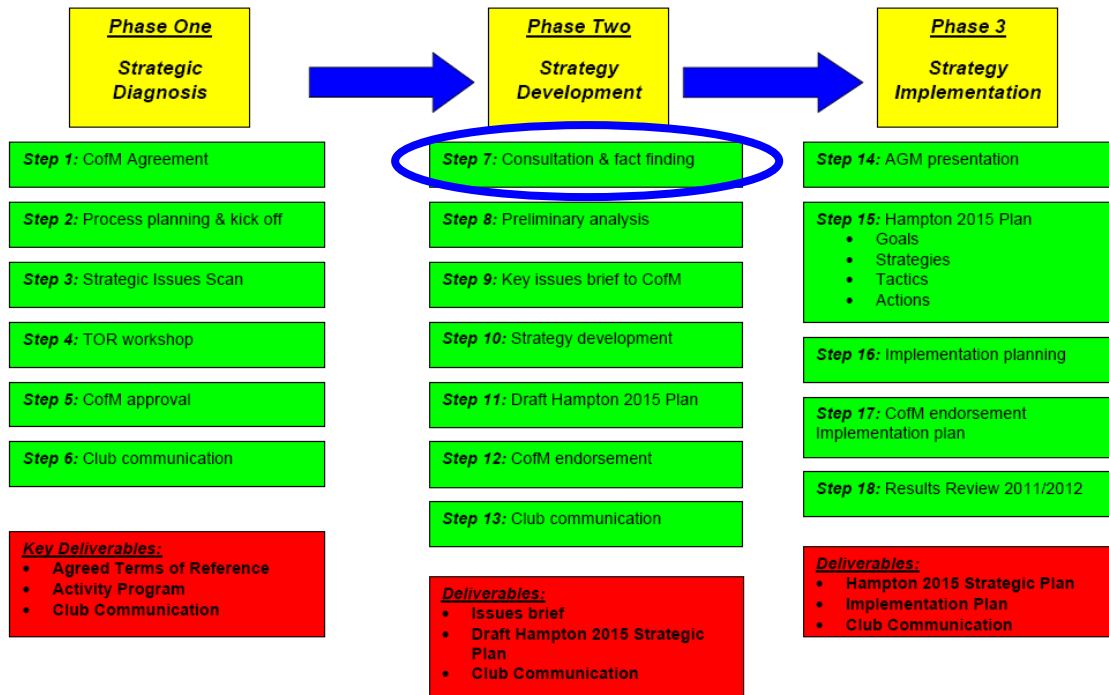


# Hampton 2015 Strategic Review

## Phase 2: Step 7 (Consultation) Report

### Background

- The review team has completed the preliminary consultation activity.
- This was Step 7 in the agreed strategic planning process as shown in the figure below.



### Conduct

- The review terms of reference and information about the strategic review were posted on the Club website. All Club members were advised in several emails about the ways they could contribute.
- Club members were offered the following ways to participate and contribute to the conduct of the review:
  - A 2.5hr meeting was conducted on 2 May 10 which allowed members the opportunity to meet with the review team face to face to raise any issues;
  - The review team contacted individually (mostly via email) a large number of key active Club members holding positions of responsibility (i.e. office holders, age group managers, competition managers, patrollers etc) and offered them chance to contribute their views;
  - Club members were invited to provide written contributions via a dedicated email ([hampton2015@hlsc.org.au](mailto:hampton2015@hlsc.org.au));
  - Club members were also invited to participate in a survey which was conducted via survey monkey. This survey sought contributions in the form of answers to 28 questions addressing the approved terms of reference;
  - Club members were invited to provide written contributions via a mail address; and
  - Club members were also given the opportunity to contact the review team leader (David Barnes) by phone.

- Over 50 responses or contributions were received representing, taking into account family responses and membership, about 1/10<sup>th</sup> of Club membership. The number of responses is about what was expected. While a larger response was hoped for, especially given the number of types of ways Club members could participate, it does provide a clear demonstration that members who wanted to contribute were able to do so.
- Most members contributed through email responses, the survey or by attending the 2 May 10 meeting. A number of individuals also contributed through a one on one meeting with a team member.
- The contributions received varied in quality and in detail but all demonstrated that members are passionate about their Club and its future.
- It is the opinion of the review team that the contributions received provide a reasonable 'snapshot' of the issues that are of importance to Club members.
- Review team members also consulted with key stakeholders (LSV, sponsors etc) seeking their input to the review.
- The review team members also reviewed available information and documents (Club constitution, Standard Operating Procedures, Training Packages etc).

