Coolangatta
Surf LifeSaving Club Incorporated

Development Plan

2005 – 2010

(moving from the past into the present and beyond)

(Charles Shewring)

This plan was made possible via support from the Queensland Government - Sport & Recreation Queensland

'Community Sport & Recreation Development Program 2005'

and support from CSLSC Inc Members, Supporters Club and friends

Executive Summary

Coolangatta Surf Lifesaving Club is located at the Southern End and beginning of the Gold Coast in South East Queensland. The club is a significant community sport & recreation organisation in Queensland formed by voluntary members and is operated by dedicated volunteers who maintain surf lifesaving patrols, engage in surf sports and surf lifesaving sports, operate a sport & recreation facility and interact with the community in junior sports, community & sporting events and life saving & safety training.

The significance and size of the club and its operations, means that high level planning is necessary to ensure a strategic approach to development and to allow for prioritising actions in line with needs and the members aims and objectives. The club has undertaken numerous planning activities including workshops, meetings and research which have resulted in this plan (2005-2010).

This plan indicates that the club is successfully engaging in the processes that are necessary to improve performance, improve access to equipment & facilities and to ensure that the club is viable into the medium and long-term future. The plan notes that the club has strengths such as location, dedication of volunteers, strong supporters club and some high levels of performance in surf sports and surf lifesaving activities.

However, the club also has weaknesses such as an aging clubhouse built in ad hoc stages, some overwhelm for volunteers who take on high responsibility positions, financial stresses and issues such as junior member retention which is affecting many sports throughout Australia.

Analysis shows that club is currently well run but facing major decisions which will impact on its future direction, for example, a proposed major facility redevelopment taking in the club house & public toilet area and decisions regarding surf sport activities versus surf lifesaving activities.

The conclusion notes that the club is committed to its surf lifesaving ‘heart’ focused on beach activities, committed to redeveloping the facility appropriate to financing and planning requirements and that the club is seen as a leader in the community particularly in the areas of junior sport & recreation, safety training and promoting healthy social recreation.

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Methodology

The methodology adopted for the report includes meetings, interviews, research and observations and planning workshops. The wide range of research tools is considered desirable to canvas the range of views and possibilities and to ensure that the finished plan is reflective of the member's wishes.

Meetings
Direct input from meetings held with the club management committee and executive officers – meetings with club captains and area representatives. In addition, meetings were held with supporters club management and additional stakeholders such as Gold Coast City Council representatives.

Interviews
Direct input from interviews with key personnel from the club, Queensland Surf Lifesaving, user and potential user groups of the clubs sport & recreation facility.

Research
Research of relevant literature from similar facilities and from data collected.

Observations
Direct observations of people's interaction 'on the beach' and 'at the clubhouse' was interpreted by representatives of the consulting firm to inform the plan.

Mission Statement

CSLSC is committed to being a valued part of the local community by providing competent patrols on Coolangatta Beach, participating in community activities and providing excellent training and facilities for club members.

Statement of Business

CSLSC is an incorporated association formed to promote Surf Lifesaving along Coolangatta Beach. It does this by providing training, facilities and competitive opportunities for volunteer members. At the same time it is actively involved in the local tourism and hospitality industries participating in community events and the operation of the Supporters Club.

Values

Preservation of Life
Community Service
Team Work
Respect

Goals

Strong and Efficient Management
Community Leader in Training & Development
Thriving Membership & Member Services
Financially Secure & Well Marketed

Report

1. Introduction / Plan Overview

Coolangatta Surf Lifesaving Club was officially formed in 1957 and incorporated on 4th July 1986. The club is a medium sized Surf Lifesaving Club on the Gold Coast in South East Queensland and currently has 460 Active Members covering Nippers, Cadets and Seniors. Over the last few years, the club has undertaken a structured development and capacity building program and now, as major development projects are 'on the horizon' it is time to plan and set out the development aims for each section of the clubs activities.

The format of this plan is to identify and analyse development areas for the club over the next five years and to set out strategies, actions and responsibilities so as to achieve the clubs development aims. The Development Plan will be enhanced by the club undertaking further individual 'Action Plans' for each section of the Coolangatta Surf Lifesaving Club which will highlight the specific timeframe and budgetary aspects necessary to accomplish those development aims.

