



BUSINESS PLAN

**Period Covered:
May 2015 – May 2018**

Developed By: Wendy Malcolm
Vice President Secret Harbour SLSC

Date Adopted: 20 May 2015

Contact Person: Sharon Phillips

Telephone Number: 08 9524 7092

Email Address: admin@secretharbourslsc.com

1.0 Introduction

The purpose of this Business Plan is to lay out the goals, strategies and performance measures for the Secret Harbour Surf Life Saving Club (SHSLSC) in managing and operating the new purpose built Surf Club Facility to meet the overall SHSLSC Club (the Club) goals and community requirements. The Business Plan is endorsed by the SHSLSC Board of Management and provides direction to members, employees and other stakeholders to ensure the operations of the Club are managed in the new Facility and governed to meet the required objectives of the Club Constitution and Club By-Laws.

The building shall be owned by the City of Rockingham and leased to Secret Harbour Surf Life Saving Club (SHSLSC) under the proposed City's Leasing Policy. The Surf Club shall be permitted to sub-lease the commercial areas being the gym and café and gain a restricted club liquor licence for the multi-purpose function and training/meeting rooms whilst allowing the café operator to apply for a restaurant liquor license. This Business Plan will be considered a part of the leasing arrangements.

In particular the Business Plan is focused on successfully planning, preparing and transitioning to the new facility ensuring seamless support to beach lifesaving operations and support to club members. The Club will be responsible for the internal furniture, fittings and equipment (*as prescribed by the lease conditions*) and must generate revenue streams to ensure effective and enjoyable use of the new facility as well as sustainable streams of revenue through appropriate commercial arrangements.

2.0 The New Facility - Background

The construction of a new enhanced multipurpose Secret Harbour Surf Life Saving Club (SHSLSC) Pavilion is a major infrastructure priority for the City of Rockingham. With significant growth in the number of people visiting Secret Harbour beach and the ageing nature and limited capacity of the existing clubhouse, this is an important project for the City to enhance beach safety provision, activate a foreshore precinct and ensure the sustainability of the SHSLSC and local community user groups.

The proposed Secret Harbour Surf Life Saving Club pavilion shall provide a diverse range of services, activities and public amenities for Club members, visitors and families from throughout the Rockingham municipality and surrounding region. Such a facility will provide beach safety and patrols, general sport and recreation, community use of the multi-purpose meeting rooms, education and training opportunities, commercial prospects and health and well-being for people of all ages and abilities.

Construction is underway of a brand new facility adjacent to the existing 20 year old structure and following commissioning the old building will be demolished. This will create additional usable space for the Club and the broader community to separate social and operational areas, increase storage of lifesaving equipment and offer new services and attractions to this significant foreshore area.

The new SHSLSC pavilion shall include:

- Boats, Equipment and Training area;
- Surf Life Saving Club operational areas including first aid room, operation's room, office and administration and wet and dry training areas;
- Public toilets
- Club kiosk / kitchen;
- Multipurpose club social and function areas, community meeting rooms;
- Café / restaurant; and
- Gymnasium / multi-use health & wellbeing studio.

The project will result in at least four additional hireable spaces for access by the community and private groups as well as the clear separation of social and operational areas of the club which will improve and enhance the sustainability, functionality, safety and efficiency of the club. There shall be space available for community groups to host health and wellbeing activities such as fitness, dance classes, art classes, as well as support services such as counselling for a wide age demographic.

Construction commenced in January 2015 with completion anticipated in December 2015. During this time the Club will continue to operate from its current facility whilst construction of the new building is occurring thus minimising any impact to beach safety or inconvenience to the peak summer season.

The SHSLSC thanks the City of Rockingham for their ongoing support, funding and leadership in providing the new Club Facility in Secret Harbour. The new structure is destined to become an important community hub that will provide the residents of Secret Harbour and the surrounding region with a vibrant community centre and sense of community pride.

3.0 Background – the Secret Harbour Surf Lifesaving Club

As the only surf club in the Rockingham area, the facility is essential to ensuring the safety of all beach patrons, not only at Secret Harbour Beach, but also the approximate 35 kilometres of Rockingham Coast which by nature has many hazardous and dangerous elements including sharks, tidal surges and rips. This facility is an important part of the surf lifesaving network which complements and supports surf clubs in neighbouring Local Governments. Without this facility, Rockingham's beaches would not be patrolled during the busy summer months and statistics from previous years, highlight this as an essential service. Following fatalities a number of years ago the SHSLSC proactively commenced patrols at the notorious Penguin Island (Mersey Point) sandbar. The SHSLSC deliver annually over 6,000 patrol hours to the Rockingham community, conducting over 300 rescues and some 3000 preventatives.

