

City of Perth Surf Lifesaving Club

Strategic Plan

(for approval 14th April 2003)

Club Purpose and Vision

The purpose of the club is to provide a safe beach environment to the members of the general public who visit City Beach and this purpose is enshrined in the constitution of the club through the club objectives.

Those objectives are:

- a. To maintain efficient patrolling of the beach under the control of the club.
- b. To ensure the most efficient methods of rescuing persons in distress and the resuscitation of the apparently drowned by study and practice of the methods of surf lifesaving as taught by Surf Life saving Australia
- c. To provide for the recreational, sporting and educational needs of the members
- d. To be recognised by the town of Cambridge as an authority and provider on matters related to the beach and aquatic safety management.
- e. To do all things as are incidental or conducive to the attainment of the foregoing objectives.

The surf lifesaving association of WA has as their vision “safer enjoyable beaches” and this vision easily translates to any of its constituent clubs and the beaches they patrol. Clearly City of Perth’s vision is to provide:

“A safer more enjoyable City Beach”

This has been the clubs vision for some time but in the future the method of implementing this vision needs to progress from its current mode of providing services to the community to a much broader interaction with the community. (See Appendix #1)

Following several meetings with members to discuss the club’s future four key directions emerged. The Club needs to:

- Not only serve the community it needs to take a broader role within the community.
- Think more commercially while maintaining a club atmosphere.
- Critically review the current delivery of lifesaving services
- Promote the development of its cadets into senior roles within the Club

The revision of this plan should be conducted under the following guidelines:

- This plan should be the working document for the Board of Management
- It should be reviewed and updated by the incoming committee within one month of the AGM
- The outgoing members of the Board should assist with the handover by preparing a review of their achievements

SWOT ANALYSIS: CURRENT SITUATION - 2002 (Strengths, weaknesses, opportunities and threats.)

1. STRENGTHS - City serves a community that has strong community values

MEMBERSHIP	SERVICES	COMPETITION	ADMINISTRATION	FACILITIES	FINANCIAL
City is a strong member's club with tradition and pride	We have an expanding cadet and under 19 programme with a balanced emphasis on surf life saving, competition and education	There is a strong competitive spirit that has produced an outstanding track record	City has a paid Administrator which ensures the club functions effectively	The existing surf club asset is well located to provide base line infrastructure to develop a useful community facility.	The club has improved its financial and budgeting systems.
City serves a community that has strong community values	Nipper programme is strong	Excellent elite coaching			

2. Weaknesses

MEMBERSHIP	SERVICES	COMPETITION	ADMINISTRATION	FACILITIES	FINANCIAL
Membership retention is poor (30% of members leave each year)	Patrol efficiency is currently lower than the past	Coaching at a general level can be improved	The club is reliant on too few doing too much	Facilities are aging and need upgrading	Financial situation is hand to mouth
Club swims/events are diminishing in importance	The club has limited resources for instruction and awards	Depth is less than in the past		Facility is under utilised with the council lease an impediment to greater use	
The number of members in the 25 – 40 age gap is quite small.	Services provide for non competing 25 – 40 yr olds is limited.			The facility is restrictive in its present configuration to meet future community recreational and social needs	
Face to face communication with members has diminished.					

3. OPPORTUNITIES

MEMBERSHIP	SERVICES	COMPETITION	ADMINISTRATION	FACILITIES	FINANCIAL
Nipper parents are an untapped resource	To provide a focal point through the club for local youth and broader community to participate in beach/water activities in a supportive environment which promotes self-confidence.	Much higher level of involvement by older people in all sports - Masters	Active retirees can be a resource for the club.	Central location to the Town of Cambridge hinterland which has the potential to be a social and recreational focal point	Membership base can be expanded, excellent catchment area.
Great group of cadets/under 19's coming through	More active local community who view water sports extremely positively	More interest in Surf Events because of exposure.	Increasing use of technology to upgrade level of service.	Facilities can be shared with other groups with similar culture.	Potential involvement in more of the commercial operations of the beach
Surf life saving is enjoying great public recognition and exposure on TV	Provision of broader training in all key areas to wider community.				Can provide broader services to business and seniors on a commercial basis.

