

# BRONTE SLSC 2015 STRATEGIC GOALS

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## Why Do We Exist?

To save lives, help create great Australians and engage with the local community.

## Who Are We?

We are a voluntary organisation made up of people of all ages and from all walks of life.

WE ARE THE AUSTRALIAN WAY OF LIFE.

## 2015 STRATEGIC GOALS FOR BRONTE SLSC

### LIFE SAVING

- To protect and save lives
- Lift Life Saving standards
- Increase patrol depth
- Continue to build strong and well structured education unit
- Provide a dedicated, qualified and skilled water safety team.

### OUR CLUB

- Develop our people
- Grow pathway from Nippers to Cadets to Seniors
- Continue growth of competition success
- Create succession of roles and transfer of information
- Maintain relevance to community and members
- Enhance communication internally and externally
- To engage in "best practice" procedures in running of our club
- To be the best at what we do

## CLUB & FINANCIAL SUSTAINABILITY

- Grow membership
- Continue to diversify income streams including sponsorships, functions, kiosk, donations and grants
- Finalise options for a refurbished building
- Optimise and manage assets whilst building capital reserves

## COMMUNITY ENGAGEMENT

- Broaden community interaction
- Engage with schools
- Continue environmental focus
- To promote that we are the recognized provider of beach safety

## BRONTE SURF CLUB MISSION STATEMENT

We were born to protect the public and patrol one of New South Wales' most challenging beaches.

We are a volunteer community based organisation whose ultimate goal is to save lives.

We are a club for all ages and genders.

We are open to all people from all walks of life.

We define what it is to be Australian.

We are the Australian way of life; having fun and looking after our mates.

We are proud of what we stand for and who we are.

We are the world's first surf club.

**WE ARE BRONTE.**

# INTRODUCTION

## CHALLENGES AND THE WAY FORWARD

In preparing the strategy plan prior to the 2012/2013 season, each of the club's divisions undertook a review of their area. In many cases a SWOT analysis was performed and is contained in their respective sections. The Board of Management reviews the strategy document goals annually and amends where appropriate.

As part of this process a number of key challenges were identified, (some of which remain as relevant today).

- We are a volunteer organisation. Most people are time poor. There is a balancing act between helping the Surf Club and other important priorities such as family, school and business.
- We can be seen to be exclusive and intimidating to the community and potential members.
- There are increasing requirements in operating a surf club including governance, reporting and insurance related matters. Saving lives is expensive and we require more funds to properly run our club.
- We have a building which is far from ideal. It is aging with structural problems. We have an entrance to the back of the building which is a long way from the beach and we have IRB's being operated from the front of the Club. We have undertaken a masterplan review and lodged in August 2015 a Pre-DA.
- Too few members do too much of the volunteering. As with many volunteer organisations, the same people do most of the work.
- We are one club and continue to work on no divisions within the club.
- We patrol one of the most challenging beaches in Australia and need to continually attract patrol members and up skill them. We require more personnel with the requisite training expertise.
- We have a growing cadet program and for the 2015/2016 season have implemented a Junior Program.
- We lack succession planning.

# 1. LIFESAVING

## A. GENERAL

### SUMMARY

- Bronte is building both its capacity and capability to sustain its momentum towards best practice in lifesaving.

### INTRODUCTION

Bronte Surf Lifesaving Club primarily exists to help save lives –that remains our core function and at the root of the privileges we have in particular including the clubhouse, funding and high level of community support.

After a current "Swot" analysis, this paper briefly looks ahead two and five years to sketch our way forward in terms of an aspirational vision.

The first action from this SWOT was the resumption of the Bronte Surf Life Saving Committee, whose charter will be to bring to life the short and long term aspirational vision.

### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• Location, location, location – leads to many strengths, not least our fabulous beach and community, the family member sourcing opportunities, and the great surf</li><li>• Great Clubhouse with reasonable facilities</li><li>• Reasonable Equipment</li><li>• Long proud history and its useful motto: "Bronte First"</li></ul>	<ul style="list-style-type: none"><li>• IRB and higher award rates need lifting</li><li>• Nipper demographic overweighted – i.e. parents and kids and underweight in between</li><li>• Tough beach – attractive for some, but too challenging for others</li><li>• Retention only fair (though probably average)</li><li>• Participation in higher SLSA echelons weak – notwithstanding at the very top</li><li>• Engagement with wider community from park visitors to surfers and risk of being perceived as non-inclusive "clubbies"</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Converting and retaining more nippers and ideally local surfers into</li></ul>	<ul style="list-style-type: none"><li>• Volunteering competes with many other interests</li></ul>

the fold

- IRB and other higher awards attractive for gaining and retaining members
  - More active engagement with lifesaving beyond Bronte – lifesaving competition, golds, roles in branch, higher awards
  - Supporting struggling country clubs with members (w/ends at north coast etc)
  - Better recruitment on the beach – anyone there is part of our demographic – to widen geographic range and ethnic reach of our membership
  - Recruitment currently entirely passive
  - As numbers build we can become more selective
  - Engage more widely through more open education inside bronze – e.g. introduction to rips and beach safety, come body surfing with a lifesaver (public education mandate that may also yield members or donations)
- Increasingly litigious trend on council beaches and effect on role of volunteers.
  - Lifesaving standards hard to sustain particularly water rescue skills
  - Lifesaving 'uncool' with the surfing community especially youths
  - Club house viewed as privileged asset by more powerful interest groups who could threaten the BSLSC clubhouse custodianship.

## TWO YEARS ASPIRATIONAL VISION

Bronte now has a minimum 8 bronzes on each patrol reaching beyond a dozen on the first two busy Sunday patrols. All 20 patrols have an IRB on duty with a separate one dedicated to nippers' water safety on Sunday ams.

Most patrols have at least two First Aid, ARTC and Spinal qualified people and indeed most of the membership is picking up these skills as we roll them out through the off season. All new bronzes routinely do first aid and ARTC; most train as crew.

Most patrols have at least three silvers and there is quiet enthusiasm among people to step up to patrol leadership roles and indeed through the club.

