



3 Year Strategic Business Plan and Budget Financials

**Compiled 2025 / 2026 Season
Port Bouvard Surf Life Saving Club Board**

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Introduction and Background - History



The Port Bouvard Surf Life Saving Club commenced patrol operations at Pyramids Beach in Dawesville on 18th December 2003, with an initial total membership of 21, including 9 Active Patrol members. The Club's Nippers program commenced the following year in November 2004, with 18 Nippers in the Club's first year of junior activities.

After four years on patrol, the Club gained full affiliation with Surf Lifesaving Western Australia on 26th May 2007. Since then, the Club has gone from strength to strength, with membership peaking at 513 during the 2020/2021 season.

The Club attained a purpose built Clubhouse at Pyramids Beach leased from the City of Mandurah and officially opened in May 2009.

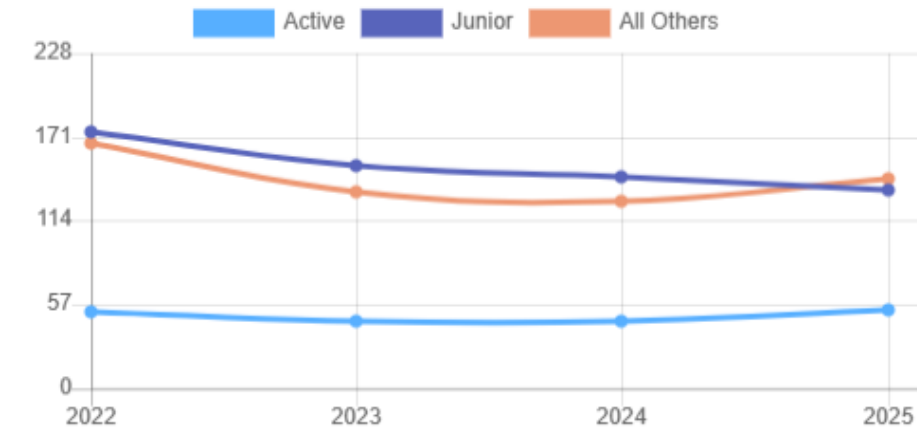
The Port Bouvard Surf Life Saving Club is one of 31 surf lifesaving clubs affiliated with Surf Life Saving Western Australia (SLSWA).

Port Bouvard is one of four Peel Region surf lifesaving clubs, the others being Mandurah, Secret Harbour and Coogee.

Introduction and Background - Membership



Historical Membership Trend By Season

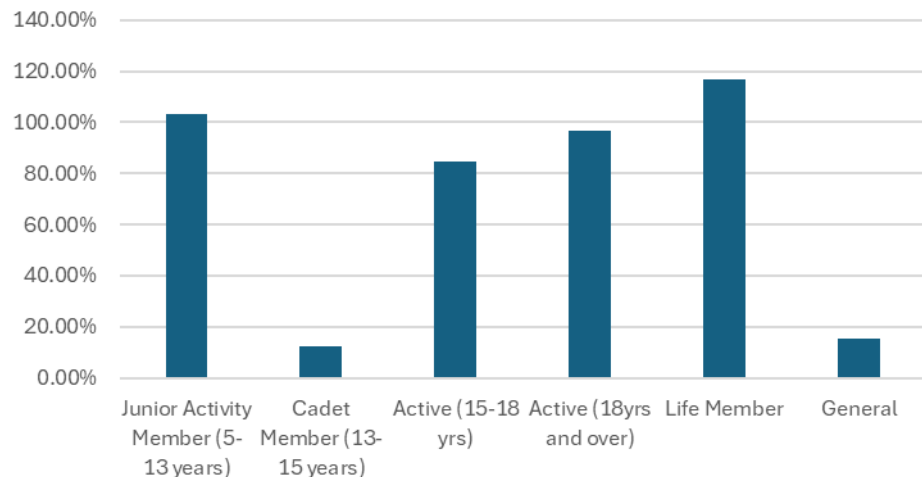


The last 3 seasons we have been stable in the 330 persons range; with a 4% growth in membership between season 2024/25 and 2025/26.