Club Issues

SWOT Analysis – CSLS Club

Strengths	Weakness	Opportunities	Threats
Membership base	Enough highly qualified volunteers	Specialise in strong areas to achieve outstanding results	Competition from other clubs
Junior club	Enough qualified coaches	Value & promote additional training & education in the club	Drop out rates following puberty
Leadership	Participation Rates	Stage new events	Overwhelm
Location	Older facility	Develop new facility	High cost

2. Membership

SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Strong Leadership	Decreasing Social Aspect	Targeted Membership Drives	Lack of Specific Plans (Agreed Goals) to Increase Membership & Retention Rates
Quality Training Programs	Inter-club Communication	Niche Targeting of Potential Membership Groups not Strong Elsewhere in the Region	Competing Interests
Location	High Time Commitment	Develop Linked Promotions with Other Groups	Overload
Consistent High Standard Competition Results	Standard of Facilities/Equipment	Develop Associations with Other Sport/Community Groups	Poaching of Accomplished Performers

Aims & Objectives

Increase membership & retention of members from junior through to seniors, uphold standards and create an enjoyable environment for participation

Implementation

Value pride in club and members achievement and undertake tasks to directly increase membership. Also focus on activities for juniors, especially those who are about to reach the age where traditionally they drop out.

Table

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Increase recruitment	Initiate communication to ex-members Target junior membership	Small team and admin staff call 5 ex members per day Increase visits to schools Hold multiple sign on days	Admin for roster & to oversee/collate results Development Officer Junior Committee	2005 off season Annual Program Twice Annually	Access to ex member lists Schools Presentation Kit Promotional Flyers
Train members to appropriate standards	Research existing standards and state minimum standards	Team Captains fill in lists noting gaps in standards	Club Captain	2005-2006 Season	Checklist & Standards Sheet
Maintain & Enhance Fitness	Raise coaching standards Rewards for training/fitness performance	Support coaching qualification upgrades Incentive sponsorships with local businesses	Head Coach Team Captains	Ongoing annual program Ongoing	Coaching development pathway plan Minor sponsorship packages
Enhance social aspects	Theme Events	Schedule social occasions	Social Secretary	Ongoing annual program	location
Retain members	Develop education programs & participation agreements	Members commit to positions & skills enhancement	Club Committee	Ongoing with annual review	Position agreement & education plans

3. Junior Activities

SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Leadership	Equipment/facilities	Increase team building activities	Outside interests
Previous success	Insufficient qualified coaches	Develop individual career paths	Participating in other sports
Family club	Competition vs Patrol	Link individuals with sponsors	Poaching
Location	Parental involvement	Raise individual & club profiles	Lack of Non-Structured Activities in the modern society

Aims & Objectives
Increase recruitment, participation, enjoyment & retention

Implementation
Set as a priority for the club because strong performance in the junior area underpins stronger performance in all areas.

Table

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Enhance Performance	Promote results	Display board for results	Junior committee	Ongoing	Results board
Enhance Enjoyment	Develop social occasions	Develop events calendar	Social secretary	Annual program	location
Reward Dedication	Provide leadership training	Coordinate with branch & identify talent	Club committee	Annual program	Leadership courses in sls & surf sports & management
Improve Equipment	Develop equipment grants	Apply for grants	Consultant	Ongoing annual program	Supporting information
Raise Standards	Develop talent squads	Cross train with other talent squads	Head Coach	Ongoing annual review	Suitable equipment

4. Beach Management

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Experience & good record	Up to Date Facilities	Promote club & high standard results	Increasing beach use
Commitment & dedication	Patrol numbers	Raise patrol priority within the club	Litigation
Personnel & their standing in the community	Safety education levels	Develop training capacity and also deliver training commercially (e.g first aid)	Equipment quality & availability
Location	Training/Fitness levels	Encourage sponsorships	Competing Interests for members

Aims & Objectives
Nil preventable drownings, increase participation, improve standards

Implementation
Set accountabilities, monitor results, insist on performance standards, promote opportunities for increased participation