### Key Findings

- The following is a summary of:
  - The key issues or themes raised by contributors;
  - The results of the preliminary review and fact finding undertaken by the team.
- You should note that the responses and issues have been summarised to reflect the general consensus around a particular issue.
- The responses have been group as closely as possible into functional areas reflecting member's interest or where the review has highlighted issues. While they are not identical to the terms of reference, they are logical.
- There is some repetition of issues or comments. This has been left to reflect either a persistent theme or to highlight inter-related issues.
- They do not reflect a proposed work plan for the next steps in the Hampton 2015 process. They are provided to provide information about the issues or comments raised during the consultation period.

### Junior Activities

- People felt there should be a junior sub-committee overseeing Nippers. There was no consensus on whether YIPS should form part of that committee or be managed as a discrete area.
- Some support for a separate competition sub-committee to manage this emerging area of activity.
- The Club needs clearer job statements that are easily accessible (website?). Some support for these position descriptions including qualities marked as mandatory and desirable (i.e. The Junior Activity Manager must be a Nipper parent, must be a qualified AGM, and must have completed a Working with Children Check but only desirable that they hold a lifesaving qualification).
- Only marketing is word of mouth – some support for more marketing in primary schools.
- Working with Children (WWC) – according to LSV / SLSA policies, **ALL** members over 18yrs old **MUST** have a current WWC check and the club **MUST** maintain a register of these checks. This

will cause issues with enrolment for upcoming season and the Club need to develop a strategy to deal with it. We are accountable.

- No significant issues with WSO – can be overcome by clearer communication of needs.

## **Nippers**

- Mixed views about capping. Some support for not capping our numbers but allow annual cap to be determined/influenced by the number of parental volunteers we get as Age Group Manager (AGM).
- Support for capping was generally due to concerns about quality of Nipper program with equipment limitations. What is the right cap - approx 300 seemed common although some say up to 400 but common ideas around flexibility to accept greater numbers in older age groups.
- Strong support to limit each group size to 20 children – but have multiple groups in each age group.
- Enrolment needs to be managed in a flexible way across all age groups.
- Some concern that AGM – particularly in the older groups – do not follow the weekly programs which lead to issues with equipment, WSO and beach area allocations.
- Variety in the training program will keep older Nippers engaged. Need to develop their leadership by encouraging them to assist with the training of younger groups – i.e. board paddling considered to be an ideal skill that older (U14) kids can help with younger (U8).
- Surf Ed program considered to be excellent – although consensus that there is a lack of understanding amongst AGM which can be overcome with better training and clearer communication.
- Support for having activity managers / trainers in addition to AGM – similar to club carnival format where we have ‘officials’ at each activity to teach and train. Some talk that we could engage YIPS in this way – and older member’s incl some of the Life members.
- Allocation of points for club championships needs to be transparent – available at beginning of season and published on webpage.
- Need for greater communication within Nipper community.
- More emphasis on lifesaving skills and first aid in Nipper training – less on games and sport.
- AGM training was viewed as deficient and a number of areas to improve it noted.

## **Competition / Surf Sports**

- Some families unaware of competition opportunities. Better communication will ensure that more families are aware of opportunities to be involved in comps.
- Club should engage/hire qualified trainers to assist in teaching surf sports skills to comp squad to improve competitiveness in water.
- Support for additional subscription/fee to cover costs of competing.
- Concerns that LSV comps are currently scheduled for Saturdays and clash with Nippers.
- Support for continuing with separate / additional training for comp squad.
- Some conflict that general Nippers program does not meet the needs of comp squad kids.
- At the opposite end of the scale, there is some concern that the kids who miss Nippers because of comps are not gaining the full benefit of the surf education aspect of Nippers.
- Consider an affiliation with a surf club to enhance comp squad skills.

