

## Crowdy Head SLSC





*Philosophy:*

*A ship that has no idea where it is going  
will never reach it's destination!*

*You can never ever get where you're going,  
until you remember where you have come from!*

*Progress is like a wheelbarrow.  
If you don't keep pushing it, it stops!*

*Failing to plan is planning to fail!*



## Club : Crowdy Head

### Overview:

#### Steps

There are 5 main steps as part of the SLSNSW Club Development Program.

1. CDP and Club Overviews
- 2. Initial Review Meeting**
3. Action Plan Meeting
4. Management Plan Meeting
5. Ongoing Reviews / Support

#### Goals of the Initial Review Meeting

- Offer support to the Club
- Review the current situation of the Club
- Develop a simplistic operational overview
- Highlight issues and identify opportunities
- Promote self action
- Provide face to face contact with Branch and State

The key outcome of this meeting is to identify the issues which are holding the Club back from meeting its true potential. These issues are later fed into an Action Plan, which are then addressed at follow up meeting.

#### Contact Details

Andrew Jones  
SLSNSW Support Officer  
Ph (w): 6550 1132  
Ph (m): 0409 663 005  
E: [ajones@surflifesaving.com.au](mailto:ajones@surflifesaving.com.au)  
[www.surflifesaving.com.au](http://www.surflifesaving.com.au)



# Club : Crowdy Head

## Overview:

### Steps

There are 5 main steps as part of the SLSNSW Club Development Program.

1. CDP and Club Overviews
2. Initial Review Meeting
- 3. Action Plan Meeting**
4. Management Plan Meeting
5. Ongoing Reviews / Support

### Goals of the Action Plan Meeting

- Create a basic future direction for the Club
- Develop an action plan to address immediate issues / capitalize on core opportunities

The key outcome of this meeting is to prepare an Action Plan which will address the issues which are holding the Club back from meeting its true potential. These issues were identified at the Initial Club Meeting.

### Contact Details

Andrew Jones  
SLSNSW Support Officer  
Ph (w): 6550 1132  
Ph (m): 0409 663 005  
E: [ajones@surflifesaving.com.au](mailto:ajones@surflifesaving.com.au)

[www.surflifesaving.com.au](http://www.surflifesaving.com.au)

## How to Use this document:

### Step 1: Initial Review Meeting

Review each performance statement and for each element give your Club one of the following ratings:

Y = The Club currently performs this activity with no problems

I = The Club currently performs this activity, but some improvements are needed before the Club is totally satisfied

N = The Club does not currently perform this activity

For example;

	Rating	Comments / Corrective Action	Resp.	Due Date	Status
<u>Constitution</u> The Club's Constitution up to date and relevant.	N				
Each member of your Club Management Committee has a copy of your Constitution (Rules and Regulations).	I	Do not complete these	sections	at this	stage
The Constitution is readily available to all members.	Y				

### Step 2: Action Plan Meeting

Review each performance statement and your rating, and;

- for each "N" response, agree upon a corrective action to address this activity, who will be responsible to undertake this activity and when the activity will be undertaken
- for each "I" response, agree upon an improvement action to address this activity, who and when the activity will be undertaken
- for each "Y" response, write a brief comment on why /how you think your Club meets this activity

For example;

	Rating	Comments / Corrective Action	Resp.	Due Date	Status
<u>Constitution</u> The Club's Constitution up to date and relevant.	N	Form Constitution Committee and review	President	Jul '08	Do not complete
Each member of your Club Management Committee has a copy of your Constitution (Rules and Regulations).	I	Issue each committee member a hard copy	Secretary	Feb '08	this section at
The Constitution is readily available to all members.	Y	Available on Club Website			this stage

### Step 3: Ongoing

Use the "Status" column to record the progress or completion of activities. The Action Plan should be reviewed and updated regularly (each month) to track progress and ensure that tasks are being completed as agreed.

For example;

	Rating	Comments / Corrective Action	Resp.	Due Date	Status
<u>Constitution</u> The Club's Constitution up to date and relevant.	N	Form Constitution Committee and review	President	Jul '08	First meeting held
Each member of your Club Management Committee has a copy of your Constitution (Rules and Regulations).	I	Issue each committee member a hard copy	Secretary	Feb '08	Complete
The Constitution is readily available to all members.	Y	Available on Club Website			

