

**GOLDEN SQUARE POOL INC.**

**2025-2028**

# **STRATEGIC PLAN**



**Golden Square Pool**



A vibrant and sustainable  
organisation creating  
**waves of**  
**positive change**  
**for our community**

2025-2028

Golden Square Pool is a volunteer operated, multi-award-winning community hub and aquatic facility – saved from closure in 2013. We have a simple vision, to be a vibrant and sustainable organisation creating waves of positive change for our community. The organisation is lead by a not-for-profit entity Golden Square Pool Inc.

Operated by 90 local volunteers and supported by 20 staff, we strive to be a premier aquatic, leisure and recreation facility that is accessible to all people, provides opportunity for volunteering and community involvement and promotes the health and wellbeing of Golden Square and Bendigo residents. In 2022, we were named as Victoria’s Seasonal Pool of the Year by Aquatics & Recreation Victoria and 2019, Victoria’s Community Group of the Year.

Since 2013 we’ve increased patronage by over 980%, welcoming more than 175,000 visitors through our gates. We have partnerships with 12 local schools, several sporting clubs as well as multicultural organisations and local not-for-profits. We’ve developed the pool into more than just a place to swim, with communitiy events, festivals, volunteering programs, a community garden, murals and much more.

We host one of Victoria’s largest outdoor VicSwim learn to swim programs, and develop innovative community programs to expand the use of the site, such as our famous Pools for Paws dog swimming and the largest Holi – Festival of Colour in regional Victoria.

We’re committed to ensuring we’re operating a safe, compliant and modern facility, with a focus on asset and resource management.

Our 2025-2028 Strategic Plan focuses on ensuring our organisation is ready to tackle future challenges and opportunities, without forgetting what makes us unique: our people, our community, and our innovation.



## Our Vision

To be a vibrant and sustainable organisation creating waves of positive change for our community.

## Our Values

We value community, aquatic recreation, health and wellbeing, skill development, volunteerism, innovation

## Our Purpose

We strive to be a place:

- That promotes good health and wellbeing for all people at all life stages
- That has a strong sense of community and belonging at its heart
- That builds community resilience and provides refuge from the heat
- That is safe, accessible and inclusive to all members of the community
- That leads in aquatic and community space management

## Our Principals

- **Community Engagement:** Bring people together and foster a sense of belonging and community spirit.
- **Future Focused:** Ensure that every decision we make places us in a better position than where we were yesterday.
- **People first:** Champion our people as our greatest asset
- **Family-Friendly Environment:** To create opportunities and spaces that cater to families.
- **Excellence in Safety, Education and Programs:** To prioritise safety and ensure that everyone has access to essential swimming skills and water safety education.

## Our Strategic Priorities

1. Innovative health, wellbeing, and community programming
2. Sustainable facility and infrastructure development
3. Organisational capacity, capability and culture

# 2025-2028 Our Strategy



## **Innovative health, wellbeing, and community programming**

*Sustain a thriving, inclusive community through creative programs, strong relationships, and a dynamic local presence.*

- Strengthen stakeholder engagement procedures to ensure active and continued involvement
- Maintain a strong and active membership base
- Continue to be more than just a place to swim by developing an annual, place-based activation plan to entice and retain community interest, broaden participation and maintain the vibe
- Grow our brand to strengthen our connections and create a greater awareness within our community
- Continually ask the question: who's not here, and why aren't they here?

## **Sustainable facility and infrastructure development**

*Secure a sustainable future through smart infrastructure planning and community-focused, climate-conscious facilities.*

- Strengthen our financial position by advocating for and developing a new funding model
- Develop a staged infrastructure upgrade plan and a revised asset management plan which outline facility needs over the short, medium and long term
- Ensure we're providing a top-notch, patron-focused facility, every day
- Actively engage with all levels of government and continue involvement with the Golden Square Recreation Reserve Master Plan project
- Ensure our decision making has a positive impact on our environment and considers our role as a heat refuge in a warming climate

## **Organisational capacity, capability and culture**

*Maintain a supportive, inclusive culture through strong leadership, continuous growth, and adaptable management.*

- Finalise a succession plan based on a sustainable leadership
- Maintain an inclusive, supportive environment for our people that encourages belonging, with an emphasis on retaining and growing the team, particularly the Junior Volunteer Program
- Establish a training program to ensure management and operational knowledge is maintained within the organisation
- Monitor our operating, financial and governance model to ensure we're responsive to the organisation's needs
- Demonstrate excellence in risk, compliance, business management and technology which prioritise efficiency and is responsive to a changing operating landscape



Golden Square Pool