The current ageing premises (20 years) is in the form of a 545m² clubhouse containing an equipment store, first aid room, male and female change rooms, training office, function hall, bar and kitchen servery. Current membership of the Club is just below 1000 and unfortunately the Club has, in the past, had to turn people away from participating in the sport and community service (comprising seniors, juniors, cadets, parents and social) due to the inability to adequately house and operate the Club's burgeoning membership in the existing facility. The strongest growth in recent years has been amongst females and those aged between 7 and 12. The club currently has over 350 Nippers participating regularly in the junior program. In addition, membership has grown to from 620 to nearly 1000 members over the last five years. Further continued growth in the current facilities was not sustainable and therefore to increase our membership base and continue our level of the service to the community the construction of the new facilities was imperative. Additionally, the new facility will allow SHSLSC to be established as one of the largest surf lifesaving clubs within Western Australia and importantly will further encourage physical activity based upon the core values of volunteering, family, leadership, teamwork, meeting challenges, pursuing excellence and community service.

4.0 SHSLSC Vision

To be the focal point of surf lifesaving activities within the City of Rockingham, providing beach patrol services to Secret Harbour Beach and to other swimming beaches within the City as determined by resources and qualified members.

5.0 SHSLSC Mission

We exist to provide surf lifesaving patrol services to Secret Harbour Beach, and to other swimming beaches within the City of Rockingham as determined by the availability of resources and qualified members. To achieve this mission we must:

- Maintain high standards of education and vigilance.
- Continue our proud record of no lives lost during surf lifesaving patrols.
- Be highly regarded by the local community as a volunteer service provider.
- Foster and promote the ideals of healthy lifestyle to our members and the local community.

6.0 SHSLSC Governance

The SHSLSC is governed by a Board of Management. The Surf Club undertake vital roles in the community including, but not exclusive to:

- Provision of beach services and safety patrols for beach goes to a large section of coastline;
- Provision of youth based development;
- Enabling physical health of its members;
- The delivery of the sport of surf lifesaving;
- Provision of fellowship, leadership, social connection and amenity for its members; and
- Facilitating community involvement.
- Provide training

SHSLSC also acknowledges they cannot work in isolation and has close affiliations with:

- Surf Life Saving Australia
- Surf Life Saving West Australia
- City of Rockingham
- Peel Support Operations
- Secret Harbour Surf Board Riders
- Peel Four Wheel Drive Club
- Rockingham (Stingrays) Swimming Club
- Local Surf Schools
- Various other community groups

The Project

7.0 SHSLSC Core Functions

The City, in conjunction with the SHSLSC, undertook a Needs Assessment and Facility Provision Option followed by a Feasibility Study and Business Plan which were accepted by Council in August 2011.

The Surf Club's primary use of space in the new facility will be to support a range of surf club activities including, but not exclusive to:

- Lifesaving operations;
- Lifesaving education and training programs and support;
- Lifesaving nipper, cadet and surf sports programs;
- Club Activities including member registrations, social occasions and meetings;
- Training and development including seminars, forums, workshops, education, courses;
- Physical activity pursuits, including yoga, pilates, gentle exercise, stretching;
- Club social activities such as Friday night & Sunday lunch bistro style activities;
- Social events including award, nights, trivia nights, fundraising events, guest speakers, general entertainment, club celebrations;
- Event management including registrations, presentations, merchandise sales, sponsorship recognition, marshalling, event control.
- The space is also publically hireable for any community organisation or individual who may wish to utilise the larger function room or any of the other smaller spaces. The community organisations and individuals primary use of these spaces shall be for a range of activities including, but not exclusive to:
 - Community groups use including: arts and culture such as photography, artwork, design, dance, cartography, music, performance and drama;
 - Providing a base for leisure pursuits such as surfing, chess, 4WD, martial arts and fishing;
 - Youth activities including play group, networking and leadership;
 - Educational groups such as playgroup, tutorials, health and nutrition, navigation, safety;
 - Religious and Charitable activities;
 - Environmental activities such as community garden gatherings, coastal management, land care, gardening;
 - Residents Associations and community gatherings.
 - Social events including award, nights, trivia nights, fundraising events, guest speakers, general entertainment, club celebrations; and
 - Celebrations including club member milestones, such as personal birthdays, weddings and engagement, family celebrations like reunions and christenings, event and product launches.

