

BRONTE SLSC STRATEGIC PLAN 2019



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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.

2019 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 pledge to protect the public as we 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 are proud of the surf lifesaving tradition from which our Club is born.

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 received Federal and Local Government funding and entered into a Heads of Agreement with Waverley Council for a new building. It is planned to lodge (which Council will do) a DA in 2019.
- 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 2018/2019 season have implemented a Junior Program.
- We are focused on better succession planning

1. LIFESAVING, EDUCATION and WATER SAFETY

A: LIFESAVING

SUMMARY

Bronte is continually building its capacity and capabilities, through innovation and engagement, to sustain its momentum towards providing best practice relevance in Lifesaving and community service.

INTRODUCTION

Bronte Surf Lifesaving Club primarily exists to help save lives. Saving lives remains our core function. Providing this role is pivotal in maintaining the privileges we have been provided, in particular 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
<p>Location, location, location leads to many strengths, not least our fabulous beach and community, the family member sourcing opportunities, and the great surf</p> <p>Well located Clubhouse with reasonable aging facilities</p> <p>Reasonable Equipment</p> <p>Long proud history and its useful motto: "Bronte First" coupled with OPS focus terms like "Train hard – Rescue easy"</p>	<p>Tough beach attractive for some however sometimes too challenging for others season 2 onwards.</p> <p>Nipper demographic overweighed – i.e. parents and kids and underweight in between.</p> <p>Higher award rates need lifting (ARTC/FA/SMAR)</p> <p>Retention only fair (though probably average)</p> <p>Participation in higher SLSA echelons weak – notwithstanding at the very top</p> <p>Engagement with wider community from park visitors to surfers and risk of being perceived as non-inclusive "clubbies"</p>

OPPORTUNITIES	THREATS
<p>Converting and retaining more nippers and ideally local surfers into the fold</p> <p>IRB and other higher awards attractive for gaining and retaining members</p> <p>More active engagement with lifesaving beyond Bronte – lifesaving competition, golds, roles in branch, higher awards</p> <p>Supporting struggling country clubs with members (w/ends at north coast etc.)</p> <p>Better recruitment on the beach – anyone there is part of our demographic – to widen geographic range and ethnic reach of our membership</p> <p>Focus on new members aged 20-35</p> <p>Improve the Cadet program</p> <ul style="list-style-type: none"> • 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) <p>Educate the public about 'safe' swimming at the beach.</p>	<p>Volunteering competes with many other interests</p> <p>Increasingly litigious trend on council beaches and effect on role of volunteers.</p> <p>Lifesaving 'uncool' with the surfing community especially youths</p> <p>Club house can be viewed as a privileged asset by some of the more powerful interest groups or disenfranchised who could threaten the BSLSC clubhouse custodianship.</p>

TWO YEARS ASPIRATIONAL VISION

Patrols to have a minimum of 8-10 bronzes members allocated on each patrol reaching beyond a ten on the afternoon patrols. All 16 patrols have an IRB Driver and Crew rostered on duty as part of the allocated Patrol.

Most patrols have at least two First Aid, ARTC and Spinal qualified people and indeed most of the membership are picking up these skills as we roll them out through the off season. All new Bronzies 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 or Club leadership roles. 25% of active patrollers are aged under 30. 50% of patrols have a PC or VC aged under 30.

Our lifesaving committee has been quietly coaching stronger leadership in our core leadership group, the PCs, and the club is now within cooee of becoming club of the year in the branch league table.

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. Small teams training working from an overall mission and strategy directive is the norm.

The One Bronte's team culture continues to inspire high levels of commitment to Patrols, IRB team, Gear, First Aid, Training and to water safety. Many hands make light work and also seems to attract many others to show up. FOMO is strong !

Capability, capacity and momentum are all excellent. Our cross training with the Waverley Lifeguards is going from strength to strength as once service hones the other. Delegation of duties and co-sharing roles, responsibilities and facilities is becoming common place. A more active beach management role in support of the Lifeguards during the busy Dec – Feb afternoon / evening periods is entered into.

A more formalised 24/7 standby team is stood up to support State Emergency and local area services similar to Rescue 30. The Bronte Advanced Response Team (B.A.R.T) has developed its own training, based on the SMAR and other industry best practice. Its members aspire to provide a Gold standard of Lifesaving capabilities to the community. BART regularly trains and tests its members via realistic scenarios with other pro-services.