Our lifesaving committee has been quietly coaching stronger leadership in our core leadership group, the PCs, and the club is now within coo-ee of becoming club of the year in the branch league table. Capability, capacity and momentum are all excellent. Many PC level members are tasked differently – e.g. coaching newer PCs, touring patrols around the rocks for intimate local knowledge, and assisting with scenario based training

during patrols.

Several members are now also on the Jet Ski patrol and drop by since we persuaded Waverley Council of the adequacy of our skills; this helps both our lifesaving generally and our attractiveness for new and existing members.

Bronte's team culture continues to inspire high levels of commitment – to patrols, to the IRB team, to gear, to first aid, to training, to water safety both for nippers and the competition circuit. Many hands make light work, but many hands also seem to attract many others to show up.

Sunday Sips is a reliable waterhole for your average lifesaver to catch up with chums from one or other of his or her groups. The surf film nights drag them in - but so too do the regular talks on everything from surf craft dynamics to oceanography.

Our kit is superb and Bronte is known to be at the forefront for a little adventurism trialling new ideas and approaches – a reliable first call for any new piece of kit or technique seeking testing and approval.

Our electric motorised IRB trailer is a symbol of our practical approach. We have been successfully developing rescue and surveillance techniques on our paddle board. However, bom is still insisting on a sponsor for the remote controlled blimp with on board real time webcam – very handy for quick close observation and communication out the back we believe

We are fortunate of course in being so well funded, but getting it proven at Bronte seems itself to attract initial gear to trial.

## FIVE YEARS ASPIRATIONAL VISION

Numbers are so strong we routinely support Tamarama and a handful of country clubs to which we routinely ship stale equipment. We have extended that country support to outreach intensive courses locally. Many patrollers – hat tip G Ford – are involved in exporting lifesaving to Asia and other developing countries. Fabulously even this remains voluntary albeit with expenses paid.

Waverley has reduced its public holiday lifeguarding back to one with our PCs and VCs delegated lifeguard authority.

Several people help out at "SurfCom" – now a remote access on line forum - and several more on ORB and with the higher awards training. One is on the helicopter. Bronte's voice is clear and thoughtful through the lifesaving and education fora at branch and beyond. We are working up a new approach to the spinal board and experimenting with the mini swimmer radios we helped initiate. Both the Bronte blimp and solar powered

IRB trailer have been widely adopted in Australia and abroad since we donated the I.P. to the public domain. Nonetheless we still receive a handsome flow of assistance and thanks revenue from them - which is being reinvested in several further projects including a mini Jet Ski engine powered rescue board and auto-inflatable tube.

Our routine budget remains only slightly above the 50k pa sustainable level identified in 2013 but additional revenue from public training and surf technology funds additional research and development.

## B. EDUCATION STRATEGY

### SUMMARY

The goal of the Bronte SLSC Education Unit is the continuous improvement in skills, knowledge and experience of our lifesavers, while recruiting, engaging and retaining members and assuring organisational and legislative compliance. We will train lifesavers in sufficient numbers and qualifications to fulfill our patrolling obligations and provide a safe ocean environment for the community.

In order to do this we need to continue to build a strong and well structured Education Unit that has sufficient manpower and skill sets to maintain an effective and consistently high training tempo, without the risk of "burning" out trainers. As such, recruitment & retention of trainers, knowledge management and better delegation of duties are key points to address.

### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Good depth of knowledge and experienced trainers.</li> <li>• Support of management.</li> </ul>	<ul style="list-style-type: none"> <li>• Few experienced trainers and assessors.</li> <li>• Lack of education structure.</li> <li>• No succession planning.</li> <li>• Little knowledge management &amp; trainer retention.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Good local source of candidates in volume, education and breadth of demographic diversity.</li> <li>• Bronte SLSC well thought of in local community.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of action will exacerbate education problems.</li> <li>• Increasing demand for advanced trained lifesavers by SLSA.</li> </ul>

## THE CHALLENGES & HOW TO ADDRESS THEM

The challenges facing Bronte SLSC Education can be roughly grouped into the following:

1. Poor recruitment and retention of trainers and no succession planning.
2. Increasing demands by SLSA for qualified lifesavers and patrol requirements.
3. Higher compliance requirements and corresponding amounts of paperwork.

### CHALLENGE 1 – Recruitment, Retention & Succession Planning

There are no shortages of applicants wishing to undertake the Bronze Medallion qualification, but the problem of not having enough quantity and quality of trainers and assessors has several knock-on effects that seriously compromise Bronte's ability to fulfill our lifesaving patrol obligations.

- Lack of qualified lifesavers occurs when there are not enough trainers to up-skill them in higher awards (eg. IRB, ARTC, Spinal Management etc) which reduces the pool of talent for patrols and puts more pressure on existing members.
- "Trainer Burnout" is a common problem that occurs when trainers take on too many courses without a break and the quantity of candidates exceeds our allocated trainers. More cross-qualified trainers will alleviate this problem.
- Succession planning is impossible when there is not enough "new blood" being brought into the fold.

Over the next 3 years we propose to:

1. Restructure the training function at the club to even out workloads and systematically allocate responsibilities
2. Recruit twenty (20) new trainers & six (6) new assessors.
3. Cross train all trainers in a minimum of two (2) awards (Bronze, IRB, ARTC, SRC, Spinal Management), allocating trainers to a primary and secondary training stream.
4. Better manage the training calendar to remove "peaks and troughs" by coordinating training courses when they are needed.
5. Improve "Up-skilling" throughout the trainers "career" to cover SurfGuard, SLSA procedures, Bronte Education processes and Waverly education initiatives.

The objective is to make Bronte SLSC Education Unit self sufficient, as it currently relies on few trainers (who get burned out), Branch conducted courses (which may be oversubscribed) and the generosity of other Randwick and Waverly clubs.

Bronte needs to re-shape the education function with several new training positions

created under skills "streams", with each stream leader reporting to the Education Manager/Chief Training Officer (CTO) who will keep the education unit on track for long-term success. These stream leaders will be supported by other trainers with delivery, water safety, candidate communications and administration roles. eg. "Education Manager - Bronze", "ARTC, Spinal, IRB, Gold, Proficiencies, Trainers" etc.

This new structure and the delegation of some education tasks to new trainers will reduce workload and reliance on several key people. It will allow for succession planning, targeted trainer recruitment, better career and qualifications mapping and delegation of duties as part of each trainers role.