Nippers are a dominating proportion of the club, but are being matched currently by non-active members. Our patrolling membership has dipped over the last 3 seasons to a low of 52 but has recovered and shows signs of improving beyond current level of 53.

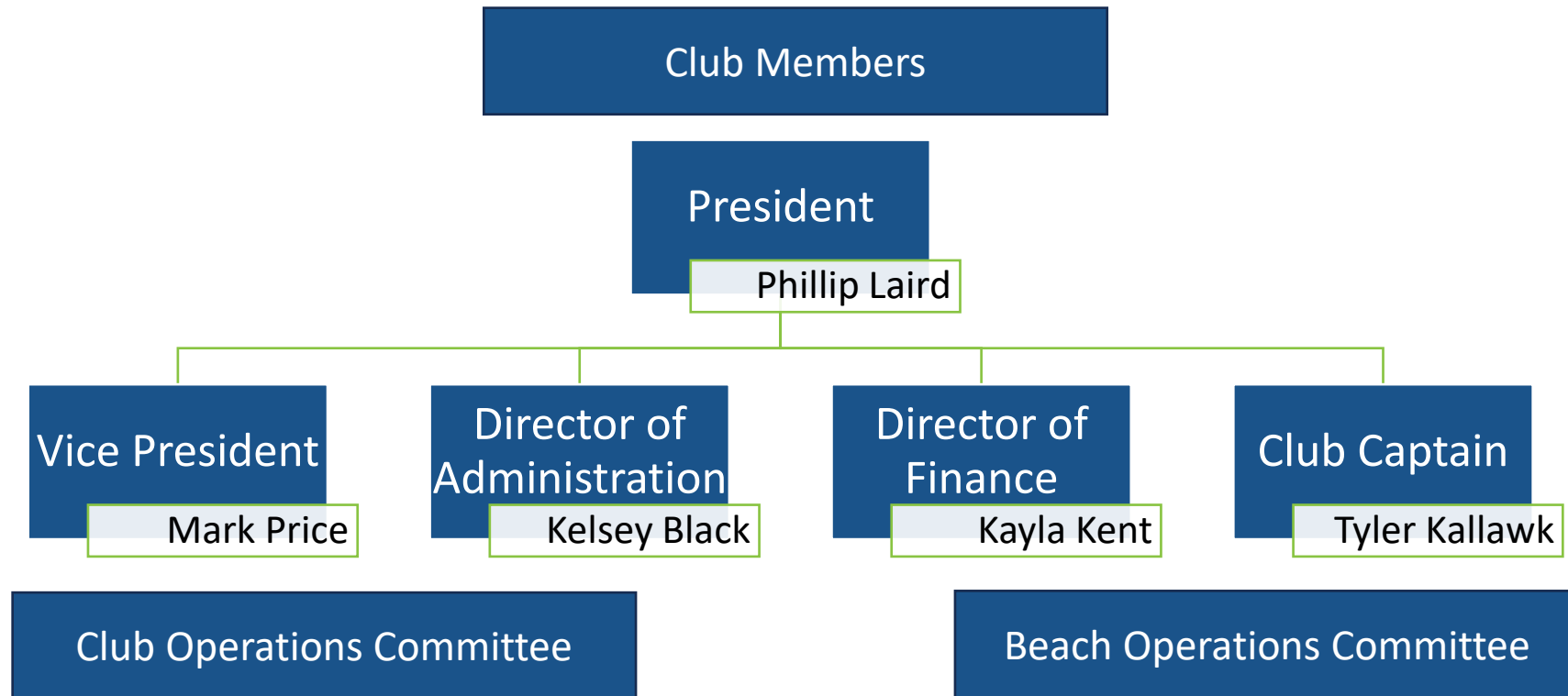
Retention of youth members, particularly those transitioning from Nippers program to youth/cadet is our lowest area. This retention area also has flow on impact to the retention of the Active Youth (15-18) and Adult(18+).