Appropriately themed film and education nights drag more likeminded community members in as does regular community First Aid & CPR training.

Our kit is superb and Bronte is known to be at the forefront for trialing new ideas and refining current techniques to fit the dynamic demands placed on Rescue services. All equipment is less than 5 years old, regularly maintained and/or transitioned out to other less fortunate clubs or services.

Due to our real world refinement methodology, Bronte is a reliable first call for any new kit or technique that requires feedback for adoption by other services. Getting gear and techniques proven at Bronte is a drawcard!

FIVE YEARS ASPIRATIONAL VISION

Numbers are so strong we routinely support Tamarama and a handful of country clubs to which we often ship stale equipment. 50% of active patrollers are aged under 30. All patrols have a PC or VC aged under 30.

Several members are now also on the Jet Ski patrol and drop by since we actively training with the Waverley Council lifeguards to ensure adequacy of our skills. This helps our general Lifesaving capabilities and attractiveness for both new and existing members.

Waverley has reduced its weekend and public holiday lifeguarding back to two with our PCs and VCs delegated lifeguard authority. This is due to our strong interoperability training with the Council Lifeguards.

Several people help out at "SurfCom" and several more on ORB and with the higher awards training and assessing. One is on the helicopter. Bronte's voice is clear and thoughtful through the lifesaving and education at branch and beyond. BART is now the Platinum standard.

We are working up a new approach to the spinal board and experimenting with the mini swimmer radios we helped initiate. Drone technology and an extended communication capability directly to lifesavers in the water, both swimming and paddling is now the norm.

On demand ISR, Patrol member tracking/telemetry and priority remote tasking of other assets allows greater command and control of the "BeachSpace".

B: EDUCATION STRATEGY

SUMMARY

Bronte Education Strategy Seasons 2018 and 2019

Bronte Education seeks to train outstanding surf lifesavers. We often receive positive feedback about our standard of training over the next two seasons we will focus on improving member engagement.

For the five seasons to 2018 the Club has trained 360 bronze medallions and 92 of those were under 18, on average they completed 14 patrol hours.

There have been some longstanding challenges for the education team, including

- Trainer burnout
- Time commitment
- Delivering advanced awards
- IRB training
- SRC to Bronze transitioning

As part of ensuring the renewal of our training team, growth of our surf club and quality training we will set KPIs for individual courses. Most of the KPIs are focused on continuous member engagement.

Education Structure

There is an education committee consisting of the Chief Training Officer, Deputy Chief Training Officer, and Education Officer that is focused on coordinating training and assessments and ensuring consistency across the training team. The Deputy CTO has responsible for proficiencies and mentoring. The Education Officer is responsible for education administration. The full education team has a minimum of two meetings a year. Each course is led by a Lead Trainer appointed by the CTO.

KEY ACTIONS

OBJECTIVE	MEASURE	ACTIONS
Improve Member Engagement	100% proficiencies to be completed by November	<ol style="list-style-type: none"> 1. Education Calendar to be created March each year 2. Candidate Database to be developed with online forms 3. Improve PC engagement with education 4. Member responsible for Bronze 5. ARTC course to be scheduled 6 months after bronze 6. End of season bronze reception
Reduce trainer burnout	4 new endorsed trainers each year	<ol style="list-style-type: none"> 1. Trainer re-endorsement to be promoted 2. 1 new trainer to be identified in each course 3. Limit trainers to 1 bm per year
Deliver advance awards	36 ARTC awards each year	<ol style="list-style-type: none"> 1. Focus time poor trainers on advance awards 2. Collaborate with other clubs on awards
Integrate IRB Trainer awards	4 new IRB Drivers every second year and 8 new IRB Crew each season	<ol style="list-style-type: none"> 1. Integrate IRB training in Education Calendar 2. Identify IRB Training Career Paths 3. Complete residual crew courses
Youth Engagement	5 members under 18 with higher awards	<ol style="list-style-type: none"> 1. Target ARTC for Juniors 4. Include SRC components throughout nippers