Table: Beach Management

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Enhance Leadership	Recognise & promote leaders	Issue awards, certificates & enroll in courses	Club Captains & committees	Ongoing annual program	Certificates Training programs
Enhance Participation	Buddy system Social Occasions	Designate buddies Hold events	Club Captains Social Secretary	Ongoing Annual program	Personnel Location
Raise Standards/Performance	Monitor performance	Record Statistics	Admin & team leaders	Ongoing	Stat sheets
Enhance Training	Use innovation in training	Cross train & combine training	Club Coaches	Annual program	Other locations & groups

5. Facilities Management

SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Relaxed atmosphere	Older building	Enhance commercial outcomes	Competing sls clubs & other venues
Commercial opportunities	Lack of equipment storage space	Remove building short comings	Litigation
Member loyalty	Lack of adequate dedicated junior area	Improve storage & junior areas	Taking focus off sls activities
Location	Upgrade affordability	Improve participation & usage	Overuse of club resources

Aims & Objectives
Upgrade clubhouse to acceptable standard, expand commercial opportunities and enhance support for member, guest & community activities

Implementation
Produce redevelopment plan, enlist stakeholder support, undertake feasibility study, develop action plan

Table:

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Continue to Develop New Facility	Enlist support	Gold Coast City Council	Exec Committee	2005-2010	Planning resources
		State Government	Exec committee & consultant	2006	Apply for major facility funding
	Plan	Submit Plans for approval	Exec committee & architect	2005-2006	Plan drawings
Increase Income	Increase Sales	Improve sales	Paid staff	2005-2010 with annual review	Budget plan & results monitoring sheets
		Maximise club hire	Supporters club committee & staff	2005-2010 with annual review	Budget plan & performance monitoring sheets
Enhance use of the existing & new facilities	Enrol members in utilizing the clubhouse	Social Events	Social Secretary	2005-2006 annual program	Budget
	Schedule training & courses	Develop training & course calendar	Training Officer	2005-2006 annual program	Training aids & booking info

6. Coaching & Competition

SWOT Analysis

Strengths	Weakness	Opportunities	Threats
History, record & club spirit	Lack of qualified coaches	Develop club coaches in return for commitment to developing overall club program	Competition from other sls clubs and other interests
Commitment, dedication & leadership	Performance standards/fitness	Specialize in areas of likely success	Club factions, disharmony, mis-communication & lack of culture of appreciation
Members	Access to high quality gear, equipment & facilities	Encourage family & social aspects and raise funds for new equipment, gear etc	Poaching
Location	Low priority within the club	Set club goals & monitor results	Low participation numbers

Aims & Objectives
Raise Standards/Performance

Implementation
Raise accreditation results, awards/rewards and enhance training opportunities

Table:

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Raise Standards	Focus on an area each season	Monitor results	Head coach	Annual program	Results cheklists
Increase Training	Acknowledge best trainers	Awards for best trainers in each division	Head & club coaches	Mthly awards	prizes
Reward Performance	Acknowledge Effort & results	Weekly publish results	Administration & section heads	Weekly	Results pro-forma
Reward Participation	Acknowledge most frequent participators/participating family etc	Mthly awards	Administration	Mthly awards	Attendance records
Enhance Coaching	Promote coaching courses	Coaches agreement to take on courses	Head coach	Annual program	Suitable courses

7. Administration

SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Paid administrator	Heavy workload	Professionalise & Standardise administration	Lack of responsibility if volunteers see admin as professional function only
Established procedures	Resources	Boost support for sls activities	Litigation
Established roles & positions	Office environment	Develop strong club communication	Overwhelm

Aims & Objectives
Improve administration systems that assist rather than hinder or complicate club activities and improve equipment/facilities

Implementation
Standardise procedures & processes, develop and enhance communications

Table

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Improve Efficiency	Develop better office area	Redevelop facility	Club committee	2005-2010	Plans & Funding
Enhance Procedures	Standardise procedures	Use checklists for each role	Administration officer	Ongoing	Checklists
Improve Communication	Monitor communication	Add communication section to database	Administration Officer	Ongoing	Computer data base
Enhance Support for Each Area	Develop role manuals		Administration	2005-2006	Manuals