- Some feelings that the club does not support the comp squad and does not give them sufficient recognition.

### **Youth Development**

- New YIPS concept welcomed.
- Needs further development to meet the growing needs of kids.
- Concern that kids will not be allowed to patrol with each other if patrol numbers capped.
- Desire for activities to be organised in off season.
- YIPS want access to additional lifesaver training (despite not being old enough or having pre-requisites).
- Some support for a Junior Rep on Club committee.
- Some of the YIPS want a 'NIPPERS' program for themselves run concurrently with Nippers on a Saturday afternoon.
- Consensus for a weekly time slot for YIPS training and activities.
- Need for a 'club room or space' for YIPS - an area where they can gather and 'loungue around'.

### **Governance**

- As club needs and governance issues increase (e.g. LSV directives, sponsorship, ASIC/ATO issues, membership wants etc), and people get busier, the volunteer committee is increasingly running out of bandwidth to address these issues in a timely or most effective manner.
- Club communicates with its members and the community poorly. Hard to get information on services, equipment hire, hall hire, contact details, social events, Nippers etc. Too much reliance on messages passed at Nippers or verbally.
- We need a regular newsletter to tell people what's going on and coming up.
- A number of the things we do and events we run to generate revenue either flirt with or exceed the terms of our lease with the Council, with potentially significant problems if they crack down.
- What is the optimum member level? How many can the club handle? Some feel that increasing membership beyond current levels is not necessarily desirable.
- Discussion around each committee member having a specific role – e.g. facilities, marketing etc to allow better load sharing and address current committee experience or time shortfalls.
- Club services – mixed views. Some believe generally meet member needs at this time but also opinions that Club does not offer much in way of services for members.
- Some views we need to set a marker in sand about what we aspire to be as a Club (i.e. Bayside Best Club, Bayside Most Competitive Club etc) as goal.
- New LSV standard constitution – improved flexibility in terms of governance and more compliant with new obligations. Current constitution outdated and more restrictive than it needs to be.
- Current management structure has not kept up with Club growth and demands. Need a new structure that we can adapt annually to meet need.
- Limited support for idea of affiliations with surf clubs.
- Responsibilities of committee members are increasing and personal liability increasing issue. Need legal advice and some form of standard letter for committee as they are in reality Director's of an incorporated body.

## Communication

- Complete consensus website is very poor, out of date or incorrect and letting down members and not realising potential to make Club management easier.
- Website needs a simple to use method for timely, accurate updates to occur. Would be great if updates could be done when needed by the committee person responsible (e.g. social by social rep etc)
- Club does not communicate well with members and wider community. Hard for them to contact club officers, to find information on the club, activities or policies/guidelines. Communication was regarded as particularly poor in the last season.
- Need a better out of hour's communication method and contact points.
- Sponsorship is a mess - each year we start from scratch and bugger up. Need some sort of standard sponsor guideline and pricing package to be developed – which events can be sponsored and how much - to be sent to sponsors to reduce committee workload and sell value for money.
- An easier and more structured method to identify appropriate sponsors and sponsorship opportunities is required.
- Major event promotion (e.g. Iron Man, Point to point etc) not well done as lack of experience by part time committee. Would be good to access expertise in this area – a committee role?
- Marketing manager or similar could be a good idea but it widely thought we are too small justify even a part time person and could not be a paid position as sends the wrong message.
- A number of members/parents want to become more involved but do not feel that they can or understand how to get involved. Many want to know how they can have greater access to the club or get more involved – not sure who to approach or how to go about it.

## Financial Management/Revenue

- Proper annual budgeting process required.
- Better budget planning and more structured approach to budget management of Club operations are needed to balance current and future needs.
- Need a proper opex/capex budget to decide how revenue we actually need to run the club year on year and then can make decisions about how much extra is required.
- More revenue is seen as the goal yet we have no real idea how much we want and we don't plan well for expense against current, near term and long term club needs.
- A number of comments around the easiest way to raise revenue without excessive effort by the volunteers would be to increase family membership fees annually.
- Sponsorship seen as a good source of income but needs a lot of work by volunteer committee to make happen each year.
- Clothing sales valuable but how do we plan succession for the volunteer that does this?
- Social events do not raise much revenue so should not be structured that way.
- No feedback on alternate revenue generating mechanisms or alternate clothing sales ops

## Hall Hire

- Long term hire a good source of income (e.g. Yoga @\$10kpa). Need a replacement for funky dance = \$10k a year in lost revenue. Extra long term lessees possible but need to market.