#### EDUCATION STRUCTURE TEAMS

The "Modularisation" of courses like Bronze, IRB, ARTC and TOC & Assessors helps in terms of reducing trainer workload and reducing "burnout".

Modularization consists of breaking down courses into sections which can then be shared amongst a pool of trainers and conducted from the plan without having to rely on key experienced trainers.

#### KNOWLEDGE MANAGEMENT

When trainers leave, they take with them all their accumulated knowledge and experience which is lost to the club. Knowledge management needs to be addressed across all aspects of the club, with Education being a key area. Due to the haphazard nature of trainer recruitment and incidence of trainer burnout, Bronte has had to rebuild its trainers every few years and relearn how to train candidates, whereas a centralised knowledge management system and doctrine with it will assist in knowledge retention and rapid deployment and up-skilling of new trainers.

A key component of this knowledge management system will be a mentor program to allow probationary trainers to not only assist with the training and learning content as they go, but to also provide learning on administration requirements and the honing of delivery skills.

#### PROFICIENCIES

The whole Proficiency process need to be more affectively managed with a Lifesaving / Education Proficiency sub Committee to oversee as this is a key process which impacts at multiple levels. Proficiencies need to be better planned, tracked and followed up as unproficient patrollers can have significant negative impact on competition obligations, patrolling and even higher education (as unproficient award members disqualify themselves from prerequisite awards requirements. Eg. A current bronze award is a prerequisite for an IRB Crew award).

**CHALLENGE 2** - Increasing demands by SLSA for qualified lifesavers can be addressed by a combination of increasing quality and quantity of higher awards education and recruitment and up-skilling of trainers and related helpers.

As a general comment the education of members in advanced awards beyond the bronze medallion may end up being a contributing factor in increasing member retention rates. This premise is unproven however it is certainly a worthwhile side effect and at least assists in engaging members not just during patrolling season but also throughout Winter, and other non-patrol times. This increased retention may present itself by higher involvement in patrol operations, competition and / or education.

**CHALLENGE 3** - Compliance is an Australia wide issue for SLSA and requires attention at an organisation level. At a club level however, Bronte can address the higher compliance and complexity issue by increased education of new trainers in SLSA requirements & systems and award paperwork procedures. Up-skilling trainers and support staff in procedures and SLSA systems will enable a more distributed work allocation and greater independence.

A tighter focus on better knowledge management in an accessible on-line library will enable easier and more rapid dissemination of both approved and internally developed knowledge. Currently the multitude of SLSA manuals, forms and systems are located in several different websites with various access restrictions.

In addition Bronte-specific knowledge such as patrol manuals, candidate spreadsheets, checklists, processes and images need to be stored in a central and accessible on-line repository. An e-documents storage service needs to be established as a club standard to allow the large number of education people to access it. Currently Bronte Education & Lifesaving uses a combination of Drop-box, box.com and Google Docs and as such, a review of document storage, access and retrieval is required as a first step.

The increasingly high volume of administration work is a function of strong recruitment numbers and complex processes. Keeping ahead of this administrative load is a constant challenge and one that must be addressed as part of our RTO status, competition involvement and the expectations of SLSA.

Senior trainers should be given SurfGuard logins and initial training to service simple queries like award prerequisite checking, Form 14s generation (low volume or urgent queries), or member detail checking, though there has been resistance to trainers taking on simple SurfGuard as this is considered an "admin" function. Complex or high volume queries can be forwarded to Bronte Admin. for processing, though administrative support is only available 2.5 days per week, while the volume of training and its paperwork is significant.

The solution to this problem is utilization of those trainers, assessors and managers allocated duties under the proposed Education and Training re-structure as well as more

the streamlining of associated Bronte Admin tasks in complying with SLSA systems and procedures. Additional internal training, as well as further SurfGuard training by branch is critical for all those involved in the Education and Training function.

### C. Water Safety

THE ROLE OF WATER SAFETY IS TO PROVIDE A DEDICATED, QUALIFIED AND APPROPRIATELY SKILLED TEAM TO PROVIDE A SAFE AND SUPPORTIVE ENVIRONMENT FOR NIPPERS ON A SUNDAY AND MAJOR EVENTS, SUCH AS B2B.

#### OBJECTIVES FOR WATER SAFETY – NOW TO 2 YEARS

- To establish a leadership group within WS to work together to ensure that the role of WS, meets its primary objectives.
- To establish a meeting structure of the group pre-season, mid-season and pre-Branch/State competitions.
- To be the decision making body for whether nipper activities are conducted on a Sunday and without recourse from Age Managers and/or parents, through effective working practices with the on-duty lifeguards.
- To increase the levels of participation from WS personnel committed to rostered patrols, or in contributing extra volunteer hours to supplement rostered patrols.
- To increase participation and utilisation levels of those registered to the WS group, both on a Sunday, by operating a centralized team to provide WS services across all nipper groups and in supporting the club in competition events, such as WS, Branch and State Championships.
- To increase the level of current skills within the group by introducing further and ongoing training for in the water and on the beach activities, e.g. board skills, IRB crew and driving and advanced first aid.
- Create a 2 year rolling tenure for the role of Water Safety Supervisor, who would be responsible for the coordination and allocation of WS resources to the nipper community and to major events, such as B2B.

#### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• With circa 700 registered nippers per season there is a large pool of prospective resources to draw upon,</li> </ul>	<ul style="list-style-type: none"> <li>• Overall participation ratio of bronze holding water safety parents to actual activity remains fairly low.</li> </ul>