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"> • With circa 800 registered nippers per season there is a large pool of prospective resources to draw upon, on an ongoing basis, for new recruits into the WS effort. • 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. • A committed and skilled core group of water safety personnel of circa 15-20. • In broader context, a highly visible support group within the nipper community. • Having a solid base of WS personnel allows the support of community events, such as B2B, Tama to Clovelly etc. • 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. 	<ul style="list-style-type: none"> • Overall participation ratio of bronze holding water safety parents to actual activity remains fairly low. • Beach conditions provide a constant challenge to provide a safe environment by the WS group. • 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. • Constant challenge to gain extra 'out of Sunday' assistance with additional carnivals; WS, Branch and State Championships. • 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. • 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. • 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. • New leaders coming through the group to take additional responsibilities is fairly low. Most people are happy to do the minimum required. • 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.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • With increasing levels of SLSC mandates being passed down WS volunteer levels may reduce, due to increased personal responsibilities and liabilities. • Overall decline in volunteer activities

<p>nippers only.</p> <ul style="list-style-type: none"> • Establish pre-season WS refresher training and pre-proficiency sessions to ensure skills and 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. 	<p>undertaken by individuals may decrease the number of active WS personnel.</p>
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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: SURF SPORTS STRATEGY

The aim at Bronte isn't about winning medals on beaches miles from home by a few Members, it is about offering the vast majority of our new and current Members a platform to increase their skills in the water on surf craft and be rescue ready.

There is far more to be gained in our Community by having 50-70 extra Members annually being capable of rescuing members of the public in challenging conditions, than purely training for Carnivals. We aim to expose all new SRC and Bronze Medal candidates to our morning board / fitness sessions, where we will have experienced Lifeguards and Members assisting them learn the basics and feel part of the "Surf Team" from their first day at Bronte SLSC. Once they have gained their qualification they simply continue to train in the Club sessions along with other Patrolling Members, and we bring the next group through the same process. Over time the trained become the trainers...

We aim to be highly visible on our own beach, showing the Club is an attractive activity that contributes to community safety, but also allows people to gain skills and fitness in the ocean. Programs like this need volume to succeed, and dedicated training times that people can rely upon. The more people we have in the program, the more people we have wanting to join us.

The Club will look to purchase new soft foam rescue boards as a base level board to start the SRC and Bronze program on, before people move through onto both Rescue and Race Boards. The Club will look to invest in more surf craft to allow for the program to keep expanding over the following years with the help of sponsors and fundraising by members.

Additionally, regular training members will be assisted and encouraged to look at buying their own race boards over time, especially if they wish to do the odd carnival for the Club.

Our view is by building the "Surf Team" culture it will benefit the Club through:

- Stronger engagement across all age groups, and hopefully retention
- Stronger skill base in the water on both Patrol and Water Safety
- Stronger SRC and Bronze Medal skill base on Day 1 on Patrol in the water
- Stronger Club comradery when we need people to jump in and help out on patrol or events
- Stronger competition following within the club to those who do compete due to visibility and engagement
- Stronger chance of having former Lifeguards / Lifesavers re-join SLS to be part of the program

B: 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 through the 'yellow hat' program
- Establish a Committee to run the Nipper program
- Better promotion locally in schools and across social media
- Offer a wider reaching training program for kids
- Assist with fundraising for the Club
- Offer a positive overall family experience
 - Encourage diversity and provide support for disabled and disadvantaged kids
 - Provide leadership opportunities for nippers
- Build a Bronte Culture of participation, club spirit and skills

CURRENT SITUATION

- 750 Nippers were registered for 2018-19, (materially smaller than North Bondi and Coogee) and this number has been steady over the last three years. A reflection on the size and challenges of our beach.
- Challenging surf conditions a significant negative to children and parents and results in limited activity when the beach is closed, this seems to be happening more and more. Limited parking can also be a negative compared to beaches like Maroubra
- Large number and % of kids / parents traveling to State Championships a positive. The number has been around 90 the past few years, but this does give rise to additional responsibility for officials, IRB and First Aid rosters. We aim for the right balance between competition and participation.

- Still suffers from a perception that the Club and “inner circle” is a bit elitist by the newer parents. Need to embrace them and encourage greater involvement.
- Training program is established but reliant on 1 or 2 key parents, new parents need to be identified who can take over some of the training activities 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 continues to be a problem, not just for Bronte

