

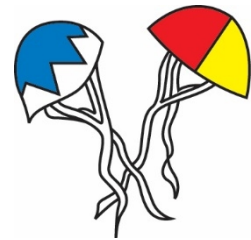


STRATEGY MAP

Expression of Interest to host
2019-20

NSW Country Surf Lifesaving
Championships

Version 1.0



2019-20

SATURDAY, SUNDAY

- Competition

PREPARED FOR:

Surf Life Saving New South Wales
& Local Management Committee
Stakeholders

PREPARED BY:

Cudgen Headland Surf Life Saving Club Ltd

DOCUMENT DATED:

7th September 2017

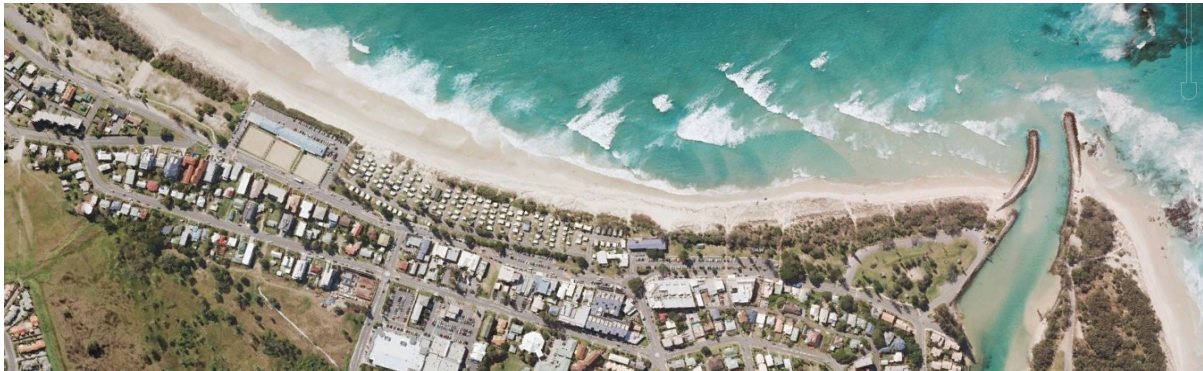


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EXECUTIVE SUMMARY



The Cudgen Headland Surf Lifesaving Club Limited has much pleasure in submitting its application to host the 2019-20 NSW Country Surf Lifesaving Championships.

The NSW Country Surf Lifesaving Championships is recognized as the biggest regional Surf Lifesaving carnival in NSW and attracts a large number of competitors and supporters from Regional Surf Lifesaving Clubs throughout NSW for the two-day activity.

Kingscliff Beach has recently hosted the 2017 Australian IRB championships, has secured the rights to host the 2019 Australian IRB Championships and has been home to a number of other major championships events during its 96-year history including Australian Championships, New South Wales Championships, New South Wales IRB Championships and NSW Country Championships.

The recent success of the 2017 Australian IRB Championships held at Kingscliff in July 2017 has demonstrated the ability of the Cudgen Headland Club, its active members, and its local supporter base to deliver high quality premium major events. We are confident that the 2019-20 Country Surf Lifesaving Championships events could be successfully delivered to meet SLNSW requirements and the expectation of competitors and visitors to the area.

The Cudgen Headland Club would assist SLNSW with the delivery of the 2019-20 Championships in partnership with tourism body Destination Tweed, Tweed Coast Holiday Parks and the Tweed Shire Council. This partnership arrangement has been successfully used in the past to host regular major sporting events such as the 2014 and 2017 Australian IRB Championships, the Kingscliff Triathlon and a range of smaller events and has reinforced the Club's commitment and capability as an event partner, resource manager and water safety agency to support or host large sporting events.

The Cudgen Headland Club is the reigning NSW Surf Lifesaving Country Champions and have been a major supporter of event since its inception. We have previously held the event at Kingscliff Beach in 1997 and 2003, which is the last time that the event was held in the Far North Coast branch.

This application is under pinned by an ongoing commitment and interest from the four Tweed Coast Surf Life Saving Clubs being; Cabarita, Salt Beach, Cudgen Headland and Fingal Rovers to secure the hosting rights to this event and further increase the profile of the sport amongst our Surf Lifesavers and the broader community. The resources of the four Clubs when combined provide a strong collective capability that will be used to ensure the highest level of success for the delivery of the Championships and we hope to be able to further demonstrate the strength of the competitors within our branch.