<p>on an ongoing basis, for new recruits into the WS effort.</p> <ul style="list-style-type: none"> <li>• High participation in the bronze medallion courses of up to 80% that are nipper parents aiming to assist with the water safety effort on Sundays.</li> <li>• A committed and skilled core group of water safety personnel of circa 15-20.</li> <li>• In broader context, a highly visible support group within the nipper community.</li> <li>• Having a solid base of WS personnel allows the support of community events, such as B2B, Tama to Clovelly etc.</li> <li>• Having a solid base of WS personnel allows BSLSC the opportunity to enter large teams into competition events, such as WS, Branch and State Championships.</li> </ul>	<ul style="list-style-type: none"> <li>• Beach conditions provide a constant challenge to provide a safe environment by the WS group.</li> <li>• A large proportion of WS personnel are 'fair weather' participants. When adverse conditions require the effort, many are unwilling or unable to offer the assistance required.</li> <li>• Constant challenge to gain extra 'out of Sunday' assistance with additional carnivals; WS, Branch and State Championships.</li> <li>• Overall skill level of many water safety personnel is fairly low, in particular on rescue boards. This is relative to the level of the conditions that are often faced at Bronte.</li> <li>• Many participants provide WS activity only for the age group their own child is part of, as opposed to the goal of a centralised group providing generic water safety/first aid service.</li> <li>• Many WS personnel do not assign themselves either to a rostered patrol and/or volunteer hours. This is an opportunity missed to both keep skills up to date and also assist the core function of the club to patrol the beach.</li> <li>• New leaders coming through the group to take additional responsibilities is fairly low. Most people are happy to do the minimum required.</li> <li>• Proficiencies currently undertaken are 'soft' and therefore there is a disincentive to maintain a quality set of core skills as part of the WS group.</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• With the number of WS personnel registered and deemed active, there is an opportunity to use this group as a recruitment base for rostered patrols to increase participation outside of WS for nippers only.</li> <li>• Establish pre-season WS refresher training and pre-proficiency sessions to ensure skills and</li> </ul>	<ul style="list-style-type: none"> <li>• With increasing levels of SLSA mandates being passed down WS volunteer levels may reduce, due to increased personal responsibilities and liabilities.</li> <li>• Overall decline in volunteer activities undertaken by individuals may decrease the number of active WS personnel.</li> </ul>

competencies within the group are optimised.

- Increase WS involvement in nipper education to provide an avenue for pre-SRC candidates to appreciate the future roles they can play within the club; aiding retention and throughput into future patrolling members.

## VISION FOR WATER SAFETY

A well-resourced, dedicated and appropriately qualified group of skilled WS personnel to would provide the backbone for a safe and supportive environment for the nipper community and provide significant and meaningful assistance to events, such as B2B and Tama to Clovelly.

## 2. OUR CLUB

### A. NIPPERS

#### SUMMARY ON STRATEGY FOR NIPPER PROGRAM

- Provide the Senior Club with a platform for Cadets / Juniors
- Promote both the life saving and competition aspects to all kids
- Encourage wider parental involvement
- Establish a Committee to run the Nipper program
- Better promotion locally in schools and media
- Offer a wider reaching training program for kids
- Assist with fundraising for the Club
- Offer a positive overall family experience
- Build a Bronte Culture

#### CURRENT SITUATION

- 756 Nippers were registered for 2014-15, (materially smaller than North Bondi and Bondi) and this number has been steady over the last five years. A reflection on the size and challenges of our beach.
- Challenging surf conditions a significant negative to parents along with parking, especially one's with no former SLSC involvement, joining Bronte over Nth Bondi

or Coogee. We lose new kids to Nippers because of the surf conditions if we have a few rough weeks in a row.

- Large number and % of kids / parents traveling to State Championships a positive.
- Still suffers from a perception that the Club and "inner circle" is a bit elitist by the newer parents. Need to embrace them earlier.
- Training program is only a few years old, and needs a wider reach, but parents are generally time poor in a lot of cases, so paid coaching needs to be extended.
- Need to engage more with local schools to bring Nippers / Lifeguards to the school, and make it cool. Need to compete with Cricket / Water Polo, and compulsory Saturday sport for a lot of local kids.
- Poor retention of our U14's through to the Cadet / Senior Club.

#### OBJECTIVES MOVING FORWARD

- Need to build more access into schools locally to promote Nippers and be seen as a cool alternative, and need to make sure parents especially are aware of it as an alternative. Need to have some "cool" kids, and potentially Harries / Kerbox do a few visits and push Bronte Nippers on our behalf through their local profile.
- For longevity, distribution of I.P, and to enhance the attraction of helping out, we need to form a "Committee" to run Nippers going forward. With most parents time poor, especially the more willing one's, having one YD was a serious turn off for people wanting to be involved. Via a Committee they can get involved without the overwhelming commitment needed in the previous format.
- Need to bring the Age Managers into the overall management more, and make them our main communication channel to families. Age Managers need to understand this is not just a Sunday morning role, their emails are read closer than Club Bulletins and the like.
- Need to retain more kids through the years, if the beach conditions are rough, need to have alternative entertainment ready to deploy. Large trampoline on the sand, SMS System for parents to bring kids joggers, and have a run group up through the gully or along the coastal walk to Clovelly for a swim etc, use the Baths more so. Parents and kids tune out if the water is out of bounds quickly.
- Need to really approach new parents and make them feel wanted and appreciated straight up. Need to have a New Parents Drinks on one of the first few Sundays down the Club, not at the end of the season, and people get to

write their name and child's name and age group on a label. "Established" parents need to be encouraged to use this day to work the room and make them feel wanted, not sit on a round table talking to themselves, and we use the day to really push the Sunday Sip's as a bit of a tradition, to raise money for the Club, and build out the "inner circle".

- Need to do our fundraising effort early in the year before kids and parent lose interest in Nippers potentially. Need to run the Swimathon by Late November, and perhaps the number of laps completed is part of the selection criteria for the Branch and State swim Teams, especially at Umina. Other Clubs make fundraising and events like this part of selection for Club Teams.
- Need to build more fundraising awareness among parents, and encourage suggestions and their participation.
- Sunday participation needs to be encouraged more strongly to foster a more team environment. There needs to be a better format for taking attendance, and there is a minimum requirement of Sunday attendance for that child to qualify to represent Bronte in any Carnival (allowing for one off factors such as genuine illness / broken arm etc). The Committee will be coming up with a ruling before the season starts.