Member Retention (%)



With as smaller patrolling group, maintaining a high retention and aiming for a higher retention here transitioning Nippers into Cadets should remain a club priority.

Introduction and Background – Organisational Structure



Introduction and Background - SWOT



Internal Environment	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Excellent location • Surf Life Saving is prominent in Australian Culture. • Strong community support • Committed Leadership Group • Strong City of Mandurah and State Government support • Capability for local emergency response/support • Established policy to deal with social issues • Family oriented Club • Local business support 	<ul style="list-style-type: none"> • Workload on volunteer members • Ability to attract 18-30 age group and retain 14-18 age group • FIFO impact on members commitment • Succession planning ability to attract key officers • Limited parking area at Pyramids Beach • Annual Sand Bypassing operation can be disruptive
External Environment	Opportunities	Threats
	<ul style="list-style-type: none"> • Continued City of Mandurah council support • Sound community profile • • Increased membership due to population growth and Club profile • Hosting inter-club/regional carnivals • Development of Venue Hire, Boardroom Facilities and Bar. 	<ul style="list-style-type: none"> • Encroachment of sand dunes on clubhouse and club assets • Annual Fairy Tern partial beach closures • Café operations sustainability • Attracting key leaders with appropriate skillset • Retention and satisfaction of members • Workload on Club Members • Unsociable behaviour/vandalism

Vision Statement



We aim to be leading and respected community organisation that provides an effective and efficient Surf Life Saving service at Pyramids Beach, Dawesville, Western Australia.

Mission Statement



To develop a high-profile club that is publicly recognised as a key member and contributor to the community of Mandurah and the Peel Region.



Club Values



Respect

Pride

Integrity

Innovation

Trust

Accountability

Honesty

Vigilance

Organisational Goals



- To establish a financially sustainable and viable Club.
- To maintain and effectively train Club members and the public on water safety and rescue techniques.
- Provide an effective patrol roster for safety of beachgoers.
- To provide for the recreational, social, sporting and educational needs of members.
- Recognised within Peel region as key authority on matters related to beach and aquatic safety management.
- To become a centre for the Community NOT a Community Centre

Club Objectives 2026



- **Governance and Organisational Support**
- **Financial**
- **Membership - Youth and Social**
- **Surf Lifesaving and Beach Safety**
- **Training and Education**
- **Surf Sports**
- **Infrastructure and Facilities**

Club Objectives 2026 | Governance and Organisational Support



To effectively and efficiently administer and govern the Club through excellence in organisation, management and leadership

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Action Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Establish succession planning process	Assess current members for availability and skills Identify potential future committee members Provide necessary training and mentoring as required	Board	Mid-Season Annually	Nil	Ensure nominations for all positions vacated	AGM Annually
Create sound information management systems	Centralise all club documentation Establish appropriate record keeping Identify necessary Equipment / Systems Review and evaluate process	Director of Administration	Dec 2026	\$1000	Centralised Records	Dec 2026
Position holders / Reward and Recognition	Identify scope of volunteer input to club Develop guidelines for individual recognition based on contribution level Establish functions where club volunteers are celebrated	Board	Start of 2026/27 Season	\$1000 + volunteer grants as identified	Feedback on Success	End 2026/27 Season
Club Communication to Members	Establish single source communication for club activities that reliably reaches club member and that maintains board oversight. Establish administrative controls that ensure correct position holders have access as required to disseminate information Develop enhanced Club Communication system	Director of Administration	Start of 2026/27 Season	Nil	Implement agreed single communication method for club activities Feedback	End 2026/27 Season
Establish Completion Scope for Function Centre Kitchen	Create completion plan for function centre kitchen consistent with disbursement of \$100k grant from Lisa Munday. Establish scoping and capital expenditure required to complete kitchen to 'Caterer Service Level' completion	Vice President	June 2026	\$100k grant for disbursement	Report to Board for provision to City	October 2026
Review Current sub committees and review reporting process	Establish new committee process as defined in recent By-Law update. Clarify reporting process	Board	Ongoing	Nil	Revise committee structure and meetings	End of 2026
Establish visual Club structure	Set up visual display Identify position holders by photos / names Set up system to ensure is regularly updated Set up Annual Process	Director of Administration	September 2026	\$500	Establish Board Profiles and photos in club area	September 2026
Risk Plan	Develop a risk management plan for the club embracing all known likelihoods Organise Purpose Meeting	Board	Start of 2026/27 Season	Nil	Club risk profile conducted and appropriate actions taken	June 2016
Club Calendar	Establish Full Season Club calendar for member reference	Director of Administration	Start of 2026/27 Season Annually	Nil	Full season of planned events across all directors	November 2026