8. Finance/Sponsorship/Marketing

SWOT Analysis

Strengths	Weakness	Opportunities	Threats
Club profile & history	Lack of effective planning	Engage fundraising specialists	Commercial vs Club activities
Strong membership base	Misinformation about club	Develop marketing plan	Competition from sls & other clubs
Low Debt level	Lack of GCCC & State Govt financial support	Reposition the club in the marketplace	Low priority on fundraising by members
Location	Lack of coordinated promotions program	Fully utilise members links, associations and skills	Focus 'off' Surflifesaving

Aims & Objectives
Increase income, cover anticipated costs and afford future improvements

Implementation
Develop specialized plans, budgeting and sponsorship/marketing programs

Table

Aims/Goals	Strategy	Action/Performance	Responsibility	Timeframe	Resources
Increase Sponsorship	Develop specialize sponsorships	Individual sponsorships linked to particular companies	Promotions officer	Ongoing	Sponsor package
	Approach new sponsors	Approach 1 new sponsor each week	Promotion officer	Weekly project	Sponsors package
Develop Budgets	Detail club budgets	Set budgets for each area	Treasurer	Annual budgets 2005-2010	Budget templates
Acquire Funding/Grants	Apply for funding assistance	Apply for minor facilities grants & Gaming fund grants	Administration officer & club committee	Annual program	Grant support material
Promote Club	Press Releases	Weekly press update of 'in season' and major activities	Promotions Officer	Weekly updates	Information
Develop club marketing approach	Set promotions to position club in the marketplace	Implement marketing plan	Promotions officer	Ongoing	Marketing plan
Increase Income	Develop incentive based promotions position	Incentives available for any fundraising	Club committee	Ongoing	Incentive plans
Develop Investments	Put 10% of all earnings into investment fund	Open investment fund	Treasurer	Ongoing and linked to yearly budgets	Budgets

Recommendations

1. Implement annual Standards/Accountability Review and ensure that each area of the club's operations are 'up to standard' and contributing to a consistent approach by the club
2. Establish/Promote the 'Mission' in all Club Activities (for example, some meetings start with "I'd like to acknowledge the traditional owner", the club could begin with "I'd like to acknowledge the mission of the club…")
3. Develop a club Promotion/Marketing Plan including junior & member recruitment/retention and an Action Plan to implement the club's development aims
4. Develop an incentive based fundraising/sponsorship program
5. Develop administration checklists/communication pro-forma to ensure that all club activities are reported
6. Find alternatives to ineffective meetings and set necessary meetings to firm agendas
7. Develop an 'Annual Planning and Review Workshop'
8. Take on and commit to Redevelopment of the existing Facility including conducting a Feasibility Study

Conclusion

The current situation at the Coolangatta Park Surf Lifesaving Club is that the club is strong in many areas such as membership, leadership and supporters club support, however, shortfalls do exist in areas such as access to ‘up to date’ facilities and junior retention rates.

Overall, the club is in a sound position as evidenced by membership numbers, manageable debts and the club undertaking this planning activity to deal with preparing for the future of the club.

The recommendation in this report are therefore, examples of fine tuning the clubs existing plan and positioning the club to the best advantage so as to achieve its goals.

The plan indicates that fundamental to the achievement of the clubs aims and objectives, is the enhancement of skills across the board for example, management, administration, coaching, leadership, competition, training and participation.

In addition, fundamental to the club moving successfully into the future is the need to redevelop the clubhouse and enhance its revenue raising potential.

Finally, during the planning exercise it became apparent that although the club wishes to redevelop and prosper in the current environment, it is very clear that Surf Lifesaving is the ‘heart of the matter’ and therefore, all other efforts need to be viewed from that perspective to determine if the effort is worthwhile in supporting that core aim.

Appendix

1. Questionnaire Result Table

Club members questionnaire and workshop responses to the question of areas of importance within the club (expressed as a percentage of respondents)

Questionnaire Results Table:

Area	Overall Ranking	% Rating of Priority 1	% Rating of Priority 2	% Rating of Priority 3	Total % rated 1,2,3.
Juniors	**4**	50%	13%	13%	76%
Competition	**7**	21%	4%	25%	50%
Participation	**1**	71%	13%	8%	92%
Coaching	**6**	38%	13%	17%	68%
Fundraising	**3**	50%	17%	17%	84%
Facilities	**2**	63%	17%	4%	84%
Equipment	**5**	46%	25%	8%	79%
Other (Patrols)	**8**	25%	0%	0%	25%