Marine Rescue - who we are and what we do.
- Showcase the work of the volunteers
- Promote safety at sea
- Educate on sea survival and what to do if you get in trouble on the water.

Our community involvement programs need to be tailored to suit the environment, the community and the types of activities that occur on our waterways.

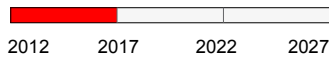
By getting the community involved and engaged, together, we create a safer environment for all who enjoy being on, in or under the water.



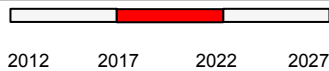
Strategic Priorities

Outcomes

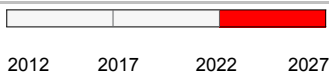
Involvement



- Events and other community activities that the Association currently has involvement in have been reviewed and assessed for effectiveness.
- Other major event opportunities and community activities that VMRWA could/should have an involvement in have been identified.
- The Association actively participates in community events and activities.
- Each committee member is responsible for organising the participation of the association in a community activity each year.



- Where we have significant sponsorship arrangements in place, both the sponsorship and VMRWA messages are passed on to the community effectively.
- Opportunities exist to promote joint emergency services community activities.
- VMRWA is involved in effective community activities.



- VMRWA and its member groups are recognised as being active participants in community events and activities.

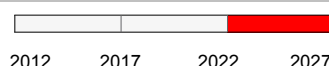
Promotion



- The promotional needs for the Association and member group's when attending community events and activities have been identified.
- Display and promotional material is developed for use by the Association and its member groups.
- A promotions kit for the Association and member groups has been developed.
- Safety at sea messages and information kits that can be released on our website have been developed.



- The media is utilised to promote safety at sea messages from Volunteer Marine Rescue - through all media options, web, facebook, twitter etc.
- The media is utilised to promote Volunteering and Volunteer Marine Rescue in this state.



- VMRWA and its member groups have a well recognised profile within the community of WA.
- VMRWA and its member groups are successful in getting sea safety messages out to the community.