## Club Management:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Constitution</u> The Club's Constitution up to date and relevant.	I	A Constitution Review Committee has been established and our constitution is under review in accordance with the changes to the corporations act			
Each member of your Club Management Committee has a copy of your Constitution (Rules and Regulations).	Y				
The Constitution is readily available to all members.	Y				
<u>Structure / Office Bearers</u> The management structure adequately meets the needs of the club	Y				
All positions on the Club's committee and Sub Committees are filled	Y				
All office bearers have a relevant written job description clearly outlining their roles and responsibilities	Y				
All Committee members are effective in their duties	Y				
<u>Meetings</u> The Club Executive meets regularly (bi-monthly)	Y				
The Club Management committee meets regularly (monthly)	Y				
The Sub Committees and Panels of your club meet regularly	I	Improving on last year			
The club follows agreed meeting procedures	Y				
Minutes of all meetings are produced and circulated to all members	Y				
Meeting dates are actively promoted to club members	Y				
All decisions from meetings are promoted to club members	Y				
Club meetings are effective and productive	Y	Club meetings are now focused on club issues			
<u>Risk Management</u> The club has an OH&S officer	Y				
All aspects of the club including buildings and equipment are assessed at least yearly for compliance with OH&S guidelines and reports presented to the management committee for action	Y				
The club has a written policy on club management procedures included in the Constitution	Y				
<u>Club Management Plan</u> The Club has a documented Management Plan	Y				
The Club utilizes and reports to its management plan at each club committee meeting	Y				

### Problems / Difficulties / Issues:

(list any additional specific items here not already covered in the table above)

Some members still have their own agenda, however this is minimal.

## Administration :

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Annual Report</u>					
The Club produced an Annual Report that meets SLSNSW's guidelines	Y				
Each of your members and patrons received a copy	Y				
<u>Reporting Requirements</u>					
The Club has fulfilled the annual requirements to Fair Trading under the Incorporations Act	Y				
The club is aware of its obligations and submits all relevant reports and information to Branch and SLSNSW	Y				
<u>Surfguard</u>					
The club has designated people to access and control the clubs surfguard data base	Y				
The club uses surfguard to record patrols and patrol statistics, as per SOP's	Y				
Surfguard is updated at least monthly	Y	This is now being done weekly as we finally have access to broadband internet at the club			
The club is aware of the privacy act and has a written policy regarding it	Y	We adopt the policy of SLSA			
The club has listed committees and position holders under the Organisational Management tab	Y				
The club has all lifesaving equipment entered under the Organisational Management tab	Y				
<u>Representation</u>					
Club Delegates regularly attend and contribute at Branch Council meetings	Y	Without fail			
Club representatives regularly attend Branch Board / Panel meetings and forums	Y				
<u>Club Policies</u>					
The Club has a register of policies	Y	We utilise the policies of SLSNSW & SLSA			
The club has clear, concise and up to date written policies for things like - Financial practices, Membership development, Coaching development, Team selection, Juniors, Travel, Competition	I	We utilise those written by SLSNSW & SLSA and refer to the Club Guide			
<u>SLSNSW Club Guide</u>					
All Committee Members are familiar with the SLSNSW Club Guide	I	The president is aware of this and has a copy and uses this as a reference tool for other members and as the need arises			
The Club refers regularly to the Guide for information and advice	Y				

### Problems / Difficulties / Issues:

## Financial Management:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Budgets</u>					
The Club has a written & realistic budget or financial plan	Y	Budgets Created Each Year			
The budget is closely monitored and adhered to	Y	Reviewed Monthly			
<u>Accounting Software</u>					
The Club Treasurer uses an accounting software package	Y	MYOB with Empowered Services			
The Treasurer is proficient in the use of this program	Y	Level 3 Trainer			
<u>Income Streams</u>					
The club looks to raise income through a variety of sources including; sponsorships, grants and fundraising	Y	Club actively pursues all available funds			
The Club has developed a sponsorship portfolio/package	Y				
The Club has knowledge of available government funding	Y				
The Club regularly claims your GST entitlements	Y	BAS is lodged quarterly			
<u>Audited Books</u>					
An independent auditor audits your annual accounts	Y				
The club's Annual Report includes financial statements in accordance with the Best Practice Guidelines	Y				
<u>Financial Reporting</u>					
Financial reports are presented monthly to your members	Y				
Reports are in line with the Best Practice Guidelines issued by the Office of Liquor Gaming and Racing	Y				
Treasurer's reports are verified to the bank statement on a monthly basis with both reports produced at meetings	Y				
The Club is aware of the legal requirements resulting from Incorporation	Y				
The Club is aware of and abides by taxation requirements	Y				
<u>Financial Controls</u>					
The Club has a formalised system of banking	Y				
The Club requires at least two signatures on cheques issued	Y				
The Club requires two people to authorize the transfer of electronic funds	Y				
The Club has a system to control spending, including limits for personnel and a formalised authorisation process	Y				
The club has an up to date asset register in accordance with the Company's Act (preferably on Surfguard)	Y				
<u>Insurance</u>					
Your club has comprehensive insurance policies that covers things like Building and Contents & Transit	Y				
Your Insurances cover replacement costs	Y				

