



Secret Harbour Surf Life Saving Club (Inc.)

Strategic Plan 2011 – 2016

Introduction

The Secret Harbour Surf Life Saving Club Inc. (“the Club”) was formed as the Waikiki Surf Life Saving Club in 1979 and became affiliated with Surf Life Saving Western Australia (“SLSWA”) in 1981. It then changed name to Warnbro Surf Life Saving Club, but remained in the same location. The Club then moved to Golden Bay and became Golden Bay Surf Life Saving Club. Then in 1994, the Club relocated to new, purpose-built premises at Secret Harbour and became Secret Harbour Surf Life Saving Club (Inc.).

The Club patrols from Long Point (in the north) to Golden Bay making it one of Australia’s longest patrolled stretches of coastline. The reputation of this locality requires a vigilant surf lifesaving presence.

Since its existence at Secret Harbour, the Club has maintained a fatality free record. It has been responsible for over 680 rescues, 1247 first aid cases and 5764 preventative actions.

Current membership of the Club exceeds 660 (70 active seniors, 350 juniors and cadets, and the remainder as supporting parents and social members). The strongest growth in membership is with juniors (aged 7 – 12 years). Approximately 50% of the membership resides in Secret Harbour with the remainder from surrounding districts.

All patrolling surf lifesavers, members of the Board of Directors, and office bearers of the Club are volunteers. Records of the total hours of volunteer service provided each year are not fully recorded, but would number in the thousands. A paid administrator was appointed In 2010.

Revenue of the Club is obtained primarily from members’ subscriptions. These range from \$100.00 per annum for a junior member to \$140.00 per annum for a senior patrolling member. Further income is obtained from an annual subsidy from the City of Rockingham, sponsorship, grants, fund raising activities, donations and trading activities including a licensed bar, sausage sizzles, and the merchandising of uniforms and clothing to members. Additionally, the club provides first aid to many local community functions such as movie nights and tree plantings for which it receives donations.

Most of the funds generated from the above sources are expended on the purchase and maintenance of the equipment used to patrol the beach. Smaller amounts are then used to provide equipment used in programs of education and training, maintenance of the building, administration of the Club, insurance, capitation with SLSWA, with a small amount put aside annually for the future refurbishment and extension of the clubhouse premises.

Our Vision

To be the focal point of surf life saving 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.

Our Mission

We exist to provide surf life saving 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 life saving 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.

Goals

Organisational Structure and Effectiveness

To be an effective and efficient community service organisation

- Regularly review and update the constitution and by-laws of the Club
- Adopt an efficient organisational structure in line with stated objectives of the Club
- Recruit and appoint people with the skill set required to hold positions on the board of management, portfolio management committees, sub-committees of the board of management, and other positions of office
- Maintain current duty statements for all positions of office
- Assume an active role in the affairs of SLSWA

Membership and Participation

To increase and retain an active membership that is focused on community surf safety and a healthy lifestyle.

- Develop and maintain a membership profile and records
- Develop strategies to recruit and retain membership
- Implement a program to recognise and reward volunteers for service
- Create an environment where members willingly contribute to the management of the Club by assuming positions of office
- Continue the program of awareness and participation with local schools
- Endeavour to roster patrols at other swimming beaches within the City of Rockingham as determined by resources and qualified members
- Increase involvement with Secret Harbour community groups and their activities

Operational Management

To provide leadership and responsible management of the Club

- Foster and review the Club management model as outlined in the constitution and by-laws
- Maintain and improve club management practices through the formation of management committees for each portfolio, scheduling of meetings of each management committee and the formulation of recommendations for approval by the board of management

Financial Management

To provide responsible and sustainable management of the financial resources of the Club

- Implement budget based practices (annual and 5 year projection)
- Implement and maintain cash control systems
- Identify and maximise potential grant opportunities
- Identify supplementary revenue generating opportunities Clubhouse Management & Redevelopment

Clubhouse Management and Redevelopment

To responsibly manage, enhance and maintain the clubhouse facility

- Prepare a clubhouse facility management plan
- Conduct an audit of the existing clubhouse facility
- Initiate and establish strategies for the funding of a project to refurbish and extend the clubhouse facility