## TRAINING

### "GOOD TRAINERS ATTRACT GOOD COMPETITORS"

- Need to expand our current offering. Bronte had 106 kids at State, 26 got a medal, 65 made a Final. A large number of this 65 are not currently catered for in training. Need to have an additional group to "Tommy's" for kids who are or close to Semi Final and above capability. Obviously needs to be done with new Water Safety guidelines in mind, and parental involvement, not babysitting.
- By adding training to the bottom half of the 65, Bronte will be able to build more depth in teams events, and allow kids not quite in the points, to have a much better chance, thus helping Bronte improve on it's already strong results.
- Training Fee's will need to be charged in the majority of case's, same as most Clubs, to compensate for the paid coaches at training that has now become the norm in most Clubs.
- Training in these Groups would ideally be done at the same time and location where possible to assist parents with kids of different ages and abilities, and potentially some synergy with Water Safety.
- We will be reverting to board rental this season, with relevant control and admin of assets.

## THE PATHWAY TO THE SENIOR CLUB

- Need to offer training and encouragement for our U14's to combine with a new style of Cadets program. This program needs a cooler youth image, and a few strong competitors to show our Nippers that Bronte is serious about keeping them, and they don't have to go to Nth Bondi.
- Strong Trainers attract Strong Competitors... the Senior Club need to build this ASAP, as the Nipper Club has some very strong Age Groups coming through in the next few years that will hopefully stay in Bronte and provide the building block for a much strong Competition Team in year's to come.
- Need to look at making the U14's more "fun"... things like sleep overs in the Club with movies on the screen and pizzas to build up a feeling of being part of "The Club, and more welcoming of kids their age.
- Need to also concentrate on the kid's who are not going to be wanting to compete at State and Aussies also, but who are the next generation of Lifesavers under the Patrol Tent. Again, the Senior Club and Nippers needs to work much closer and bring these kids through once they have done their SRC and not lose them.....these are the future Club Members, and Nippers needs to be the breeding ground for the Senior Club. We need some younger people to mentor them, the Senior Club should also be looking to recruit in Uni's etc as well. Having "oldies" trying to attract teenager's into patrolling the beach is never going to work.
- Be good to get an Education Officer from the Senior Club.

## WHERE WE WANT TO BE IN 5 YEARS TIME:

- Our aim is to work with the Senior Club, both the Life Saving and Competition arm's, to build a seamless transition for our Nipper's to become Bronte members for life.
- Our aim is to enhance the training offered to our Nipper's, and with a greater reach, we hope to crack a Top 5 in the State Nipper Titles as a Club.
- Our aim is to get more parental involvement into both Nippers and the Cadet program by improving our communication with parents via Age Managers, and new parent initiatives such as a New Parents Party.
- Our aim is to increase our fundraising over these years, so that Bronte Nippers can provide the best equipment, training and support possible.
- Our aim is that in 20 years time, our Nipper families look back fondly on their

time at Bronte Nippers as one of the best parts of their family life.

## B. CADET JUNIOR PROGRAM

### SUMMARY

- To create a club attractive to retaining our nippers and other juniors.
- To achieve this goal, the club will need to commit resources so we can have a club that juniors want to be a part of with their friends.

Our club, like many other surf clubs in Australia, has struggled to retain cadets and juniors at our club. There are many reasons for this. Kids want a break after having been a nipper for 9 years; it's not perceived to be cool or they simply have other activities they wish to do.

It is an important focus going forward for Bronte to set up and maintain an infrastructure that will be attractive in growing our cadet and junior programs. Not only will it boost our cadet numbers but it will assist in our patrols and may result in a significant increase in our junior competitors who in turn could compete for the club at a senior level. It is to be not forgotten that many of our graduating Nippers have been at our club for up to 9 years and bring solid life saving and surf skills to the clubs. (Plus they have a good local understanding of our beach.)

In short, we need to improve the social and competitive attraction of our surf club. The aim three years ago was to have a cadet and junior program that within five years would see;

1. 30 – 40 active cadets involved in club activities.
2. A minimum of 8 – 10 junior competitors for the club.

It is pleasing that we had five Under 14's compete at Nationals in 2014/15 and we are on course to have eight juniors competing in the summer of 2015/16.

A number of measures are needed (in some cases has commenced and in some others completed) to achieve our goals.

- A youngish member to oversee the program. Young kids relate to younger adults, especially if they're seen to be relatively cool. It is planned to have a number of parents assist the Cadet Director (and possibly a committee that also involves some cadets). Encouraging parents to assist is central to the program succeeding (much like successful nipper age groups). We have not achieved this has yet but we will need to identify someone.
- We have now implemented a training program for cadets/ juniors that not only includes traditional surf lifesaving activities such as board paddling, swimming but also surf fitness classes which involves general aerobic fitness.

- We now identify carnivals for the competitors to compete in.
- To identify an area in the club that could be utilised for cadets during holidays. A space they can call their own even if it's a temporary space which is converted for their purpose i.e. upstairs function area when not utilised. With demand for use of Club facilities, this has proven difficult.
- Integrating surfing into the cadet and junior programs. This may take the form of regular competitions and a regular time per week when our cadets know other Bronte kids will be in the surf. This will lead to our juniors wishing to compete at other surfing competitions. As part of this, Bronte surf club could seek to be affiliated with New South Wales Surfing. We can look to utilise the Kobi and Aaron Graham camps. This has been initiated.
- A number of social events including movie nights down at the club.
- Patrol responsibilities that are not onerous and interesting. Encourage them to consider becoming IRB drivers or crew. This has been initiated.
- Integrating them into club activities such as assisting at social functions or training of nippers. This has been initiated.
- Giving them their own name/ brand. For example, Coogee have the "Coogee Blueys". A brand/ name will give this group their own identity.
- Lifesaving awards specific to them. This has been initiated.
- Fun/ cool activities.
- Creating their own Facebook/ twitter communication mediums (with obvious safeguards).

It is important for the club to act upon a strong nipper program and do what it can to ensure that our nipper graduates are encouraged to stay at our club.

The aim is to create a united team of juniors and cadets. A team that respects Bronte's culture and each other and want to stay part of the club.

### C. SURF SPORTS

Bronte Surf Club's core purpose is to save lives.

Through training and competition our surf lifesavers hone their fitness and skills to be rescue ready to undertake rescues.

The focus of training and competition is to ensure our frontline volunteer surf lifesavers are rescue ready.

Bronte Surf Club has a long and proud history fostering participation in surf sports and

other recreational activities.

Bronte Surf Club has met the needs of our members in a modern, competitive sport and recreation market by providing opportunities for its members to participate and compete at all levels of competition in Lifesaving Sport.