Club Objectives 2026 | Financial



To manage the Clubs financial affairs in an effective and efficient manner

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Establish 3 year Financial projections	Identify current, mid and long term needs Cost programs and set targets Establish expenditure priorities (needs v's wants) Identify funding sources and budget accordingly Monitor progress and adjust as required	Director of Finance/Board	June 2026	Nil	Forecast V Actuals 2026/27	June 2026
Second level financial management	Clearly establish separate financial process for second level funding <ul style="list-style-type: none"> • Link Subcommittee with EC • Develop business case 	Director Finance	June 2026			Decemeber 2026
Improve revenue-raising ability through venue hire	Identify management process Establish fees, charges and rules Appoint person/s responsible to organise venue hire	Vice President	September 2026	Nil	Established fee structure and rules in place. Target 12 external events per year	July 2027
Integrate grant applications into financial panning	Identify funding/support opportunities relating to areas within club Provide direction to Grants Officer for action Actively seek surf lifesaving and community grants	Board, Vice President	June 2026	Nil	Attache grants to prioritised club spending Target all applicable grants	Decemeber 2026

Club Objectives 2026 | Membership – Youth and Social



Create a friendly inclusive environment that attracts, develops and retains members

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Action Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Develop a structure and program for social activities	Identify interest in social activity Engage interested people Promote club social activities	Director Youth	Start Season 2026/27		Coming season 3 social activities held	June 2026
Establish Social Calendar	Review social member activities Benefit to club Identify Member satisfaction	Board	Start Season 2026/27	Funding as available	Coming season 3 social activities held	June 2026
Youth recognition	Liase with Surf on youth development programs Ryse Up and TOAD caps nominations competed	Director Youth	October 2026		Program implementation, nominations made	November 2026
Member awareness program	Develop inclusive program All members aware of clubs ideals, goals and expectations Prepare club induction kit Distribute to new and existing members Review member understanding and interest	Membership and Board	Dec 2026			June 2027
Build membership thru increased local profile	Identify clubs capacity for membership increase Assess clubs resource limits (equipment /people / vol. capability) Survey m/ship opportunities schools, workplaces Determine optimum membership limits	Board	Dec 2026		Set target Meet target	Jun 2017
Encourage active participation by parents and age managers	Promote participation in life saving awards and qualification courses Considers tactics to involve members Evaluate social fitness activities to maintain involvement / interest	Director Surfsports/Director Education	Nov 2026		Established program	April 2027

Club Objectives 2026 | Lifesaving and Beach Safety



To provide an efficient beach safety, surveillance and rescue service that meets both contractual obligations and provides protection for the community

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Action Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Target to have 70 patrol members	Identify process to achieve this Set up task group Set targets to achieve	Club Captain	Start of Season 2026/27		Number Achieved	April 2027
Mid season review meeting	Identify purpose Schedule time Conduct meeting and review	Beach Committee	January 2027		Output to Beach Committee	January 2027
Assess Beach Patrol Capability	Review patrolling obligations and capabilities Set targets of performance Create motivation and healthy competition	Club Captain/Director Lifesaving	April 2026	Nil	Submission to City of Patrol Plan	June 2026
Assess equipment needs	Review current equipment and determine future needs Develop priority list including replacement /repair costs Present findings to committee	Gear officer	Oct 2026		BSEF Funds to be committed	November 2026
Reward personal efficiency	Best patrolling member criteria reviewed Review club award process	Club Captain	September 2027	Nil	Award in place	January 2027
Emergency response capability (membership)	Re-establish presence at with Local Emergency Management Committee (LEMAC) cadences Assess Club's capability	Club Captain President.	Oct 2026	Nil	Interaction with LEMAC	Janury 2016