- Casual hall hire good source of \$ but ongoing concern about Council regulations re re-letting. Current 'don't ask, don't tell' approach with Council okay but need more certainty before we start any more active promotion as we may run into issues with Council if any complaints from residents.
- Increasing competition from like facilities with better services within area (Zebbies, Yacht Club).
- Current Hall hiring mechanism needs improvement – hard for potential hirers to talk to anybody in a timely manner, get info, getting tour of club subject to availability of committee, ensure it is ready for event etc. Use website – photos, information, availability.
- Chair storage is an issue for some events – damage to stairwell often results.

## Equipment

- Most people thought equipment was well managed - acknowledgement that there are storage and capacity issues.
- Support for idea of a investment in a better storage solution (racking, types etc)
- Insufficient competition quality boards given growth and improvements in competitiveness of squad.
- Access to competition equipment needs to be tightly restricted only for use by comp squad in training and events. 'Social' use is creating excessive wear and tear on expensive equipment.
- Insufficient equipment for use by older kids.
- Consider limiting membership numbers to reduce need for additional equipment or services.

## Storage

- Mixed views on available storage. Restrictions on available space recognised but strong support for new facility or rebuild project to increase space by 2015.
- Current downstairs storage is poorly laid out. Needs a more efficient redesign.
  - Alternate methods of board storage.
  - More lockers required.
  - Inventory and hard decisions required to determine what is to be discarded, what is core to club, nippers & comps.
- Some feeling that Gym is unneeded as used by too few members to justify keeping this facility.
- External storage is seen as too expensive to justify and reduces access to equipment by members.
- Upstairs – chair storage is an issue, old radio room has become a dumping ground as has women's toilets storeroom. Handicapped toilet has stuff stored that may contravene OHS&E. Can this space be better utilised for hall hire and functions?
- Concerns that storage will become BIG issue if membership continues to grow.

## Social

- Internal advertisement/promotion of special events (e.g. dinners, iron man etc) is done poorly – often last minute, at Nippers or not at all.
- Number of 'special' dinner related events felt to be suitable for current volunteer level to handle. Any more and there may be issues in delivering.

- Concerns raised by some about how hard it is to get a seat at social functions due to demand. Concern about how to handle the numbers of new members wanting to attend special events.
- Mixed views about additional member events like iron man, Club swim etc. Support for more of them more frequently but concerns that more may be beyond capacity of present committee with other responsibilities.
- Although 'Sundowner' events are for all, there is definite perception of 'in' and 'outer' crowd or sanctums – i.e. comments that new members don't know they can join in or use facility or aren't made to feel welcome if they do come upstairs.
- Some members of the club do not feel welcome or comfortable to hang around after nippers.
- Need for regular events over winter break to keep HLSC community alive, e.g. for YIPS, Patrollers etc.
- Need to get a 100<sup>th</sup> anniversary subcommittee going to draft plans and organise delivery (funding, events, approvals etc).
- Special events should aim to break even to keep them cheap as main purpose is camaraderie and easier ways to raise revenue

### **Kiosk/BBQ**

- Good money spinner.
- Keep it simple - perfect as is.
- Some felt the kiosk/BBQ should be run for club members (i.e. at Nippers) only. Range has been finetuned and is ideal, little wastage.
- Idea floated of opening longer hours, additional days but an external (paid?) kiosk manager would be required. Issue to address is that Council will not allow Kiosk to be run as commercial enterprise but as a fundraiser is okay.
- Some comments about opening kiosk as café to utilise location and capture passing trade.