4. Threats

MEMBERSHIP	SERVICES	COMPETITION	ADMINISTRATION	FACILITIES	FINANCIAL
Progression through the ranks from nippers falls away with competition from other sports and other diversions	Patrols are seen as a necessary evil by some	Clubs will raise the bar as they strive to improve	Administration will become more complex as services and facilities improve.	Cost on maintenance will increase	Council's budget will come under increasing pressure – support two surf clubs and professional patrols an issue
Surf is seen by some as nerdy and competition from Surf board riding takes many boys and an increasing number of girls from cadets and under 19's					Grants and donations are getting harder to obtain
Kids grow up and move away as City beach and surrounding suburbs expensive					Potential for the club's cost base to increase.

Without a vision for the future of the club (which incorporates broader community) and the existing asset, the 'club' could lose its relevance in a rapidly changing world

1) Membership

- By the end of season 2006 increase membership by approximately 200 to a total of 900 with membership revenue of \$110,000.
(See Appendix #3)
- By the end of season 2006 increase active patrolling members to 150 with members doing one patrol per month
- Adopt manpower planning for the development of its cadets into senior roles within the Club
- By the end of season 2006 increase associate membership to 200

Strategies	Measurement	Action	Responsibility	Time
Membership classes	Change to constitution	Prepare paper for discussion	Planning c/tee	March Board meeting
		Constitutional changes	Board	AGM 2003
Retention of members	Reduce membership loss to 15%	Measure and analyse loss of members	Registrar	April each year.
Increase patrolling members	Number of patrolling members	Plan needs to be developed together with review of lifesaving services.	Beach services	Season by season
New members	Number of new members joining	Actively promote membership	Membership	February
	Increase in numbers training	New member Bronze training	Education	Each season
	No of training session + attendees	New member general training	Membership	Each season
	Introduce new programme	Better induction	Membership	Start of 2004 season
Associates	Number joining	Services improved + Promotion	Board	August 2003
	Number of activities	Senior activities	Membership	Introduce in 2004
Social	Number and quality of functions	Social committee formed	Board	August 2003
Liaison with schools	Visits to club facilities	Schools Training programme	Youth	Start of 2005
		Schools surf league	Youth	Start of 2005

2) Services

- To broaden the range of services offered to the club and to the public (including patrol services)
- To review new patrol structures
- Increase manpower planning to facilitate training

Strategies	Measurement	Activity	Responsibility	Time
Patrol structures	Implementation of new structure	Review/ update patrol structure	G Trew	October 2003
Improve recognition of Patrol Captains	Completion of activities	Pictures in Hall Presentation of special shirts	Board	Ongoing
Reinstate Vice Captain	When done	Implement	Board	2003/2004
Manpower planning	Presentation of plan	Identify next level of Patrol Captains Plan training schedule	Patrol Captain Patrol Captain	April each year April
Champion Lifesaver	Entries in club Competition	Run strong u/16 & u/19 competitions	Youth Development	Prior to States
Champion Patrol	Performance at States	Encourage Club patrol competition	Patrol captain	Prior to States
Promote higher awards	% of members with higher awards	Run specific courses	Education	Each season
More Instructors	Have 10 instructors available	Target individuals	Education	2003/2004
More Examiners	Have 5 examiners available	Target individuals	Education	2003/2004
More Bronze courses	Number and frequency of courses	Draw up timetable for season 2003/2004	Education	2003/2004
Community/Corporate courses	No of courses run	Run Corporate/General course	General Services	2004/2005

3) Competition

- To stay as one of the top two clubs for the next ten years
- To increase numbers participating in all events
- To maintain our level of elite coaching
- To improve our level of general coaching

Strategies	Measurement	Activity	Responsibility	Time
Increase numbers participating	Numbers participating	Maintain elite coaches Strengthen general coaching Promote competition in all areas through vigorous club competition	Competition	Ongoing
Train new coaches	Number of level 1 coaches	Identify suitable people Plan their training	Competition	2003/2004
Introduce general training	Numbers training session and number participating	Training sessions	Membership	2003/2004