Club Objectives 2026 | Training and Education



To identify and provide appropriate training programs for members and the community

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Action Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Internal trainer and assessor development.	Ensure sufficient in house trainers to meet requirements Spread the workload. Devise a plan for individual development.	Director Education	Ongoing	Head Trainer, course candidates	Two additional BM trainers by season's end.	June 2027
Develop training framework to become more self-sufficient	Identify Club training needs Asses resource requirements Identify potential trainers Up Skill current trainers	Director Education, Trainers	Ongoing – Continuous liaison with SLSA and other clubs.	SLSA, SLSWA, Training Officers, Assessors	On-board as many people into SLSA & SLSWA courses as possible.	June 2027
Re-establish Surf Auspice Training agreement	Register Current Cert IV members with Surf Establish First Aid/ARTC and Drone training calendar	Club Captain	Ongoing	SLSA, SLSWA	Courses run at club	April 2027

Club Objectives 2026 | Surf Sports



Encourage all members to participate in a healthy lifestyle through surf sports activities that include competition, coaching and officiating

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Action Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Establish Youth Competition Program	Identify Youth competitors and assess needs Develop Youth Training Cadences	Director Surf Sports	Start of 2026/27 competition season		Youth program commenced	December 2026
Provide appropriate competition equipment and resources	Develop list and cost items Establish priorities	Director Surf Sports	Dec 2026	\$5K	Provide Budget	September 2026
Assess coaching needs Develop coaches	Identify club needs and priorities Develop internal coaching skillset Participate in coaching accreditation courses	Director Surf Sports	Dec 2026		2 coaches available for each discipline	June 2027
Develop a Health and Fitness Program	Develop program Encourage participant Monitor success	Director Surf Sports	Feb 2027		Basic program in place	June 2027
Develop Pool Rescue competitive team	Identify pool rescue competitors Define required training equipment and budget Schedule training sessions Manage competition entry	Director Surf Sports	January 2027	City provided lane hire at MARC Equipment to be defined	Club competes pools rescue season 2027	April 2027

Club Objectives 2026 | Infrastructure and Facilities



Establish and develop a sound infrastructure involving key partnerships that provides appropriate facilities supporting a multi faceted Clubrooms

Objective	Action				Result	
	Action (What)	Responsibility (Who)	Action Time Frame (When)	Resources (\$)	Objective Measure	Objective Review Date
Facility management	Establish ongoing internal maintenance and refurbishment program Identify what is required Provide report for committee	Vice President	May 2026	(TBD)	Budget program	
Kiosk operation	Survey best practise Develop business case Assess operation and profitability	Vice President	December 2026		Recommendation for re-open to Board	December 2026
Bar operation	Survey best practise Develop business case Expand RSA and Bar Manager skill bas within club	Vice President	Mar 2026		Operating at profit & Member satisfaction	June 2027
Review insurance needs	Identification & Record all Policies Develop inventory of equip. Value items Determine insurance needs	President	Nov 2026 (then annual)		Planning in place for 2026 / 27	June 2026
Appropriately recognise partnerships	Clarify level of recognition for Gold, Silver and Bronze partners,	Director of Public Relations and Marketing	September 2026		Recommendation to board	December 2027
Seek new partnership opportunities	Establish strategy to gain new Partners sponsors Consider innovative methods Target potential sponsors related to needs	Director of Public Relations and Marketing	Oct 2026	Nil		June 2027
Establish schools program	Identify appropriate program Develop session plan Review outcome	Director of Public Relations and Marketing	Sep 2026	Nil	Introduced to two schools	Dec 2026

Financial Projections



SEE ATTACHED BUDGET / FORECAST OVERVIEW FOR PERIODS ENDING:

JUNE 2023, JUNE 2024 AND JUNE 2025