### Problems / Difficulties / Issues:

## Lifesaving and Patrols:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Planning</u>					
The Club has a Beach Management Plan, which was reviewed recently	Y	Reviewed annually			
The Club has a Lifesaving Service Agreement, which was reviewed annually and submitted to Branch	Y				
The Club has sufficient patrol members	Y				
Patrolling members are motivated to actively support Club Plans/Agreements	Y	Continue to communicate to members why patrol hours are as they are			
Patrolling hours (days and times) are adequate for the community needs	Y	Yes – Increased this year to meet SLSA requirements			
The areas that you patrol are sufficient for the communities needs	I	Always room for improvement			
Branch always has a copy of your current Patrol Roster	Y				
<u>Beach Patrols</u>					
The Club meets patrol requirements as per your patrol agreement 100% of the time	Y				
All patrol details are recorded on Surfguard at least monthly	Y	This is now being done weekly with the advent of broadband internet access at the club			
All members are issued with a full set of patrol uniforms	Y				
Patrol Rosters are developed and issued to members well in advance of their patrols	Y				
The club conducts an internal patrol efficiency competition	I	Set down as an agenda item with the Club Captain and Junior Activities Chairman . A format has been decided upon – now requires implementation in the 2010-2011 season ahead	CC JACC President	Start of 2010- 2011 season	In progress
<u>Patrol Equipment</u>					
The Club currently has sufficient lifesaving equipment, including; Tubes, Boards, Defibs, Oxy Airbags, Spinal Boards, IRB's, Motors, Radios, Vehicles etc	Y				
Patrol equipment is in first rate condition and is adequate for club needs	Y				
The club has a rescue equipment replacement schedule	Y	Worked into the annual budget			
The Club spends an appropriate amount on patrols	I	Lunch now provided for all full day patrols. This will be extended to ALL patrols in the 2010-2011 season			
<u>Beach Management</u>					
Patrol Captains are qualified and adequately trained	Y	Always encouraging existing captains and targeting members to be captains	CC		
Patrol Captains adequately manage the beach	Y		CC		
All active members especially Patrol Captains are familiar with the SLSNSW Standard Operating Procedures	I	Annual patrol captain seminar is held to address these issues as well as update changes	CC		
Beach Patrols comply with SLSNSW SOP's	Y				
<u>Proficiencies</u>					
Proficiencies are conducted annually for all awards	Y				

Proficiencies are conducted as per SLSNSW SOP's	Y			
All results are recorded in Surfguard	Y			

Problems / Difficulties / Issues:

## Training & Education:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Structure</u>					
The Club has a training structure and award training is organised	Y				
The Club Education Panel meets at least twice yearly	Y				
The club has a training calendar in place	Y	Due to the small size of our membership we train on demand with 2 SRC, 2 Bronze Squads and 1 IRB Camp annually conducted. In 2010-2011 we will conduct 2 ARTC courses			
<u>Courses</u>					
Courses offered meet the needs of the Club	Y				
The Club is responsive to member interest when scheduling courses	Y				
Members are aware of and are encouraged to attend branch run facilitated courses	Y				
The club encourages members to gain higher lifesaving awards/qualifications	Y				
<u>Personnel</u>					
The Club has an active and knowledgeable Chief Training Officer	I	We have identified a number of key positions that have been held previously by once active members who no longer have time to devote to the roles. We are mentoring and will recruit new officers at our AGM			
The club has sufficient accredited Trainers who are active	I	Ongoing – more required			
The Club has sufficient endorsed Assessors who are active	I	Improvement necessary			
<u>Equipment / Facilities</u>					
The club has adequate training facilities	Y				
The Club has all the necessary equipment to deliver training under our current award structure, including – Training Manuals, Manikins, Filing Cabinets	Y				
The club has an assortment of supplementary training aids and resources, like; Lap tops, Data Projectors, Whiteboards	Y				
<u>Management</u>					
All Trainers and Assessors are familiar with the SLSNSW Standard Operating Procedures	Y				
Club training complies with SLSNSW SOP's	Y				
Surfguard is used to record results of assessments	Y				

## Surf Sports:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Structure</u>					
The Club has a Surf Sports plan	I	The management committee is working toward a specific surf sports plan. We are now represented at Branch meetings at this level	CC		
The club has a team selection criteria and procedures in place	N	Need a surf sports plan first then develop strategies			
The Club has a point score competition which is regular and structured	I	Competition being formatted	CC	20/12/2009	WIP

