



***City of Bunbury
Surf Life Saving Club (Inc.)***

Strategic Plan 2021 – 2026



Introduction

About City of Bunbury SLSC

The City of Bunbury Surf Lifesaving Club (Inc) was founded in 1915 and was the second surf lifesaving club formed in Western Australia.

Since its beginnings in the early 1900's, the City of Bunbury Surf Lifesaving Club has significantly contributed within the local South West community by ensuring a safe beach environment through the provision of lifesaving services, and the enhancement of community life by supporting and providing opportunities for participation in community based events.

Over the 105 years of dedicated service to the Greater Bunbury community and to the South West, the City of Bunbury SLSC Surf Life Saving continues to create a safe environment on and off the Bunbury and wider southwest regional beaches. Through a range of rescue ready craft and support operations which include a 24/7 emergency response team; rescue ready Mitsubishi Triton 4WD and ATV's; jet ski power craft and IRB rescue boats; patrol tower lookout; Koombana Bay Observation Tower; and patrol and external water safety volunteer lifesaving services, lives have been saved and beaches have been enjoyed by all.

Additionally, countless hours continue to be devoted to the training and education of nipper, youth and senior surf lifesavers as well as teachers and community members. Developing leadership and teamwork skills as well as surf sports skill and sportsmanship have consistently run alongside our patrol and lifesaving service as a vital pillar in our club sustainability in the future.

Since its existence, the Club has maintained a fatality free record. Since 2005, it has been responsible for over 126 rescues, 388 first aid cases and 2,229 preventative actions.

Current membership of the Club is 674 members including active seniors, nippers and youth, and social members). The strongest growth in membership is with nippers (aged 5 – 12 years).

All patrolling surf lifesavers, members of the Board of Directors, and office bearers of the Club are volunteers. Part time office managers were appointed in season 2007- 8 and in season 2021-22 the club has 4 part time staff with a combined average seasonal total of 43 hours per week.

Revenue of the Club is obtained primarily from members' subscriptions. These range from \$110.00 per annum for a nipper member to \$180.00 per annum for a senior patrolling member. Further income is obtained from SLSWA, sponsorship, grants, fund raising activities, donations and trading activities including a licensed bar, hall hire, meals, sausage sizzles, and the merchandising of uniforms and clothing to members. Additionally, under the club's Auspice Agreement commercial courses such as Surf Rescue Certificate and first aid are provided to many local community organisations, and the provision of water safety for community events provides additional revenue.

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, and future refurbishment, rebuilding and/or extension of the clubhouse premises.

Strategic Alignment

The Club acknowledges that we cannot work in isolation in order to achieve our full potential. This strategic plan aligns to Surf Life Saving Australia and Surf Life Saving WA as well as our local Government, the City of Bunbury.



Integrated Planning

This strategic plan outlines the long term framework and is underpinned by annual planning, budgeting and reporting processes.



Our Vision

Our Club will be a progressive family club with strong links to the community.

Our Mission

The City of Bunbury Surf Life Saving Club is dedicated to providing best practice in Surf Life Saving services in a positive family oriented and safe environment for our members and the community.

The City of Bunbury SLSC thus shares SLSA's mission to save lives, create great Australians and build better communities.

Our Key Objectives

The City of Bunbury Surf Life Saving Club has four key objectives aligned to Surf Life Saving Australia that underpin all club operations:

Save Lives

Develop and support our members

Grow and sustain our movement

Engage and connect with the community

To achieve these objectives we must:

- Maintain high standards of education and surveillance.
- 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 family, sense of belonging, healthy lifestyle to our members and the local community.
- Actively engage with all key stakeholders including the City of Bunbury and Club sponsors

The Forces shaping the City of Bunbury SLSC

- Increasing **expectations** from the communities that we operate in regarding levels of professionalism, our responsiveness and the quality of services that we provide.
- Changes in **technology** that impact on how we administer our business and support the community. Advancements that influence the methods by which we deliver training and education to our members and the broader community; communication technologies that enable targeted and mass communication; and technological advances in surveillance methods are continuing.
- **Environmental impacts** on coastal regions that host our club and club facilities but also lead to changing beach conditions and beach safety.
- **Changing demographics** in the City of Bunbury region and wider community with large numbers of people moving to the south west, many of whom are attracted because of our beach lifestyle but do not have experience skills or knowledge of safe beach use.
- The prevalence of **shark** incidents along the WA state coast and the impact on local beach goers and tourists
- Changes in the **funding** environment and the need for not for profit organisations to become fiscally self-reliant

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 Bunbury as determined by resources and qualified members.
- Provide ongoing support and involvement with City of Bunbury 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 by 2022.
- 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 aligned to SLSWA
- Prepare and circulate regular membership communications including profiles of members
- Prepare a media plan by 2022 to ensure 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 by providing commercial community courses

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 to deliver training
 - 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
- Grow the number of qualified trainers to deliver commercial course under the clubs Auspice agreement.

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 Bunbury
- South West Development Corporation
- City of Bunbury 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 & Marketing 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 digital record of photos and print media in 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

- Provide 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 family club that is a fun, relaxed and informal occasion for all members and guests

Life Saving

- Maintain and promote our record of no lives lost within patrolled areas of beach
- Roster additional patrols to other swimming beaches within the City of Bunbury 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”) Awards of Excellence categories.

Surf Sports

- Increase levels of participation in swims and competitions conducted by the Club
- Increase levels of participation in competitions conducted by SLSWA
- Increase surf sports development training opportunities for all membership categories
- Produce summaries of competition results for publication in community newspapers, newsletters and on the website of the Club

Coaching

- 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

- Develop and promote a pathway of education and training course available
- Maintain and refine the diversity of courses of education and training, and participation from year to year
- Maintain the number of members with surf lifesaving awards and qualifications each season

Youth Development

- Maintain and increase existing numbers of youth (cadet and junior membership)
- 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
- Establish a Board of Youth with Youth captains voted for by the youth membership

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 Bunbury 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 'best practice' 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 lifesaving 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