Since 2000, Bronte Surf Club has provided the financial resources to support the surf sport programs and costs of competition for local, State, Australian and World competition [In partnership with competitors].

The Club has also financially supported coaching of its members who participate in the surf sports programs and the purchase of surf sport equipment [on merit basis].

The Nipper program at Bronte encourages participation and competition pathways for the nippers, which manifests in local carnivals [e.g. Waverley Shield], Branch and State Nipper competition both individually and in team events.

The Cadet /Junior program is focused on creating a Club attractive to retaining our nippers and other juniors. There are opportunities for both participation and competition pathways for cadets and juniors, which manifests in local carnivals [e.g. Coogee Carnival], Branch, State and National competition [Australian Youth Championships]. Opportunities are available for beach and water competitors [e.g. Surf Board riding] both individually and in team events.

The Senior competition program is focused on participation and competition pathways for Open competitors in local, Branch, State, National and World competition. Opportunities are available for beach and water opportunities both individually and in team events.

The Masters Competition program is focused on participation and competition pathways for Open competitors in local, Branch, State, National and World competition. Opportunities are available for beach and water opportunities both individually and in team events. The funding of Masters in competition and equipment has traditionally been self-funded.

The Club has Annual Club Championships at all levels of the membership.

Other areas of recreation activity exist within the Club such as the Gym, Sunday Jog, Biathlon, Sunday Surf Swim and exercise activity, both organized by external providers[e.g. Troy Stewart] and Yoga or though recreational use of the Club's equipment [e.g. Ski/Board training]

The Club continues to financially support the participation by its members in surf sports and other recreational activities at all levels of membership.

## D. MEDIA PUBLIC RELATIONS AND COMMUNICATIONS

### SUMMARY

- To improve communication within the club and to the community and other external parties.
- To provide more efficient means to communicate including website and other forms of social media.

Whilst we live in a world hungry for information, it must be relayed quickly and efficiently.

Our club's goal is to communicate to all of our members in different manners to fulfill the needs of all our different groups. This may be by email, text, twitter, facebook, internet or whatever new forms are needed. We have created the role of Manager of Media and Communications to help facilitate information flow.

Information communicated to our members will aim to be informative and relevant. We would like our members to know what's going on, how they can help (or how we can help them) and awareness of what we stand for and who we are. We have upgraded the website over the last two years and now have a dedicated person in the office who updates the information. .

In addition, it is important for us to communicate information about the club to the community (individuals, organisations or Council bodies). We continue to build the strong relationships with local government. We do not want to be seen as a "closed club". We want to encourage the community to utilise our facilities at appropriate times and ultimately to join our club.

Over recent times Bronte has established good relationships with local media outlets such as the Wentworth Courier, Southern Courier and the Beast. We aim to continue these relationships and expand our media contacts. Our focus will be to grow this interface with organisations such as News Limited, Fairfax and radio networks so we can "tell our story".

It will be the role of the Manager of Media and Communications to interface with all the divisions of our club to ascertain information stories and events and to filter and then communicate it appropriately. Our aim is to engage with our members and where appropriate the community and the media. Whilst the President will always be a key spokesperson for the club, the aim is to increase awareness of all aspects of what Bronte is about and have more than one voice.

We are yet to find a suitable candidate. We are also aware of the need to upgrade our social media platforms including website and Facebook.

## E. CLUBHOUSE GENERAL

### 1. INITIATE PLANS FOR REFURBISHMENT OF CLUB (THIS COMMENCED IN JUNE 2014)

We have a building which is far from ideal. In the perfect world, we would re-build our club and have easier access to the sand. We don't have a "state of the art" building. We have an entrance to the back of the building which is a long way from the beach and we have IRB's being operated from the front of the Club.

Short term goal is to better use the Club's space. In particular the back area of the club and repair the damage been caused by water problems. Our goal is to refurbish the building so that it's relevant to Surf Lifesaving today. This may involve a major refurbishment or significant building improvements. The process will involve planning, submissions for grants and significant fundraising.

The club appointed a sub committee to investigate options and in August 2015 lodged a pre-DA.

## 2. CONSOLIDATE EQUIPMENT LEVELS & IMPROVE QUALITY OF EQUIPMENT

We patrol on one of the most challenging beaches in Australia and need to continually attract patrol members and up-skill them. We require more equipment and personnel with requisite training expertise.

The club should undertake a complete stock take of all of its equipment. Any equipment not sufficient for our current needs should (where possible) be sold and replaced. A procedure needs to be instigated whereby equipment is replaced on a regular basis, rather than on ad hoc basis. (This has and continues to occur).

All divisions of the Club will look to find ways to use their contacts for potential sponsorship to help in equipment acquisition.

Two (2) gear Stewards have now been appointed.

## 3. TRANSFER OF INFORMATION + SUCCESSION PLANNING

To ensure the club's knowledge is not left in the minds of our long serving volunteers, we need to implement a transfer of information and proper succession planning.

The Nipper program has initiated a yearly Information Booklet and job descriptions for the various roles that make up Nippers. Each person in charge of an area has the responsibility of earmarking their successor and transferring their knowledge to them.

The Board of Management and heads of various volunteer groups will document their roles to assist new potential future successors.

## 4. A CLUB FOR ALL

It is a challenge to have a club that caters for all members from 6 year old nippers to Life Members. It is the club's goal to provide a surf club that can be "home" to all members and their families and guests. A club that everyone can use and is proud to be associated with.

The club will;

- Retain the events that uphold our traditions such as Veterans Day and the ANZAC March.
- Create new events open to all that allows interaction amongst members, such as the Volunteers Day.
- Undertake to communicate on a more efficient and regular basis.

### **3. CLUB & FINANCIAL SUSTAINABILITY**

#### **A. FINANCE**

##### **SUMMARY**

- To diversify income streams and carefully manage the financial needs of all segments of club.
- To increase cash reserves to allow us to refurbish/ rebuild club in the future.
- To maintain and improve financial management procedures and systems.

In the past we have had a club that struggles annually to break even. If any of our main revenue sources such as the kiosk, bar takings, sponsorship or memberships decrease significantly then we would have a difficult financial year. Over the last five years we have delivered surplus budgets but remain diligent on our financial status.