4) Administration

- The Administrator earns twice their salary in corporate income
- Introduce new board structure
- Provide all services on City Beach

Strategies	Measurement	Activity	Responsibility	Time
Review Board structure	When done	Prepare changes for AGM	Administrator Board	Done AGM 2003
Beach committee reinvigorated	Performance of c/tee	Meetings day before Board	Vice President	Ongoing
More volunteers in Admin	Number of suitable volunteers	Seek and train new volunteers	Admin Mgr	Ongoing
More people involved	Active helpers	Find position for new helpers	Board	Ongoing
Changing Role of Administration Mgr	Income from corporate/commercial	Implement this plan and related activities	President/Administrator	Ongoing
Providing services on beach	The services provided	Develop a paper on what is possible	G Trew	May 2003
Change of Name	When done	City Beach Surf Lifesaving Club	President	2003 AGM

5) Facilities

- Radically improved club facilities by 2010
- Improvement in storage by start of 2003/2004 season

Strategies	Measurement	Activity	Responsibility	Time
Develop plan for facilities	Completed drawings	Meet with Council	Board	February 2003
		Form building c/tee	Board	February 2003
		Funds for design phase	Facilities	To be decided
		Appoint designer	Board	To be decided
		Plans approved by members	Board	To be decided
More ski storage	Job completed	Build storage racks	Ski captain	February 2003
Better Storage	When done	Plan better storage within larger facilities plan	Facilities	Start of 2003/2004 season

6) Finance

- Think commercially while maintaining a club atmosphere
- Increase non-member income by 20% each year
- To replace current equipment a minimum profit of depreciation + 20% must be achieved (without large increases inactive patrolling membership fees)

Strategies	Measurement	Activity	Responsibility	Time
Increase sponsorship	Dollars raised	Set up sponsorship committee	Board	Feb 2003
Increase membership income	Level of Income	See membership section	Membership	2006
Increase bar profits	Level of profits	Reinvigorate bar	General operations	Start of season 2003/2004
Increase shop profits	Level of profits	Continue to improve shop	General operations	Each season
Profit	Minimum profit of Depreciation +20%	Implement this plan	Board	2003/ 2004 financial year

APPENDIX #1

City Of Perth Surf Lifesaving Club 2012 – The Vision

The club has just opened new facilities that represent a new generation of surf lifesaving facilities. While the club is the principle tenant of the facility they are also the community custodians of the facility. The club has a membership of 1,000 which is one of the highest percentages of any club with reference to the local community (i.e. Town of Cambridge)

The membership is broken up as follows:

Active patrolling members	200
Nippers	300
Long service etc	100
Associates general	200
Associates Gym	50
Family	100
Other	50

The associates have access to the modern change rooms, storage for surf equipment, the commercial bar and can rent the conference/training facilities at a discount.

The club facilities now include a conference/training room that is highly sought after by business for seminars, it has leased out its kitchen to a qualified chef who caters for all the functions and seminars held at the club. The conference/training room is almost fully booked, due to the fantastic location and excellent catering.

The club has a full bar licence and the bar is profitable contributing some \$20,000 per annum.

The gymnasium is an excellent facility utilised by members and a new group of associates whose fees provide for the upkeep of the equipment without recourse to the club. A Personal trainer is available by appointment.

The health centre incorporated into the club provides a commercial rent to help fund the beach inspector roles, which the club now operates on behalf of the town of Cambridge.

Friday night is club night and the bar, especially in summer, is full with families enjoying a barbecue with friends. Members of the nearby community now utilise the Surf club as their local and Friday night is particularly popular and one of the drivers as to why people join as an associate member.

The club runs regular courses for the Community on CPR and EAR and recently run its 50th corporate group through the Surf Rescue course utilised by corporates in team building and confidence development.

Other Clubs share the premises and the costs of the paid administration staff. Triathlon WA has been sharing for almost 8 years, the West Coast Bridge Club for 5 years and the local Lions Club has just moved in.