Marketing & Promotion

To raise community awareness of the services, activities and value of the Club

- Develop and implement a branding strategy for the Club
- Prepare and circulate regular membership communications including profiles of members
- Maintain a presence in community media
- Regular advertorial space in community newspapers during the season
- Prepare and forward competition results and feature articles to community newspapers
- Maintain a community profile during the off season Education and Training

Education and Training

To deliver high quality, accessible programs education and training to members and the community

- Prepare an annual program of education and training
- Improve the delivery of training and education:
 - Maintain the number of trainers and examiners
 - Develop a roster system for qualified trainers and examiners
 - Maintain the number and variety of training and education courses
 - Maintain the improved process for annual re-qualifications
- Promote the availability of education and training to members and the local community

Relationships

To develop mutually beneficial relationships with stakeholders to assist the club to attain its objectives Identify and develop relationships providing mutual benefits with stakeholders including but not limited to:

- SLSWA
- City of Rockingham
- Secret Harbour Developments
- Southern Beaches Alliance
- Secret Harbour community groups
- Other volunteer service organisations
- Media
- Schools
- Members of parliament
- Sponsors
- Funding agencies
- Sporting clubs
- Indigenous groups

Key Success Factors

Administration & Finance

- Maintain and increase existing size of overall membership
- Initiate and maintain records of overall membership retention
- Develop and implement procedures to measure membership satisfaction
- Endeavour to meet or exceed annual financial budget expectations

Sponsorship & Public Relations

- Continue to attract and increase income from sponsorship as a principal source of funds
- Continue to attract and increase income from grant programs
- Analyse and quantify the degree of annual support and input by stakeholders

- Establish and maintain a scrapbook of print media reference to the Club
- Update website at least once per month, including copies of current constitution, by-laws, minutes of general meetings and the board of management, newsletters and applicable circulars from SLSWA

House & Social

- Present an annual program of social functions for appeal to members of all ages
- Continue to present the established clubhouse ambience of Friday evenings as a relaxed and informal occasion for all members and guests

Life Saving

- Maintain, protect and cherish our record of no lives lost within patrolled areas of beach
- Roster additional patrols to other swimming beaches within the City of Rockingham as determined by the availability of resources and qualified members
- Initiate and maintain records of patrol and water safety service provided by members
- Recommend members for recognition and promotion to long service membership of the Club
- Recommend members for recognition by SLSWA and/or Surf Life Saving Australia ("SLSA") Competition
- Increase levels of participation in swims and competitions conducted by the Club
- Increase levels of participation in competitions conducted by SLSWA, or under the auspices of SLSWA
- Produce summaries of competition results for publication in community newspapers, newsletters and on the website of the Club

Coaching

- Establish and promote an annual program of coaching activities
- Increase the number of members with coaching accreditation awards and qualifications
- Engage professional coaching support as determined by available resources

Education

- Increase and refine the diversity of courses of education and training, and participation therein
- Increase the number of members with surf life saving awards and qualifications

Youth Development

- Maintain and increase existing numbers of junior and cadet members
- Initiate and maintain records of junior and cadet membership retention
- Increase levels of participation in swims and competitions conducted by the Club
- Increase levels of participation in competitions conducted by SLSWA, or under the auspices of SLSWA
- Produce summaries of competition results for publication in community newspapers, newsletters and on the website of the Club
- Establish a Board of Youth

General

- Comply with statutory requirements and laws at all times
- Initiate and maintain records of volunteer administration service provided by members

Guiding Principles and Values of the Club

- Family club of choice within the City of Rockingham and surrounding districts
- Community orientated organisation
- Community recognition of the role of the Club and services provided
- Active membership involved in the management and operations of the Club
- Well managed and respected organisation based on 'bestpractice' governance and administration
- High levels of participation in activities conducted by the Club and SLSWA
- Promoting a healthy lifestyle
- Promoting safety and awareness on the beach
- Sustainability – capacity to manage growth into the future
- Grow membership
- Retain existing members
- Competitive performances individually and collectively
- Capacity to successfully host surf life saving events conducted by SLSWA and SLSA
- Full range of services, programs and amenities available for junior and senior members of the Club
- A clubhouse facility valued and utilised by members and the local community