We have successfully set aside over a number of years a financial "nest egg" for a rainy day. It is the aim to continue to grow this reserve on a gradual basis. From time to time there may be a need to utilise some of the reserve for capital expenditure.

In the short term, our financial aim annually is to make enough of a profit that we can continually upgrade the facilities and services for our members whilst not having to revert to our savings.

In the longer term, our aim is to increase those reserves so that we can use these funds as a basis to rebuild the club. (We will obviously need to also obtain grants and fundraising).

We have in place sound financial management systems;

- I. Annual budgets are prepared

- II. We operate within those budgets and all divisions adhere to the financial checks and balances that have been put in place. We are focused in minimising our costs.
- III. We develop and maintain accurate financial reporting procedures.
- IV. We implement and maintain financial control systems (including a Finance Committee comprising of the Chief Operating Officer, President and Finance Manager) to monitor our financial status and protect the club assets.
- V. We liaise with our external accountants to ensure that we comply with all financial requirements.
- VI. We maintain an assets register and monitor needs for upgrades/ replacements.

The finance department are acutely aware of the need to assist in increasing and diversifying our revenue streams. This will be achieved through investing wisely in such measures as;

- I. Upgrading the kitchen and bar facilities to allow us to maximise use of the hall by members and by third parties. [a work in progress].
- II. Investing in the conference facilities and marketing brochures to increase bookings. [done and continuing].
- III. Investing in our communication platforms (such as website, social media) to communicate with members and attract new members.
- IV. Invest in marketing materials and brand initiatives to attract sponsors and update our merchandising. [a work in progress].
- V. Upgrading our kiosk facilities to provide a better service to customers. [continuing to do].

The Finance Committee will continue to work with all divisions of the club in;

- I. Identifying cost saving e.g. contra arrangements for equipment by offering sponsorship benefits.
- II. Investing, where appropriate, to maintain our role as a surf life saving club to the members and the public.
- III. Providing a service that will allow the club to operate in the most efficient manner.

## **B. OPERATIONS**

### **SUMMARY**

- 1. Optimise return – grow income and manage costs of Kiosk, Bar and Function

activities.

2. Diversify income and business activity to smooth seasonal income flow.
3. Grow and maintain quality staff to offer cost effective, efficient, customer focused delivery of services.
4. Cost effective management of assets – equipment and building facility.

#### OBJECTIVES FOR OPERATIONS – 2 YEARS

- Kiosk operation self-managing with an improved reputation for offering quality food and drinks. Measured by 25% growth in sales.
- Key operational costs reviewed annually.
- Reduce maintenance / equipment costs by expanding sponsorship/ supportive relationships with key suppliers.
- Double hire income by push in corporate sector and promotional activity.
- Replace energy inefficient equipment (fridges, lighting, power source). (Have been and continue to do).

#### OBJECTIVES OPERATIONS – 5 YEARS

- Kiosk, Bar, Functions operations to be providing stable, year round income to fund club core activities.
- Source funding from operations, grants, local/ state government for a planned building upgrade.

#### COMMENTS ABOUT THE OVERALL STRATEGY FOR THE CLUB

**RELEVANCE** – Crucial the club maintains relevance in community by offering quality, well resourced patrol and education services. Strategy is to retain and grow numbers and quality of our volunteer patrollers. Our relevance in community impacts upon our access to support and funding from government, business and community.

**COMMUNICATION** – Activities/ relevance to be well documented and communicated to community and key stakeholders such as council, state government.

**COMMUNITY** – club activity and facility should be welcoming and embrace all ages, demographics.

#### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Desirable Location – stunning location, 5km from CBD – attract visitors, customers</li> <li>• Club history – first life saving club in Australia/world – influence with local/state government</li> <li>• People - Leadership – Presidents (past/present) visionary with entrepreneurial skill to lead club direction.</li> <li>• Asset - Long term lease – 20 years to run on main club building.</li> <li>• Income - A Function /Bar facility</li> <li>• Income - A Kiosk operation</li> <li>• Relative high wealth of local demographics.</li> <li>• People - Support and breadth of business experience of membership database.</li> <li>• Membership is local – assists club influence /impact upon decision makers in local community.</li> <li>• Income - Desirability of membership base (club location, demographics) attractive to third parties for sponsorship/ partnership activities.</li> </ul>	<ul style="list-style-type: none"> <li>• People - Reliance on handful of members doing greater share of volunteer tasks that reduce club costs. eg Jimmy &amp; Pat – Sunday Spread. Roley BBQ, ' ' Graham clean gym, Mark locksmith, educators.</li> <li>• Willingness of volunteers to commit to long term to club governance – depth of experience/history held by few.</li> <li>• Assets - Aging building – with intrinsic structural problems water, wiring, layout – high cost of renovation</li> <li>• Assets - Ongoing maintenance costs due to wear and tear due to location. All equipment has faster depreciation/ shorter lifespan.</li> <li>• Council lack lustre support of local surf clubs – less than other Councils eg Randwick.</li> <li>• Difficult surf conditions – challenging to potential membership (nippers &amp; senior) and club events – B2B</li> <li>• Aging life members, low numbers of long term members actively involved in club? ??</li> <li>• Beach / Operation size may limit numbers for nippers and membership.</li> <li>• Staffing of kiosk – potential unrealized.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Income - Grow income from Kiosk, minor reorganization of facade/ counters, improve offering.</li> <li>• Income - Grow income from function business, corporate greater spend. Work with promoters – music, film, community group evenings, conferences.</li> <li>• Income grow merchandise income, better control of stock and ordering.</li> <li>• Income - Grants to support building changes and equipment upgrades</li> <li>• Costs /Income – canvass database for businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Income - Loss of kiosk lease.</li> <li>• Costs - Declining trend in community/ volunteer activity – Will increase cost base to club if have to supplement by paying individuals to undertake activities formerly completed by volunteers. Eg pay more trainers, food on Sundays, BBQ, water safety, etc.</li> <li>• Income - National/State economic weakness – adversely impacts on donations, sponsorships</li> <li>• Income - Direct competitor activity – renovations of other clubs and their ability to offer function/ kiosk</li> </ul>