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 do a few visits and push Bronte Nippers on our behalf through their local profile.
- 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. , 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 quickly tune out if the water is out of bounds
- 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 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.
 - Strong competition group under Jason Gavin and some talent emerging through the Development squad under Scott Doble. However, our results at major championships has diminished over the past few years, we do not seem to have attracted significant new talent after winning nippers have graduated.
 - We have lost a small number of elite athletes to North Bondi where they appear to have greater depth of athletes across most age groups. This has continued to some extent post nippers, we do not however have a major problem with this, most athletes have remained at Bronte Nippers.
 - Surf sports training is difficult at Bronte due to conditions and requires training groups to train at other locations, this creates the logistics issue of families requiring boards to be taken to sessions. The board borrowing program has helped here. The main problem at present seems to be developing talent as soon as possible from U9's and getting them into development training.
 - On sand we currently have no coordinator and this is reflective in some results. As past athletes have graduated we have not had new parents taking up the administration and organization. We do have professional training in Jordan Williams on Thursdays but we need to recruit an active parent to promote the sand team.
- 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.

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 years to come.
- Need to look at making the U14's more “fun”... things like movies on the screen and pizzas to build up a feeling of being part of “The Club” and more welcoming of kids their age. We have started Friday Fitness for Girls which has had moderate success in encouraging participation in a free fitness session.
- Need to also concentrate on the kids who are not going to want to compete at State and Aussies , 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.

NUMBER OF NIPPERS IN EACH AGE GROUP 2018-19 SEASON

AGE GROUP	FEMALE	MALE	TOTAL IN EACH AGE GROUP
Under 6	43	53	96
Under 7	75	76	151
Under 8	44	51	95
Under 9	68	54	122
Under 10	50	44	94
Under 11	33	31	64
Under 12	28	16	44
Under 13	23	22	45
Under 14	16	11	27

Interesting to note that we do better at retaining girls than boys (perhaps due to cricket) and also over recent years we have had fewer numbers joining U6's but we have done better at retaining them through the mid years, so overall numbers are steady.

WHERE WE WANT TO BE IN 5 YEARS TIME:

- Our aim is to work with the Senior Club, both the Life Saving and Competition arms, 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 so that we cater for both top athletes and provide a pathway for developing nippers, we need to do better with the U8 to U9 transition and offer more flat-water training.
- 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

- We have now used Team APP for the past 2 seasons for communication to all parents, this has been effective but still hard to measure. Whilst we have actively sought greater engagement through our FB page, engagement appears low.
- Our aim is to increase our fundraising over these years, so that Bronte Nippers can provide the best equipment, training and support possible. Last we had 6 new fibre glass boards 50% sponsored by parents, we can easily do this again, but we need to move in the off season if we want custom club colours.
- 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.

C: 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. 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 and/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. A boost in cadet numbers will assist with filling patrols and may result in an increase in our junior competitors who in turn may 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 Club, and good local understanding of our beach.

In short, we need to continue to improve the social and competitive attraction of our surf club.

The aim in 2012/13 was to have a cadet and junior program that within five years, i.e. by now, would see:

1. *30 – 40 active cadets involved in club activities.*

In the 2018/19 season we have 90 Cadets/Active Members 15-18 yrs. At January, mid way through the season 30 of these have performed a minimum of ten patrol hours and 15 have performed 15 or more hours. So we are well on the way to achieving this.

2. *A minimum of 8 – 10 junior competitors for the club.*

There are 6 – 8 Cadets representing the Club in competition at various levels. With numbers of around 30 U14s completing their SRC each season, the Club should be able to retain 20 active Cadets into the U15s. If this momentum is maintained, we can aim to have 50 – 60 active Cadets.

The continuing strength of the training program is likely to increase competitor numbers, although this will ebb and flow with the groups coming through. The primary focus is to keep Cadets active in the Club, competition a secondary motivation.

A number of measures were proposed in 2016 to achieve these goals, some have been implemented and others yet to be or are under review.

- **A youngish member to oversee the program with the possibility of a committee to assist the director.**

In 2018/19 we have developed Cadet Captain and Vice-Captain roles, while it is still early days and these are still being defined, it is hoped that this will encourage better communication with the Cadets and as a result more buy-in from this group into the Club. Parent involvement continues to be key in keeping the Cadets involved. Those age groups with active parents, particularly those whose Nipper Age Managers continue to be involved, have higher participation rates.

- **Training Programs**

Competitive Training: The competitive Cadets are training both with the Nippers Competition Squad and with Troy Quinlan, as organised by Dave Finnimore. This is a small group, but they are enthusiastic and enjoying the program. With a number of strong years of Nipper groups coming through now, it is envisaged this will continue to build.