The club employ two full time staff – the Club Manager and the Club Training Officer.

The Training Officer runs the corporate courses, an educational programme for the nearby schools (which they help fund), EAR and CPR courses for the public and an introduction/induction courses for new members.

Associate membership has risen because of the facilities but also because of the number of ski paddlers wanting storage facilities. This has been driven by the course run by the club on a commercial basis over the last 8 years teaching the basics of surf ski and the availability from the club of surf skis on a hire basis.

The club shop is open to the public in summer and sells a range of gear including surf wear other than club gear. Club gear is actively sought due to the status of being a member.

The club has a full education programme and there is a manpower plan for patrol captains where cadets are identified as potential captains at an early age and enter the CAPS programme followed by the required courses.

The Club has returned to its glory days in competition and has won champion club 4 times out of the last 7 years. The club coaches continue to be of the high quality and standard that was apparent in 2001 when the resurgence began.

Financially the club is standing on its own two feet and while grants are needed for large capital items the investment in paid staff has paid off through better club programmes and facilities.

The club has taken on the full commercial operations of the beach including cleaning.

APPENDIX #2

Membership Structure

The following framework details a membership structure that is felt to address both the current and future needs of the club in a common sense simple and flexible manner.

Class	Sub-class	Relative cost	Patrolling	Access
Nipper		\$60	Nil	CR, EQ, GF
Nipper Parent		\$50	Water safety or similar	CR, EP, GF
	Facilities fee	\$100	No additional	Gym, EG, SS
Active	Patrolling	\$120	Regular	All
	Restricted	\$120	Reduced	All
	Long service	\$120\$120	Nil	All
Associate		\$250	Nil	All (except comp)
Social		\$50	Nil	CR, GF, Bar
Family		3 rd children plus at 50% discount	As per each category	As per each category

Access codes

CR Change rooms
 EP Equipment Patrolling
 GF General Facilities
 EG Equipment General (eg racing boards + skis)
 SS Ski shed
 Gym
 Bar
 Comp Competition

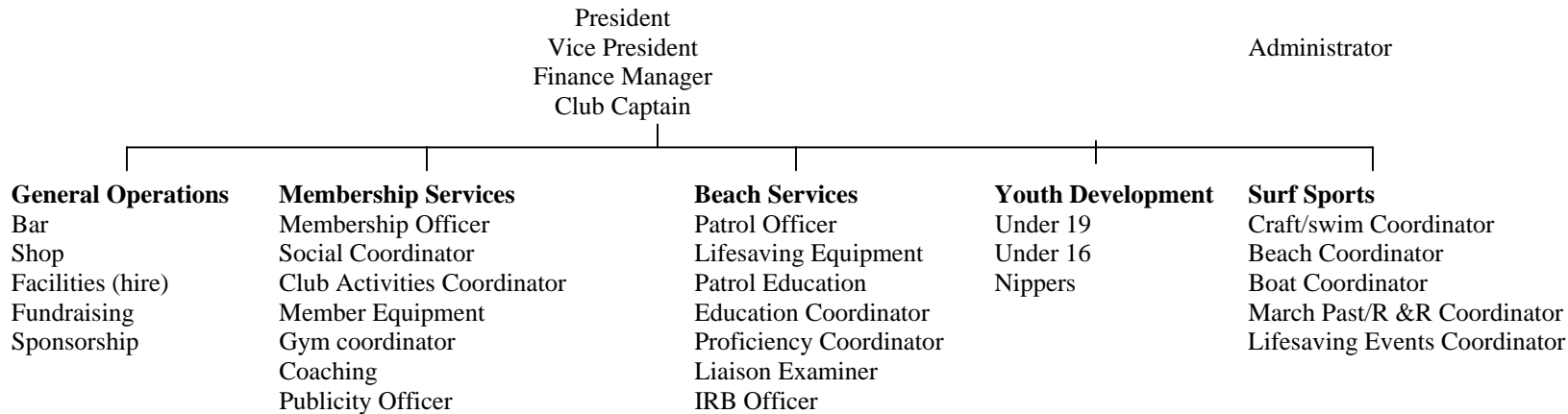
APPENDIX #3

Notes: Membership numbers

Membership numbers		Annual fee	
Active	150	\$125	\$18,750
Senior active	60	\$175	\$10,500
Active Olds	40	\$125	\$ 5,000
Associates	200	\$250	\$50,000
Cadets	50	\$75	\$ 3,750
Nippers	300	\$60	\$18,000
Nipper parents	100	\$60	\$ 6,000
Total	900		\$112,000