8.0 Identified core functions to be undertaken in specific areas of the proposed building.

IDENTIFIED CORE FUNCTIONS	DESCRIPTION
<p>Surf Club Operations And Equipment Stores</p>	<p>The SHSLSC operates a variety of beach safety patrols utilising beach rescue equipment comprising of motorised rescue boats, ski-boards, surf-skis, vehicles, first-aid and resuscitation equipment, flotation devices and beach side facilities. Space is dedicated to the storage of this equipment as well as minor maintenance facilities. Appropriate safety standards will be maintained where required for storage of combustible materials, chemicals and associated equipment. This area links to First Aid rooms, operations room and a Club kitchen to support beach, club and general activities. The Club kitchen is appropriately sized for the preparation of food and designed to appropriate food safety standards to allow service to club members and for use by external caterers when serving function events or club social occasions on the first floor. It shall be able to serve drinks, meals and snacks in accordance with approved restricted club Liquor License conditions applicable to the Club.</p>
<p>Wet And Dry Training Rooms</p>	<p>Area to be utilised to undertake a range of wet and dry training including: Proficiencies. Surf Rescue Certificate, Bronze Course, Senior First Aid), IRB Driver and Crew, Advanced Resuscitation and Techniques Certificate (ARTC), Spinal Management, RST Assessment</p>
<p>Entry Foyer And Reception</p>	<p>Area for congregation, venue and club introduction, membership services at counter, display of club trophies and memorabilia.</p>
<p>Office / Retail</p>	<p>This area is proposed to undertake the Surf Club administration and office functions including sales of club merchandise and club function, meeting or training inquiries.</p>
<p>Health And Well Being Studio</p>	<p>This facility shall be predominantly for surf club members and not intended for 'walk up' access for the public. There is potential for the club to operate community activities from this space. The studio shall encompass a range of equipment for a variety of training needs as well as special purpose health and fitness training sessions and other courses.</p>

IDENTIFIED CORE FUNCTIONS	DESCRIPTION
<p style="text-align: center;">Youth Room</p>	<p>This room shall facilitate a dedicated space for the youth and cadet members of the club to chill out and connect. It has the capacity to also be used for training and meeting activities. It shall house greater information technology services and equipment for youth members. It has the capacity to facilitate a formal and informal space for members to congregate socially.</p>
<p style="text-align: center;">Community Meeting Room</p>	<p>A publically hireable room for any community organisation who may wish to utilise a board room space. The Surf Club shall have access to this room as well for administration and meeting purposes.</p>
<p style="text-align: center;">Multi-Purpose Sundeck</p>	<p>The sundeck provides an extension to the venue where the Surf Club, community groups or functions may extend their activity to a more open environment maximising views and vistas to the ocean and the reserve. It can be an events venue, cater for training and education, low level physical activity, social gatherings and functions, and act as an overflow to other areas and the like. It shall be managed by the Surf Club and publically hireable to external organisations or individuals.</p>
<p style="text-align: center;">Change Rooms, Toilets and Showers</p>	<p>The venue includes publically accessible male and female toilets from the exterior inclusive of a universal access toilet facility with electric hoist and adult change table. These shall be managed, cleaned and maintained by the City. The internal members change amenities to be managed by the Surf Club include male, female and accessible facilities with seating and a baby change table.</p>

9.0 Leasing and Hiring

Leasing conditions shall be determined by the City and in consultation with SHSLSC. These conditions shall include but are not exclusive to:

- Hours of operation;
- Strict management plan
- Noise controls;
- Liquor Licencing conditions including on-premises sale, no takeaway, prohibit the sale of liquor with energy drinks, happy hours, emotive titles such as shots, in accordance with liquor licensing policies and guidelines;
- Entertainment management;
- Live entertainment management;
- Amplification systems to be controlled and have sound limiting devices;
- Management and requirement of security staff for events and late finish;
- Responsibility for all outgoings, building maintenance, statutory charges, insurances, sanitation charges and the like.
- Sub-leasing the commercial spaces and hiring of the community spaces and function rooms for other purposes is an integral component of the clubs operations to allow for a sustainable future for the same.

The activities and events of the Club are likely to also include usage of the surrounding foreshore reserve precinct and beach areas. This would be for event management, marshalling, public activities and entertainment.

The design of the building and the planned tenancy arrangements shall endeavour to ensure the community multi-purpose function room and outdoor spaces will not adversely impact on the amenity of existing and future residents given the close proximity to the adjacent land which has the potential for high density residential development in the form of multiple dwellings.