We are confident that operationally, the management systems developed to deliver the 2014 and 2017 Australian IRB Championships will prove to assist the State management team to deliver a seamless and stress free major event in the Kingscliff Area. The beaches regularly patrolled by the four Tweed Coast Clubs offer individual and unique conditions that can be utilized as weather and water conditions vary. The Cudgen Clubhouse provides a large and modern facility as a base to manage the event and will also provide a suitable venue for participants and supporters to enjoy the wonderful Tweed Coast camaraderie.

As is evidenced by their involvement during the 2014 and 2017 Australian Championships, the support of the local Tweed Shire Council is first class and once again clearly defines the agenda of the Council to continue to attract and support Surf Lifesaving in its Shire. The town of Kingscliff is located on the Tweed Coast in Northern New South Wales, just south of the Gold Coast and is considered by many Surf Lifesaving Organizations to be one of the nicest locations for water based sporting events. The Tweed Shire council is due to complete a \$21million upgrade to the Kingscliff foreshore immediately to the North of the Cudgen Headland SLSC by April 2018 and is very keen to showcase the new parkland and holiday park facilities which will be utilised to deliver the event.

The Cudgen Headland Surf Lifesaving Club in partnership with the Tweed Shire Council, Tweed Coast Holiday Parks and the Kingscliff wider community is very excited about being provided with an opportunity to host another Major Life Saving Championship Event and can see great benefit in the 2019-20 NSW Country Surf Lifesaving Championships being held in Kingscliff.

We look forward to being provided with an opportunity to further discuss the delivery of an enjoyable and memorable championship event at Kingscliff.

AM

Adam Mills
President
Cudgen Headland SLSC

DOCUMENT

Special Event: Surf Lifesaving NSW – 2019-20 NSW Country Surf Lifesaving Championships

Plan Purpose: This document forms the basis of future strategy and operational plans

Council Areas: Tweed Shire Council, New South Wales.

Event Manager: Cudgen Headland Surf Lifesaving Club Ltd - ABN: 87 371 076 492

Po Box 1386, Kingscliff NSW 2487

Office: 0266741573 -Fax: 02 66743388

President Adam Mills – president@cudgenslsc.org.au Mobile: 0417468840

Director Life Saving Mike Crawley- patrols@cudgenslsc.org.au

Event Dates: Feb 2019-20

DOCUMENT PREPARED BY

The contents of this Strategy document remains the property of Cudgen Headland Surf Life Saving Club Ltd.

VERSION CONTROL

Document	Date	Changes
Version 1	07/09/2017	draft

STRATEGY MAP SIGNOFF

The Strategic Partnership Board [SPB]	Portfolio	Role	Signoff
1)	Tweed Shire Council	Strategy	
2)	Cudgen Headland SLSC	Host	
3)	Destination Tweed	Marketing & Tourism	
4)	SLS New South Wales	Competition	

STATEMENT OF PURPOSE

VISION

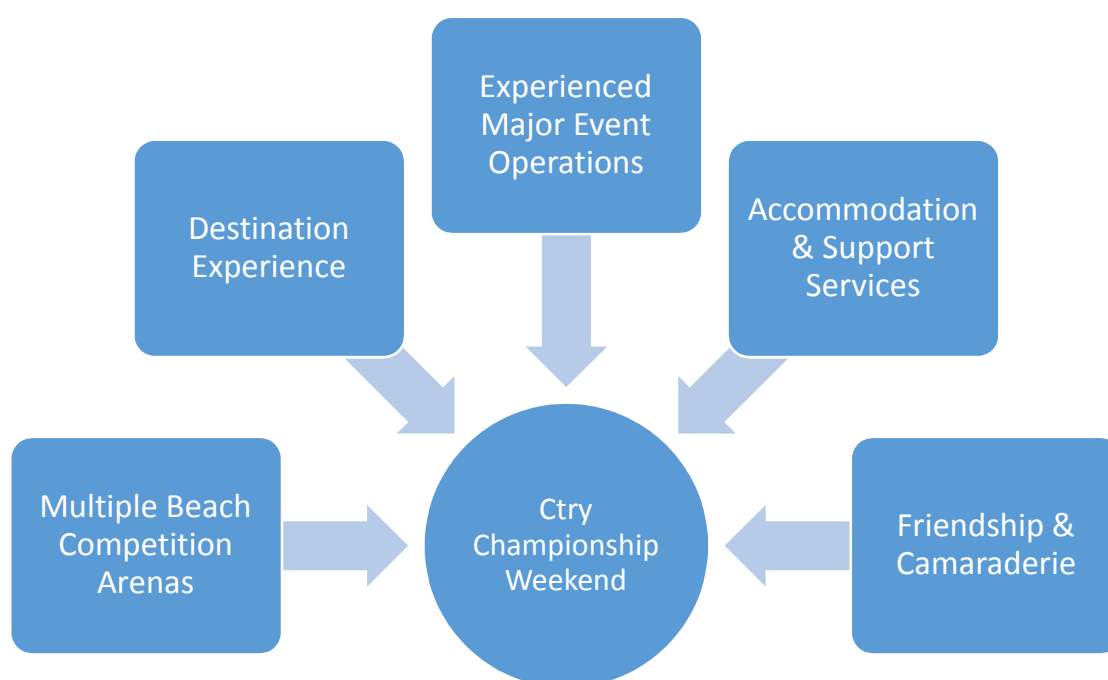
To create an integrated Surf Life Saving NSW Championship Carnival event with strong community and Agency support leveraging the four local Surf Life Saving Clubs and the strong competitive background of the clubs within the Far North Coast Branch.