APPENDIX #4

Management Structure



- The Executive is made up of the President, Vice President, Commercial Operations, Membership Services, Beach Services, Youth Development
- The Vice President does not have specific responsibilities rather fills in gaps (which there will always be), solves problems and generally gets an understanding of the club
- Club Captain role changed, to be 2 positions – Membership services and Beach Services. The job as it is very large and we have continually had problems getting someone to take it on. The Membership Services would be the motivating person, runs the club meetings, gets everyone going. This then allows the Beach Services person to be someone with a lot of experience in the lifesaving area and that is his or her focus.
- The Beach committee as it is now would be the Beach Services group, Youth Development group and the Membership Services officer.
- The administrator role continue as is, helping all officers with day to day admin, ensuring systems are in place to provide up to date info etc
- The competition officer has several area coordinators under him/her, these people are responsible for equipment, training, providing beginner sessions etc
- Rather than appointing other positions we get people to take on “Responsibilities” that is they are given a specific task for the year and that is all they have to worry about. For eg the Fundraising coordinator delegates the street appeal to some one, that is their job they don’t need to attend meetings but just keep the Fundraising coordinator up to date with what they are doing. People often run away from taking on a position but are more than willing to help out with some tasks, this may help spread the workload.

APPENDIX #5

Facilities

The existing Surf Life Saving Club is a substantial concrete structure, built approximately 30 years previously. The building consists of concrete column and beam frame with a number of concrete in situ walls which form external cladding and sand embankment retaining. Within the substantial concrete beam and column framework, cement block partition walls have been constructed to divide the asset up into workable spaces.

The original configuration and layout has served the requirements of the Club for an extended period, however with the changing philosophy and focus of the Club, with an increased membership of female participants and a substantial change in parent and nipper membership, the existing asset has become less relevant in terms of addressing the recent past and current requirements of the Club. As well, meeting areas for general Club participants are now inadequate, as are toilet facilities, particularly for females and storage facilities for equipment. Training areas for small groups of people undertaking theoretical aspects associated with Bronze, ARC, First Aid and Surf Life Saving Certificates, are inappropriate and inadequate. Club support facilities, including Gymnasium, Administration, First Aid Facilities, are boarder-line in terms of meeting current requirements, are becoming very tired or are inappropriately situated or sized to meet the present and future requirements of membership.

There are also areas of the building which are under utilized, including the kitchen and upstairs hall and foredeck. The leasing of these assets in whole or part to derive an income stream to support Club funding requirements, must be given consideration.

It is therefore proposed that with the acceptance of the Strategic Plan for the Club for the next 15 to 20 years, the existing Club facilities be reviewed to provide for and address the following:

FACILITY	DESCRIPTION
Administration	Club Shop: <ul style="list-style-type: none">• Executive Meeting Room• Asset Manager Administration Office• Club Administration Offices x 2 (or 3)• Storage (Stationery, Photocopier, Fax) for use by possibly by other Clubs within the asset