			JACC		
Members are encouraged to compete for the club	Y				
<u>Events</u>	Y				
Club Championship events are conducted as per the manual					
The Club fields a full strength team at the Branch Champs	I	In development			WIP
Club members regularly attend local carnivals and competitions	Y				
The Club sends competitors to the Country Championships	Y	Members are always encouraged			
Club members compete at State and National Champs	Y	Members are always encouraged			
<u>Personnel</u>	Y				
The Club has enough carnival officials to meet any Official : Competitor ratio requirements					
The Club has sufficient accredited Coaches	I	Club is promoting and encouraging course attendance			
The Club has sufficient accredited Boat Sweeps	Y	One only – sufficient for now.			
Members are encouraged to attend Coaching and Officials courses	I	There are not enough coaching courses run locally to encourage participation.			
The club appoints team managers to look after the competitors needs at surf sports events	Y	Now being done			
Team Managers are experienced and knowledgeable	Y				
<u>Equipment</u>	I	Always room for improvment			
The Club has adequate equipment for surf sports training and carnivals, including; Boards, Single Skis, Double Skis, Ski Paddles, Boats (inc Oars), Nipper Boards, March Past Reels					
All competition gear is compliant with SLSA and OH&S requirements	Y				
All gear is inspected annually by Association Scrutineers	Y				

Problems / Difficulties / Issues:

**Member Services:**

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Recruitment / Retention</u>					
Membership is growing annually	Y				
The club uses a variety of methods to actively recruit new members (e.g. membership drive, advertising, school visits)	I	Recruiting is a passive endeavour			
The club inducts (introduce) new members to club activities, facilities and opportunities	Y	Promoted by an annual Club Open Day			
The Club conducts activities for Youth members (under 19)	I				
All members are given a contact list of club officers	Y				

The club has a system in place to follow up members to ensure retention	I	The management committee is ensuring the focus is on the club and the needs of it's members through the adoption and implementation of a formal management plan			
<u>Recognition / Reward</u>					
The Club holds and Annual Presentation Night	Y				
Awards presented are widely known by members	Y	New format adopted this year to bring into line with Branch, State and National Awards of excellence. Most existing and some new awards have been revamped to incorporate this format. Some awards that are no longer relevant have been retired to the trophy cabinet.			
Members are nominated annually for Branch / State Awards	Y				
Members are nominated regularly for community Awards	Y				
Association long service awards are promoted to members	N				
Members feel that they will be rewarded for their efforts	I	Members do not expect recognition			
The Club promotes and sells club apparel	Y				
<u>Member Development</u>					
Career paths are promoted to members	I	Assistance from Branch is required here			
The club ensures that all members are provided with the opportunity to obtain skills and knowledge that will enable them to full fill their role within the club (e.g. attending courses, camps, seminars, conferences)	I	Ongoing Improvement required here			
<u>Member Protection</u>					
The club conducts an induction procedure for all members	Y				
The club promotes and follows the SLSA Member Protection Policy	Y				
The club provides new members with a copy of the member protection policy	I	Regular reference is made to this policy at management committee meetings			
The club has a judicial and grievance procedures in place	Y				
<u>Club Functions</u>					
The Club organizes and conducts a variety of social activities to involve all members	Y	Social Organizer appointed to help with the promotion of events			
The Club provides opportunities for members to get together away from normal club activities	I	The club actively promotes members to attend external courses, events etc without much member interest or too higher selection criteria is placed on applicants eg Australian run Leadership Camp.			
Club members support and attend Club events	Y				

Problems / Difficulties / Issues:

## Marketing and Communications:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Correspondence</u>					
The Club has a comprehensive email database of members	Y	185 out of our 330 members have access to an email address and this has proven to be a problem			
The Club generates / forwards emails to members regularly	Y				
The Club issues a regular newsletter to member and supporters	Y	Via website			
The Club has an informative and up to date website	Y				
Club notice boards are accessible to all members	Y				
Club notice boards are well utilized and regularly updated with new information	I	Outdoor notice board to be updated			
Correspondence to members is regular and useful	Y				
<u>Media Reporting</u>	Y				
The Club has an active Publicity Officer					
The club regularly supplies information regarding its activities and achievements to the local media	Y				
The club has an established working relationship with the local media	Y				
<u>Information Flow</u>					
Information and Circulars gets disseminated to those who require them	Y				
Surf Life Saving Circulars and Bulletins are available for all members to read	Y				
The management committee has clear lines of communication to ensure that members are kept informed of the clubs plans, priorities and achievements	Y				
Members can communicate back to your executive members	Y				
<u>Community Involvement</u>	Y				
The club participates in local community displays					
The club conducts community education programs	N	Reliant on Branch			
The club is regularly requested to assist other community groups run events	Y				
<u>Sponsor Servicing</u>					
Club Sponsors are well known and supported by members	Y				
The Club recognizes and services sponsors regularly	Y	Via annual sponsor's day			