MISSION STATEMENT FOR 2019-20

To deliver premium marquee standard events for the 2019 and 2020 NSW Country Surf Lifesaving Championships at our home beach in Australia, on the Tweed Coast.

VALUES

The Cudgen Headland Surf Life Saving Club's - NSW Country Surf Lifesaving Championships, mission is derived from achieving the following core values that are consistent with the event's success:



In order to transmit these values to all involved, Cudgen Headland Surf Life Saving Club adheres to the values of

- Professionalism** By providing high quality advice, services and safety standards through experienced and highly trained volunteers.
- Efficiency** By its major event experience to utilise resources responsibly and cost-effectively and by being proactive
- Responsiveness** By meeting the requirements of stakeholders, sponsors, locals and participants.

EVENT HISTORY

A short overview of historical milestones and past achievements of the Cudgen Headland Surf Life Saving Club include:

- Australian IRB Championship – Kingscliff Beach – 2014, 2017
- New South Wales Surf Lifesaving Open Championship – Kingscliff Beach -1968, 1994, 1995, 2011, 2012
- New South Wales Surf Life Saving Junior Championship - Kingscliff Beach - 2003, 2011, 2012
- New South Wales Surf Life Saving Masters Championship - Kingscliff Beach -1994, 1995, 2011, 2012
- New South Wales Country Open Championship - Kingscliff Beach - 1997, 2003
- New South Wales Country Junior Championship – Kingscliff Beach 1997.
- News South Wales - State IRB Championship – Kingscliff Beach - 2004
- Australian Thundercat Championship – Kingscliff Beach - 2007
- Australian Surf Lifesaving Open Championship – Kingscliff Beach - 1978

EVENT PROGRAM

It is understood that the program is set by SLSNSW around two days of activity with the set up and pack down of the venue occurring over a 5-6 day period. As a guide and following recent championship programs Cudgen Headland Surf Life Saving Club would propose the following:

Wednesday	Equipment arrival
Thursday	Final day of equipment arrival and preparation of club for hosting of event
Friday	Athlete training, Team Manager briefing.
Saturday	Official Kingscliff Welcome, Competition day 1
Sunday	Competition Day 2, officials formal thank you function, championship presentation, Entertainment at the surfclub
Monday	Equipment collection, Final site pack down
Tuesday	Clean up and return of any final equipment.

Together with Destination Tweed supporting tourism programs for visitors, spectators and families will be delivered. Integration with both coastal, Tweed Caldera activities that showcase the region will be available each day and commence from the door step of Kingscliff.

The Event Program will be distributed to our local major hospitality houses to ensure that they are engaged to secure their support during the event.

The club will seek to work with Schools and other community groups to attend and experience the excitement of the competition. This is to be packaged as a cross promotion of the Lifesaving movement and delivered as an educational support program and was well received in the lead up to the 2014 and 2017 Australian IRB Championships.

It is hoped that as a consequence of hosting the event that the local Surf Life Saving Clubs will enjoy a higher profile and perhaps attract new members.

MAJOR ASSUMPTIONS

- Destination Tweed creates integrated travel, tourism packages and delivers one stop service for all travellers to make participation in the Kingscliff NSW Ctry Championships easy.
- Local businesses and key service businesses are engaged as part of the program.
- The forward planning timeframe for the 2019-20 championships is adequate to deliver the promised features contained in this document.