<p>that can assist club by providing services/ goods at reduced cost or donation.</p> <ul style="list-style-type: none"> <li>• Grow membership base/income in local community. Improve retention and rethink club offering to potential members both nippers and patrollers.</li> <li>• Grow Sunday Bar business – Regular music session, offer Sunday catering to external contractor for income...</li> <li>• External lease of kiosk and/or bar operations – so can focus on core club activities? Contract vs in house – outsource skills – i.e. bar management/staff?</li> <li>• Costs – Improved control of costs – insurances, gear, equipment, suppliers agreements by regular review and orderly documentation.</li> <li>• Expand our offering – lockers, vending machines, cash facility, mobile ice-cream/drinks vendors on beach in busy periods.</li> </ul>	<p>business.</p> <ul style="list-style-type: none"> <li>• Lack of depth in patrol skills/ water safety leading to adverse water incident.</li> <li>• Decline in birth rate of local area reduced nipper membership.</li> <li>• Community opposition to club activities – bar/functions, patrol, club facility. Change in licensing.</li> </ul>
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## VISION FOR ORGANISATION

A well resourced and financed organization providing surf life saving and surf education to the greater community.

An open, efficient club working within community and providing direction and innovation in delivery of surf life saving services in nippers, patrol, education and competition.

## C. SPONSORSHIP AND MARKETING

### SPONSORSHIP

#### SUMMARY

- Diversify sponsorships so we are not reliant on any one organisation.
- Create a core group of functions that appeal to all groups in the club.
- To review current club brands and logos. [done]
- To market the club as open to all, innovative, informative and performing an

important community role.

Sponsorship arrangements are important to Bronte because not only do they generate revenues but they allow us to interact with organisations who can provide other benefits and services to the club. Sponsors also help market the club.

Over recent times our aim has been to grow our sponsorship partners to ensure we don't rely on any one major sponsor. The goal is to have a platform of sponsors that are long term or if they wish to no longer be involved, can easily be replaced by other organisations. Over the last three years our portfolio has increased and diversified.

The key to a successful sponsorship program is maximising the inventory/ benefits you can grant a sponsor and to be innovative in the packages you offer. Sponsorship benefits can include benefits such as;

- (a) External signage.
- (b) Signage on all forms of apparel (including State uniform, singlets, waters safety Uniforms).
- (c) Signage on tents used at the beach, on boats, boards and other equipment.
- (d) Access to the membership via database, website, facebook etc.
- (e) Exposure on our website/ annual reports etc.
- (f) Use of our facilities (in particular our hall).
- (g) Use of our I.P and ability to use images of Bronte in sponsors marketing materials, annual reports.
- (h) Ability to allow the sponsor to activate at the beach.
- (i) Simply being associated with Australia's leading voluntary organisation; surf life saving.

There's a balance between utilising these benefits for commercial gain and ensuring we don't become a billboard of company/ sponsor logos.

Our goal is to continue to be innovative, continue to use our database and connections at the surf club and to establish and maintain a core group of sponsors that will help fund the club for all of its needs. It is important that the Director of Sponsorship receives assistance from all divisions of the club.

In surf clubs, the most likely way to attract sponsors is by approaching them through the membership. In most cases, a member knows someone in an organisation who may be interested in being involved with our club. An important source is local organisations or businesses who wish to give something back to the community or use the association to promote their business. We will continue to be proactive in exploring these opportunities.

## FUNCTIONS

Functions held at the club provide opportunities for members to have social gatherings, allow the broader community to participate and allow the whole of the club to interface with each other and non members.

Bronte has a core group of functions which include Volunteers Day, Veterans (Reunion) Day, ANZAC Day, Nipper Disco, Derby Day and Santa coming to the beach.

Our goal is to have a core group of functions that appeal to all elements of the club and to create new and fun ways for us to utilise our club. Our challenge is to have them supported by lots of different people rather than the regulars. It is the intention to lighten the load on our Director of Sponsorship (who also organises functions) by forming groups to look after specific events.

We now employ a Functions hirer and this has resulted in an uplift in functions held at the Club.

## MARKETING

The club's marketing evolves and is generated through;

- Media exposure.
- Sponsorships.
- Functions (member and community).
- Website, facebook + twitter
- Through its competitors representing the club.
- Exposure through location.
- Exposure through the Bondi to Bronte Swim.
- Community initiatives such as EnviroSurf.
- Our presence at the beach on weekends.

We do not undertake advertising.

We have recently undertaken a review of our brand and logos and will look to implement a uniform "look and feel" for the club.

Our goal is to market the club as;

- Performing an important community role.
- Friendly and open to all.
- Environmentally aware.
- Informative and innovative.

- Important to the community.

## 4. COMMUNITY ENGAGEMENT

In addition to matters raised in other sections, we will also focus on the following matters:

### A. TO BE PART OF SCHOOL CURRICULUMS

Other clubs have successfully integrated into surf life saving school curriculums. Bronte should look to target a number of schools in the Eastern Suburbs. In WA for example, schools have a program where students are able to undertake a course involving a boating license, scuba dive license and a Bronze Course.

The great advantage is that through a new group of Bronze Cadets, a percentage will stay on at the Club. It not only boosts our cadet numbers but most importantly our Life Saving Patrol numbers.

The club will recruit a member to undertake the role of exploring this opportunity. (this has been a challenge due to the pressure it will place on our educators and trainers).

### B. BE ENVIRONMENTALLY FRIENDLY

Bronte has initiated some very good environmental programs and we will continue with programs such as EnviroSurf. It is not only important for all the "right reasons" but we need to be seen to be a community leader and a leader amongst surf clubs.

We will continue to work with Council and implement initiatives and strategies to ensure that Bronte remains a leader in adopting and embracing environmental responsibility. As part of this process we will engage with the community and our members.

We will continue to appoint a committee to monitor and manage options.

### C. GROW PARTICIPATION WITH COMMUNITY EVENTS

As part of often being viewed as "exclusive", the Club needs to interact more with our surrounding community.

Bronte can initiate Open Days for our Surf Club. Schools have done this successfully and we can undertake this on a regular basis. We can promote all of our divisions so we not only attract potential members but very importantly, show the community what we are about.

We need to also increase the opportunities for other community associations to have

access to our club's facilities, such as charitable associations and rotary clubs.