### **Facilities & Asset Management**

- General view no facilities management really undertaken, all done on an as needed basis. Need to plan longer term.
- Split of responsibility between us and Council as landlord is not well understood.
- No real planning about future club equipment needs around Yips, competitions, special events (such as ironman etc).
- No clarity or certainty around use of equipment by members. Need guidelines/policy around what equipment can be used/borrowed, by whom, when etc. Some feel 24/7 might be okay, others only during patrol hours.
- Generally felt that the facility is at capacity for current membership levels and real concerns about pressures if membership increases.
- Problems on Nipper days with the amount of bags, towels left on the ground – OH&SE risk. Need a better solution
- Not enough lockers for members.
- Strong support for a 'bigger, better' Club building by 2015 that more fully addresses members needs.

- 24/7 access to the Club facility by members to allow them to utilise facilities and equipment was common comment. Support for electronic secure access system linked to membership with a bond for members who wanted access.
- If 24/7 possible support for more opportunities for access more regularly or greater distribution of keys.

### **Member Services**

- Mixed views about whether Club provided services that met the needs of all members. Some felt Club could offer more in terms of facilities, access, training, social and equipment.
- Advertisement or promotion of member services is done poorly –often last minute, at Nippers or not at all.
- Some felt the gym was unnecessary as only used by 5 members – do we need it and is it widely valued? Makes no money for club – can we charge a levy to use?
- Fee levels generally regarded as fair and felt that they cover all costs at present level but any major unforeseen work required may have a major impact on clubs finances or ability to provide a better Club.
- Need policy about how can use the services – e.g. Kids cannot attend fitness training etc.
- Strong support for the idea of an induction pack for new members to provide welcome and explain what the Club offers. Needs to be on website too.

### **Training & Lifesaving**

- LSV constantly reviewing training & patrol operations - we need to stay flexible to adapt and deal with them as they occur.
- The Club needs to be more pro-active in pushing back formally when we object to changes or developments in this area, especially when it impacts on us as volunteers.
- New requirement for patrols such as the BBM, ARL & SPINAL requirements are typical of SLSA intent to improve member's skills and quality of lifesaving. Need to plan better for how we respond.
- Training & Assessment in general will be moving more towards scenario based situations (e.g. no longer grab a board & do a board rescue, but rather there's a patient out there, you have board, tube or flippers, what will you do & why?). Means a higher level of training to ensure candidates have applied knowledge, not just skills.
- Importance of succession planning for TO, CI, and assessors for Club. LSV think this poorly done. Need to engage District to manage across Bayside.
- Idea of Professional Development workshops (i.e. courses/assessments with other clubs) to improve learning & to foster continued improvement/development.
- Some support for a wider range of training beyond lifesaving, especially first aid.
- Quality of training is good but some views that need to be more frequent opportunities to participate for people who can't make one and only course.
- Some frustration about the time and difficulty in getting awards processed and recognised.
- Little support for concept of minimum annual patrol commitment. However, information about how people can participate and different 'values' of training is required.
- Support for winter training to build up member qualifications.

- Concerns rose about the management of the IRB and maintenance. Consensus this is critical equipment and we need to better manage. Requirement for ongoing refresher training for boat crews and maintenance skills improvement not being addressed.
- No support for charging for attendance at training courses. Some views that charging for a manual if you want to keep it is fair.

## Conclusion

- The contributions received were valuable and provided a useful insight in to how the Club is viewed by its members.
- Overall the Club is generally viewed as well run but with plenty of opportunities for improvement.
- The following are the key themes identified by the review team that will provide a focus for ongoing analysis and the development of a strategy for Hampton 2015:
  - **Communication:** Communication across all facets of Club management and operations needs to improve.
  - **Facilities & Services:** There are significant issues in the current and future suitability of Club facilities and services and member access to them.
  - **Club Management:** Improvements in Club governance, strategic planning, financial planning and management are needed to address ongoing growth, increasing challenges in Club service delivery and balancing the demands on volunteers.
  - **Junior Activities:** The importance of delivering outstanding junior activities because of its central place in ensuring the ongoing health and success of the Club.
  - **Social:** The increasing importance of the Club as a social focus for members.
  - **Lifesaving & Operations:** The maintenance of the central status of lifesaving as the reason for the Club's existence.
- Club members are motivated about their Club and passionate about its continued success and growth. The Hampton 2015 process will ensure that we can deliver a better, improved Club into the future.

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