DEPENDENCIES

Factors that significantly impact upon the NSW Ctry Championship Weekend's ability to be successful are:

- Levels of funding from sources such as sponsorship, fundraising and government to meet any budgetary requirement. It is understood that a contribution of between \$10-15,000 (in-kind or cash donation) will be needed to deliver each years event.
- Project governance provides clarity in roles, responsibilities and contributions required from boards, committees, communities and volunteers
- Registrations open early to maximise number of competitors
- Implementation of education and training programs for volunteers and member organisations prior to the event
- Recognition of the Kingscliff NSW Ctry Surf Lifesaving Championship weekend as a locality development opportunity (tourism).

MARKET SEGMENT OPPORTUNITY

Through a proactive arrangement, Cudgen Headland Surf Lifesaving Club will seek to pre-establish arrangements throughout the business community for discounted services, and transport connections to maximise the use of the wide range of services that are offered by the local recreation facilities such as hotels, cafés and restaurants.

The opportunity is to align the offerings that are available locally to specifically meet the requirements of the competition participants and their supporters and the expectations of all parties.

Kingscliff understands the importance of matching a participant's expectation given its experience with other Major Sporting events.

EVENT PLANNING FRAMEWORK- ROAD MAP TO SUCCESS

Planning for this event will be built upon the following three stages, with appropriate stakeholder engagement. In our experience a clear methodology assists with engagement with the stakeholders and reduced negative reverberations particularly with community and business owners. (Kingscliff specific issues)



STAGE 1 – STRATEGY

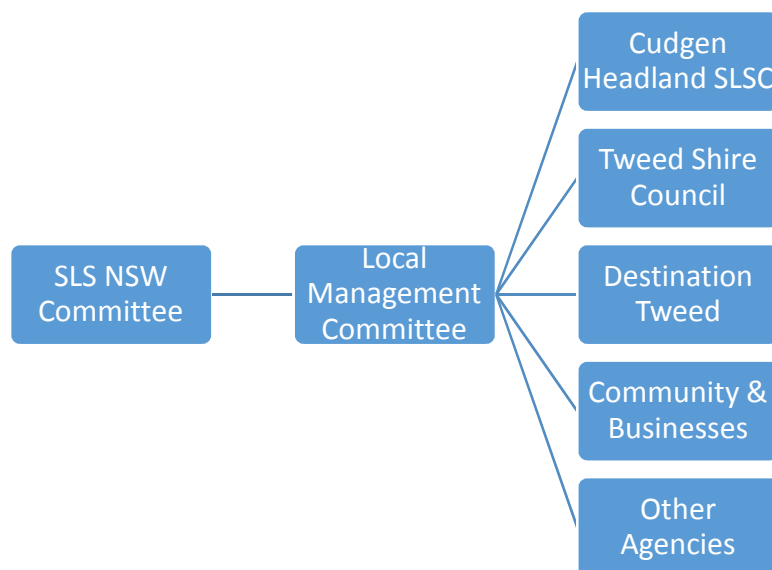
The purpose of the strategy phase / consultation methodology is to:

- Create cohort of higher level stakeholders
- Design in accordance with SLS NSW and embrace the local activities, concepts clearly in the product **“Kingscliff NSW Ctry Life Saving Championship Weekend”**.
- Learn from the experience of hosting previous major events to create a better NSW Ctry event in 2019 and 2020

Key stakeholders have been included in this stage of planning to ensure maximum consultation and a clear pathway for the development of any subsequent management plans. This methodology works very well with local stakeholders.

In our experience this group of stakeholders is referred to as the Strategic Partnering Board (SPB).

SPB STRUCTURE



SPB ROLES

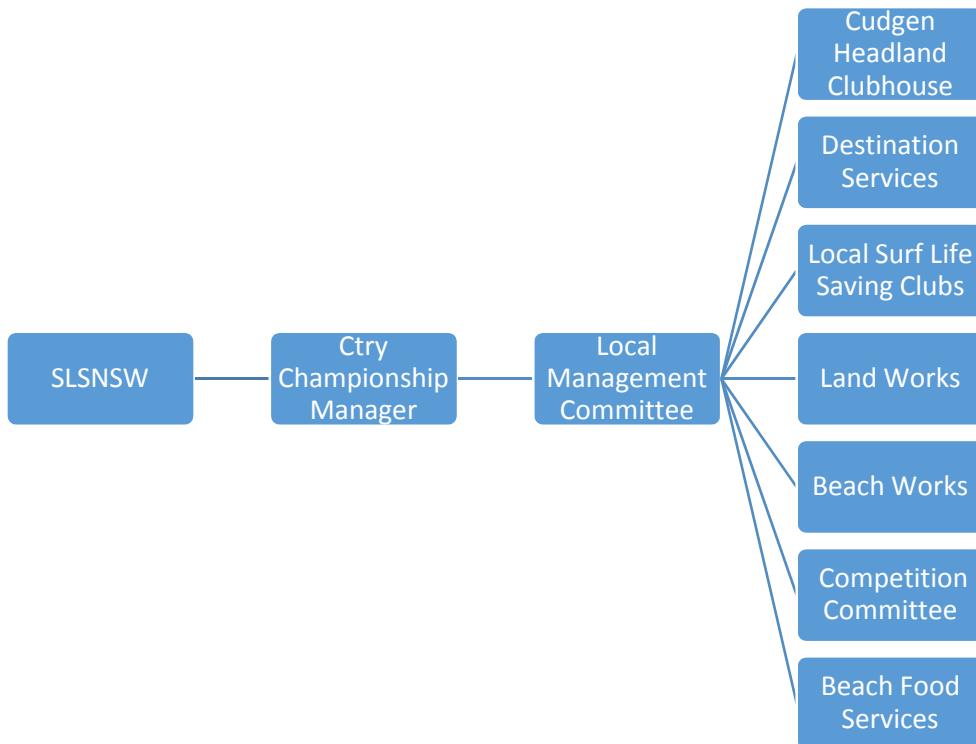
The proposed roles and expectation on returns of the Strategic Partnering Board is shown below: -