10.0 Building Project Goals

10.1 Implementation Goals

GOAL	TARGET	STRATEGY / STATUS
Building Construction Phase Completed	December 2015	Underway. Managed by CoR, active liaison with CoR and builder throughout construction phase
Establishment of Commercial Committee	January 2015	Complete. Aim is to establish strategies, plans and leases to optimise revenue and meet member requirements.
Establishment of Operations Committee	January 2015	Complete. Aim is to establish strategies, plans and undertake transition of all current club building operations from old club to new club facility to ensure seamless beach operations and meet member requirements.
Club Charter	May 2015	Underway. This document will capture all Club requirements needed for new facility to inform Business Plan, commercial leases preparation, facility usage, member preference and essential operational needs.
Produce New Facility Business Plan	May 2015	Underway. This document will guide all activities surrounding transition to new Facility
Membership Surveys	May 2015	Underway. Seek relevant input from Membership to inform Facility usage preferences.
Communication Strategy	Ongoing	Underway. Monthly status to be provided to Club members to outline progress.
Budget Strategy	June 2015	Underway. Full budget required to operate and achieve fit out.

10.2 Commercial Operations Goals

GOAL	TARGET	STRATEGY / STATUS
Ensure Catering And Function Requirements Agreed and Signed Off By BOM To Maximise Use Of Facility.	June 2015	Underway. Catering consultant engaged and wide consultation by Board Members in community and Perth on commercial options.
Ensure Completion Of New Head Lease Between COR And SHSLSC For New Facility	June 2015	Underway. Liaison with CoR and delivery of key forms and documents to ensure completion to meet EOI release.
Ensure any Commercial Ventures are Covered By Appropriate Legal Requirements.	Draft leases to be issued to: Café: July 2015 Gym: Aug 2015 Catering: Oct 2015	Complete. Lawyers engaged to draft any commercial lease requirements. Current status aimed at developing leases for Café and Gymnasium and review of CoR Head Lease to ensure compatibility.
Ensure Achievement of Liquor License for New Facility	July 2015	Underway. Consultant engaged to confirm Liquor License requirement and develop application. Underpins EOI development and catering fit-out strategy.
Commence Marketing Campaign to Attract to New and Current Sponsors to Assist with Fit Out Costs	June 2015	Underway.
Achieve Signing of Lease for New Café To Enable Fit-Out During Back End of Construction Phase.	EOI to be released July 15. Lease to be signed by Sep 15.	Underway. Will be informed by Club Charter and Catering Consultant Input. Dependent upon Liquor Licensing decision regarding Café. Brokers being considered to run EOI process for Club.
Ensure Function Catering for Multi-Purpose Function Room and Sundeck Is In Place.	EOI to be released Oct 15. Contract signed Dec 15	Will be subject to catering strategy input and may be impacted by Café option to provide meals to functions and club kitchen access.
Catering Fit-Out	December 2015	Underway. Catering company consultant and Club members providing input to design and budget to ensure optimised functions and to meet needs of members.

GOAL	TARGET	STRATEGY / STATUS
<p>Ensure Function Operations Can Be Delivered When Construction Phase Is Completed.</p>	<p>Feb 2016</p>	<p>Underway. Board approval achieved to employ Functions Co-Ordinator 2 days per week from Jul 15 to develop functions packaged and commence function marketing and selling for 2016.</p>
<p>Achieve Operation Of The Health and Wellbeing Club When Construction Phase Is Completed.</p>	<p>EOI to be released Aug 15. Contract in place by Nov 15.</p>	<p>Underway. EOI under development with major strategies being considered. Need to consider a sub-lease or affiliate subject to not allowing walk up status.</p>
<p>Building, Gear Shed, Functions Area Furniture And Fittings</p>	<p>Dec 2015.</p>	<p>Yet to be started. Subject to Committee development, EOI development and outcome of catering advice and catering fitout confirmation. Includes AV, security, computer system, POS</p>

11.0 Financial and Membership Information

11.1 Profit/Loss

Table 1: Overall Profit / Loss Summary Past 3 Years

	2011- 2012	2012 – 2013	2013 – 2014	2014/15*
Income	\$228,307	\$205,787	\$272,944	\$275,961
Expenditure	\$170,760	\$190,455	\$197,205	\$239,033
Profit / Loss	\$ 57,547	\$15,332	\$ 75,739	\$39,927*

*subject to financial audit confirmation

11.2 Financial Forecast 2015 – 2018

Table 2: Revenue / Expense Forecast

REVENUE SOURCE	\$ 2016	\$ 2017	\$ 2018
Bar Sales	\$40 000	\$50 000	\$60 000
Club Canteen	\$10 000	\$10 000	\$10 000
Hall/Function Hire	\$30 000	\$35 000	\$40 000
Café Lease	\$28 000	\$30 000	\$32 000
Gymnasium	\$10 000	\$15 000	\$20 000
Membership	\$60 000	\$65 000	\$72 000
Club Activities E.G. Merchandise Sales, Water Safety, Carnival Hosting	\$45 000	\$55 000	\$60 000
Donations and Sponsorships	\$45 000	\$45 000	\$45 000
Other Income e.g. Events	\$8 000	\$10 000	\$20 000