Fitness Training: We have implemented a girl's fitness group that includes a surf awareness component at every session. The girls who have been attending these sessions are increasing in confidence at and around the beach and it's hoped that these sessions encourage these girls to continue to be active around the Club and on patrol. There is a core group of 6-8 girls attending every session and each of these has contributed over ten patrol hours this season.

- **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.**

Within the existing building this is going to be a challenge.

- **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 NSW Surfing.
- **A number of social events including movie nights down at the Club.**
- **Patrol responsibilities that are not onerous and interesting.**

In 2018/19 Cadets have been set a minimum of 15 patrol hours, these are scheduled for Sunday mornings to coincide with Nippers. So patrol hours are comprised of patrolling + mentoring the Nippers. It is hoped this combination will keep patrols busy and interesting, give the Cadets a sense of responsibility and growth through mentoring and show the Nippers that lifesaving is a lifelong interest, not one that finishes at 14.

We will promote to those who have completed their Bronze Medallion courses such as IRB crew.

- **Integrating them into club activities such as assisting at social functions or training of Nippers.**
- **Branding/Identity:** The feeling within the Cadets is they are happy to be under the umbrella of Bronte, they are not searching for their own identity. We will continue to develop a strong feeling around "Cadets" rather than a new identity.

- **Lifesaving awards specific to them.**
The Cadet Captains have been tasked with defining and nominating the Club awards for Cadets.
Proposed: a separate Cadets award afternoon & BBQ where more light hearted awards are presented. Nominated by the cadets and others in the Club who notice something worthy of mention.
- **Fun/ cool activities.**
- *Creating their own communication mediums* (with obvious safeguards).
WhatsApp groups are being used to communicate with the group as a whole and with the subgroups within the Cadets.

It remains important for the Club to act upon a strong Nipper program to ensure that our Nipper graduates are encouraged to remain involved after completion of their SRC. The language used needs to be amended consistently across all communications whereby Nippers graduate into the senior club rather than finishing Nippers.

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.

D: MEDIA PUBLIC RELATIONS AND COMMUNICATIONS SUMMARY

- To communicate more effectively both within the Club and beyond.
- To improve the speed and efficiency of our methods of communication, including our website, Club emails and diverse social media.

We aim to communicate to our members in a manner best suited to each group's needs. We use email, the Club's website, Facebook, Instagram and WhatsApp and each of these media engages different parts of the membership base with some overlap. WhatsApp, in particular, has brought us a significant increase in member engagement

Information communicated to our members will aim to be informative, relevant and respectful. Senior members in the Club monitor the Club WhatsApp groups to ensure that members communication on the groups is respectful and appropriate.

An overhaul of our website is still in train with a new platform planned for 2019.

Our Facebook and Instagram posts are intended for both members and the broader community and we strive to reach out and engage the community. As a Board we are always looking at ways we can engage more with the community and present a more 'open' image. We also engage in high level direct communication with Waverley Council and our State and Federal MPs.

While the Club continues to maintain good relationships with local media outlets such as the Wentworth Courier, Southern Courier and the Beast, there is increasing focus on telling 'our story' in our own words via social media.

It is currently the role of the Director of Sponsorship to oversee the Club's communications. She engages with groups across the Club so there can be a good information flow both internally and externally. While the President will always be a key spokesperson for the Club, we also endeavor to highlight the

roles of our different leaders on the Board, within Lifesaving, Cadets and Nippers. Our 'member of the month' interviews have been implemented so that members can have a better understanding of the 'doers' in the Club and how they came to be so involved.

E: CLUBHOUSE GENERAL

1. COMPLETE PLANS FOR REBUILD OF CLUB (THIS COMMENCED IN JUNE 2014)

We have negotiated a Heads of Agreement that will result in community and stakeholder input and lodgment of a DA. Aiming to have an approved DA by end of 2019.

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. This goal has been catalyst for board training program (twice a week) that commenced in 2018 and has been an overwhelming success. We will continue to require more equipment and personnel with requisite training expertise.

The club continues to evaluate its equipment condition. Any equipment not sufficient for our current needs is replaced. 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 better system to transfer 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. 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 continue 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 has in recent years had a sharp focus to engage with the community.

The club will;

- Retain the events that uphold our traditions such as Veterans Day and the ANZAC March.
- Encourage community groups (including schools) to utilize the Club.
- Undertake to communicate on a more efficient and regular basis to members and the community.