Social	Club Social Room (up to 50 people) to include refrigerated storage, small adjacent tea prep (or access to Café/Tea Room) and access to toilets. Note this facility can also be used as a training room.
Training Venue	3 to 4 Meeting Rooms (Training Rooms which can be opened up to a single room (Executive Meeting Room and Club Social Room may combine the requirements.) Each area should be capable of accommodating up to 15 people.
Janitor/Maintenance Person Store and/or Office	Small store to accommodate cleaning consumables and equipment, maintenance consumable and equipment/tools and a small equipment store for such items as flags, lanyards and general asset specific items.
First Aid Room	Adequate for two patients and accessible by Ambulance/Stretcher bearers with sufficient space to manoeuvre patients and address First Aid Requirements. Must be equipped with hot and cold running water for basic First Aid hygiene and a toilet pedestal with modesty panels.
Gymnasium	To cater for up to 25 to 30 people at one time. Review equipment requirements and provide a small office/reception area. Ensure access is such as to remove direct access from the beach. Provide improved ventilation and outlook to that existing.
Showers/Change Rooms and Toilets (Club/Membership Access)	Provide appropriately sized areas for male and female. A view should be taken that there will be equal numbers of males and females in the Club and that facilities should be sized accordingly. Facilities should incorporate toilets, showers, lockers and change room facilities, with associated bench spaces. The construction should address current public facilities standards and building codes
Shower/Change Room/Toilet Facilities for Public	Given there are two facilities already provided both to the north and to the south for public, it would seem inappropriate to provide a third facility for public usage. It is noted that a large number of public seek to use a toilet at the Club. Should the prospect of leasing Club facilities for other uses, where patrons external to Club patronage require access to a toilet, then it is appropriate that limited male and female toilets be provided. Another external shower stand pipe for public use be constructed north of the Club facility.
Surfboat Storage	For up to four boats on trailers plus all racks and a small storage area for batteries, rollicks and other consumables associated with boats.
Rubber Ducky and Motor Storage	For up to 3 rubber duckies on trailers with an adjacent fuel and tool store and associated rubber ducky equipment.
Patrol Equipment Store	This area should be segregated from the general equipment Store Facilities and space should be made available for radios, Flags, Club Shelter, Stretchers, Oxy Viva, Rescue Boards, Beach Buggy and the like. In the current arrangement, storage for this function is relegated to where it might fit, even though it is the single most important purpose for the Club's existence The area must be easily maintained, must have easy access and it must be easily cleaned.
Training/Competition Equipment Store	Space and racking should be available for tents, competition cans, flags, anchors, buoys, reels and equipment associated with providing a cordoned off area for Club Competition/State Competition/Carnivals held at the Club.

Board Storage	Adequately secure storage should be available for Carabines used by the Nippers (possibly up to 50). There should be adequate and secure storage for competition Mals which are used for training purposes and are owned by the Club. the philosophy of private Mals being stored at the Club may need consideration, but generally these items are easily transportable by the Members and removes them from Club liability.
Ski Storage	There is a broad cross section of debate relating to provision of storage for skis. From a Club competition perspective skis are large and more cumbersome for Club members to transport and store off site and the majority of Surf Clubs provide for ski storage for their members on site. There is also the aspect of recreational use of skis by Associate, non competitive Members of the Club. This is an area of growth and should a Ski Store be developed, consideration should be given to providing for ski storage for Associate Club Membership equipment on a user pays basis. A facility similar to the North Cottesloe Ski Store which accommodates up to 125 skis, including 8 double skis, is proposed as a basis for planning.
External Areas	<ul style="list-style-type: none"> • A general assembly area adjacent to the Club social area with ground level access and shade (sails) for up to 100 people, vehicular and pedestrian access to storage areas for boats, skis, surf competition equipment, rubber duckies, boards and patrol equipment. • Wash down areas adjacent to surf equipment storage. • The changes to the general area around the Club may also include similar improvements to those that have been adjacent to the Floreat Kiosk and also consideration of a Skate Board Facility (presently skateboarders use the Club building roof). • Club parking is currently a farce, in that the general public currently use the Club Car ParK at will. Future strategies should review parking for the Club generally as well as public parking and landscaped areas for patrons to the beach and adjacent facilities.
Building Services	<p>Review the general building services supporting the Club, including:</p> <ul style="list-style-type: none"> • Environmental control to selected areas. • Security, access control and intruder detection. • Fire Services. • Gas services connection. • Electrical services, including lighting improvements. • Sewerage disposal. • Storm water disposal.