EXPENSE AREAS	\$ 2016	\$ 2017	\$ 2018
New facility fit out E.g. Gear and equipment areas, kitchen & meal servery areas, training rooms, first aid rooms & administrative spaces	\$150 000	\$50 000	\$30 000
Payroll e.g. Wages, super, workers compensation insurance	\$60 000	\$70 000	\$80 000
Lifesaving, Youth, Surf Sports & Education & Training Operations e.g. patrols, first aid, equipment, course materials, competition fees	\$35 000	\$40 000	\$45 000
Operational e.g. Bar stock, food stock, security, cleaning, merchandising stock, packaging, gas, power, water, entertainment, maintenance, stationary, marketing, memberships clubs wa, internet, telephone, software, licenses liquor/apra, other.	\$45 000	\$45 000	\$50 000
Security system e.g. Swipe card system, monitoring	\$18 000	\$10 000	\$10 000
Replacements e.g. cutlery, crockery, glassware	\$5 000	\$5 000	\$5 000
Fixed costs e.g. Rent, insurances, rates, taxes, legal	\$30 000	\$35 000	\$40 000

11.3 Membership

Table 3: Member Growth – 2011 - 2015

CATEGORIES	2011/12	2012/13	2013/14	2014/15
Membership Numbers				
Juniors (5 – 13)	330	353	413	435
Cadets (13 – 18)	82	83	79	68
Active (18 Plus)	73	79	83	90
Long Service	5	6	6	5
Life Member	5	5	5	7
General	261	290	336	392
TOTAL	756	816	922	997

Table 4: Membership Fee Summary

CATEGORIES	Fees	Fees	Fees	Fees
Individual Adult (18 & Over)	\$170.00			
Individual Cadet (16 To 18)	\$150.00			
Family Member Pack 1 (1 parent & 1 Child)	\$180.00	no change from 2011/12	no change from 2011/12	no change from 2011/12
Family Member Pack 2 (2 Parents & 2 Children)	\$310.00			
Additional Child	\$50.00			
Social Membership	\$60.00			
TOTAL MEMBERSHIP FEES COLLECTED	\$47 236	\$50 047	\$58 011	\$61 627

Table 5: Membership Forecast Growth

CATEGORIES	2015/16	2016/17	2017/18
Juniors (5 – 13)	445	455	455
Cadets (13 – 18)	75	85	85
Active (18 Plus)	100	110	120
Long Service	8	10	15
Life Member	8	10	12
General	464	530	813
Total Membership	1100	1200	1500

Table 6: Proposed Membership Fees

MEMBERSHIP CATEGORIES	Fees	Fees	Fees
• Adult Membership (18 & Over)	\$160.00	\$160.00	160.00
• Cadet Membership (16 To 18)	\$140.00	\$140.00	\$140.00
• Family Member Pack 1 (1parent & 1 Child)	\$160.00	\$160.00	\$160.00
• Family Member Pack 2 (1 Parents & 2 Children)	\$195.00	\$195.00	\$195.00
• Family Member Pack 3 (1 Parents & 3 Children)	\$230.00	\$230.00	\$230.00
• Family Member Pack 4 (2 Parents & 1 Children)	\$275.00	\$275.00	\$275.00
• Family Member Pack 5 (2 Parents & 2 Children)	\$315.00	\$315.00	\$315.00
• Family Member Pack 6 (2 Parents & 3 Children)	\$350.00	\$350.00	\$350.00
• Social Membership	\$100.00 and \$50 new member application fee	\$100.00 and \$50 new member application fee	\$150.00 and \$50 new member application fee

Notes:

- Fees are subject to review every year
- Gymnasium fees and member discounts to be determined when lease requirements finalised
- Discounts are provided to patrolling members - \$50 for completing rostered patrols & \$45 for patrolling captains
- Families with more than 3 children membership will be capped to family member pack 3 or 6
- Social membership will be subject to review when building function & catering requirements finalised



Secret Harbour Surf Life Saving Club Inc

Palermo Cove

PO BOX 7066

SECRET HARBOUR WA 6173

Phone: 08 9524 7092

Email: admin@secretharbourslsc.com

ABN: 65 851 571 056