3. CLUB & FINANCIAL SUSTAINABILITY

A: FINANCE

SUMMARY

- To continue to diversify income streams and carefully manage the financial needs of all segments of club.
- To increase cash reserves to allow us to rebuild club.
- To maintain and improve (where necessary) financial management procedures and systems.

Over the last seven years we have delivered surplus budgets but remain diligent on our current financial status.

We have successfully set aside cash reserves to be able to undertake the new build of our club.

We will ensure we also have reserves for the running of the Club during the rebuild.

Separate to the “new building”, 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.

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 Club General Manager, 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. Constant upgrading (where necessary) 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.
- 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 (where necessary) to provide a better service to customers.

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 10% growth in net sales (to be noted, weather dependent).
- Key operational costs reviewed annually.
- Reduce maintenance / equipment costs by expanding sponsorship/ supportive relationships with key suppliers.
- Replace energy inefficient equipment (fridges, lighting, power source). (Have been and continue to do).

OBJECTIVES OPERATIONS – 5 YEARS

- Will be influenced by a “new building”
- Kiosk, Bar, Functions operations to be providing stable, year-round income to fund club core activities.

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"> • Desirable Location – stunning location, 5km from CBD – attract visitors, customers • Club history – first life saving club in Australia/world – influence with local/state government • People - Leadership – Presidents (past/present) visionary with entrepreneurial skill to lead club direction. • Income - A Function /Bar facility • Income - A Kiosk operation • Relative high wealth of local demographics. • People - Support and breadth of business experience of membership database. • Membership is local – assists club influence /impact upon decision makers in local community. • Income - Desirability of membership base (club location, demographics) attractive to third parties for sponsorship/ partnership activities. 	<ul style="list-style-type: none"> • People - Reliance on handful of members doing greater share of volunteer tasks. • Willingness of volunteers to commit to long term – depth of experience/history held by few. • Assets - Aging building – with intrinsic structural problems water, wiring, layout – high cost of renovation • Assets - Ongoing maintenance costs due to wear and tear due to location. All equipment has faster depreciation/ shorter lifespan. • Difficult surf conditions – challenging to potential membership (nippers & senior) and club events – B2B • Beach / Operation size may limit numbers for nippers and membership. • Staffing of kiosk – difficult when not “your own business”
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Income - Grow income from Kiosk, minor reorganization of facade/ counters, improve offering. • Income - Grow income from function business, corporate greater spend. Work with promoters – music, film, community group evenings, conferences. • Income grow merchandise income, better control of stock and ordering. • Income - Grants to support building changes and equipment upgrades • Costs /Income – canvass database for businesses that can assist club by providing services/ goods at reduced cost or donation. 	<ul style="list-style-type: none"> • Income - Loss of kiosk lease/or major sponsor. • A cancelled or poorly supported B2B. • 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. • Income - National/State economic weakness – adversely impacts on donations, sponsorships • Income - Direct competitor activity – renovations of other clubs and their ability to offer function/ kiosk business.

<ul style="list-style-type: none"> • Grow membership base/income in local community. Improve retention and rethink club offering to potential members both nippers and patrollers. • Continue to grow Sunday Bar business – Regular music session, offer Sunday catering to external contractor for income... • Long term lease of kiosk • Costs – Improved control of costs – insurances, gear, equipment, suppliers' agreements by regular review and orderly documentation. • Expand our offering – lockers, vending machines, cash facility, mobile ice-cream/drinks vendors on beach in busy periods. • Benefits that will flow from a new building. 	<ul style="list-style-type: none"> • Lack of depth in patrol skills/ water safety • Community opposition to club activities – bar/functions, patrol, club facility. Change in licensing.
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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

A: SPONSORSHIP

SUMMARY

- We aim to diversity Sponsors so the Club is not dependent on one organisation.
- We are putting specific sponsorship requests to the membership, such as asking for funding to buy foam rescue boards.
- We aim to have a platform of sponsors that are ideally long term.
- We are all too aware that our major sponsorship partnerships such as the one with Macquarie are finite, and that we must plan well in advance for the end of such partnerships.

Sponsorship arrangements are important to the Club 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.

Sponsorship benefits at Bronte SLSC can include;

- (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 and Instagram.

B: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 nonmembers.

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 Manager and this has resulted in an uplift in functions held at the Club.

C: 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 traditionally 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

5. Target ARTC for Juniors

Include SRC components throughout nippers.