### Problems / Difficulties / Issues:

## Youth and Junior Activities:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Sunday Morning Nippers</u>					
All Nippers receive an information book, contacts, point score, calendar etc	Y				
There is a structured competition point score	Y				
A variety of non point score and fun days are held throughout the season	Y				
There is always adequate numbers to fulfil water safety requirements	Y				
All eligible Nippers complete their Surf Education award annually	Y				
<u>Integration</u>					
Nipper parents are actively encouraged to play a role in the surf club (e.g. Water Safety, Age Manager, Patrolling, fundraising, social functions)	Y				
The club has systems in place to ensure the smooth transition from nippers to seniors	I	Communication from seniors to juniors about transition not good and we are seeking help with assistance from our State Development Officer			
The Club is a unified body, with no Junior / Senior separation	Y				
Junior, youth and senior members integrate	Y				
<u>Junior Activities Committee</u>					
All positions on the Junior Committee are filled	Y				
Junior delegates regularly attend Club Management Committee meetings	Y				
Senior delegates regularly attend JAC meetings	I	The JAC does not meet regularly as a group but the executive are in constant communication with them			
<u>Cadet Membership</u>					
The club has an adequate structure to service the youth needs	I	New ideas for 2010/2011 include age managers, rookie program and may look at Duke of Edinburgh program			
The Club has an active Youth Panel, made up of cadet members	Y				
Youth Leadership programs are promoted to members	Y				
The Club conducts a Rookie program	N				
The Club promotes the "Duke of Edinburgh" program to members	N				

### Problems / Difficulties / Issues:

\* Member retention upon completion of secondary education – move away for work or uni

## Facilities:



	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Clubhouse</u>					
There is sufficient storage area for all rescue equipment	Y				
There is sufficient storage area for all competition gear	Y				
There is a functional office / admin area	Y				
There are sufficient catering / kitchen facilities	Y				
The hall / auditorium meets all club needs	Y				
The clubs facilities meet with all applicable regulatory standards	Y				
<u>Facility Management</u>					
The club is aware and has a clear understanding of the conditions and requirements of their lease	Y				
The facilities and equipment are maintained as to not cause damage or injury to people	Y				
The club promotes external use of the facilities for weddings, parties, community groups etc	Y				
<u>Liquor License</u>					
The Club has and utilizes a Bar facility	Y				
The club holds an appropriate liquor license	Y	Full On Premises Liquor Licence			
The club has clearly identified stock control mechanisms in place	Y				
The management committee adheres to the requirements of the Liquor Licensing Act	Y				
The operators of the wet area are qualified with the responsible service of alcohol requirements	Y				

## Problems / Difficulties / Issues:

## Planning & the Future:

	Rating	Comments / Corrective Action / Improvement	Resp.	Due Date	Status
<u>Planning</u>					
The Club has a clear vision for the future	Y	To be a club focused on the safety of the public and the needs of its' members			
This Vision is well known and supported by all members	Y				
The club has set goals to be achieved this year	Y				
The Club has identified KPI's to measure performance	I	Improvement required here with assistance from the State Development Officer			
All club plans are regularly reviewed and reassessed	Y				
<u>Succession Planning</u>					
The Club assigns and mentors to assist new members become useful members of the Club	I	Succession planning has become a focus of the club executive and is now being actively pursued			
The Club has succession plans in place	Y	Formulated as required			
<u>The Future</u>					
What should be the priorities for the Club?		<ul style="list-style-type: none"> <li>• Cadet mentoring program</li> <li>• Host regular carnivals</li> <li>• Core Business – Life saving</li> <li>• Develop a regular maintenance program with strong leadership</li> </ul>			
What functions or activities do you think the Club is doing well?		<ul style="list-style-type: none"> <li>• Lifesaving – Patrols</li> <li>• Lifesaving – Awards qualification program</li> <li>• Overall club management and focus on sustainability</li> </ul>			
What functions or activities of the Club need to be improved?		<ul style="list-style-type: none"> <li>• Surf Sports</li> <li>• Member Activities – we have appointed a “Social Organiser” to promote growth in this area</li> </ul>			

## Problems / Difficulties / Issues:

-  Time available for members to undertake the roles required with everyone having a busy lifestyle
-  Competition from other sports and community groups