Stakeholder	Responsibility & Involvement	Return on Investment
Cudgen Headland SLSC	Local Organising and Working Parties, Event Host	Pride, promotion of SLS activities, Membership Development
Tweed Shire Council	Strategy, policy, operations, compliance, funding partner	Economic Impact, sports culture, Community Ownership
Destination Tweed	Marketing and Tourism	Returning Tourism, Increase in destination exposure
Maritime and Police	Permits and Approvals	No complaints, event experience
Kingscliff Chamber of Commerce	Engagement of Businesses	Increased trade, return customers
Kingscliff Ratepayers Association	Engagement of Residents	Communication and appreciation of economic benefits

STAGE 2 – PLANNING

LMC STRUCTURE

Proposed organisational chart of the Local Management Committee is shown below.



LMC RESPONSIBILITIES

It is proposed the Local Management Committee is made up of the following sub committees/work parties with these responsibilities:

Sub Committee & Works Party	Responsibility & Involvement
Cudgen Clubhouse	Hospitality, Administration Base
Destination Services	Air Travel, Connections, Accommodation, Local Businesses
Fingal Rovers, Cabarita, Salt	Extra Resources, Alternate Water Arenas
Land Works	Equipment Compound, Car Parking, Foreshore Facilities, Rubbish, Signage, debriefing and briefing areas etc
Beach Works	Beach Setup, Water Arenas Setup, Marshals
Competition Committee	Competition Management, Safety Committee, Officials
Cudgen Patrols	Patrolling Services during Championship
Beach Food Services	Food Services for Competitors, Public, Officials, Volunteers

PLANS

It is anticipated that any plans developed during the hosting of the 2019 and 2020 events can be used by each subcommittee and works party to refine the event footprint, maps, equipment lists and timeframes.

STAGE 3 – DELIVERY

MEETINGS AND MANAGEMENT ON THE DAY

As was completed in preparation for the 2014 and 2017 Australian IRB Championships, it is proposed that each subcommittee and working party will have structured meetings, and review processes before and during the Championship. Each subcommittee and works party will have a chairman and/or leader who have the capability or experience in their field.

Cudgen Headland Surf Life Saving Club has a large volunteer work force with considerable experience in the delivery of major Championships.

The experience of the collective members likely to contribute to the Championships leadership could include:

- Lyndel Small, Brian Vickery – administration at multiple Championships hosted at Kingscliff
- Kim Holdom, Keith Kennedy – planning, works parties at multiple Championships hosted at Kingscliff
- Emma Brooker – Club Manager to provide food, beverage services with experience at the two recent major Championships held at Kingscliff
- Brian Lewis, Dougal Forsyth, Gary Raso, Chris Van der Waal, Jason Rush – considerable State, National Championship Water Safety experience
- Adam Mills, Mike Crawley – project management experience and large sporting event experience

SPONSORSHIP STRUCTURE

Our sponsorship structure for the 2019-20 championships will be in accordance with the SLS NSW framework and incorporated into a detailed Sales and Marketing plan and we will be seeking to expand on the below list of relevant sponsors that will may use to assist with the delivery of the event.

Official Partner		SLSNSW to Confirm
Supporting Partners	Kingscliff Bowls Club	
	Tweed Coast Holiday Parks	
	Destination Tweed	
	Kingscliff Hotel	
Destination Partner	Tweed Shire Council	PROUDLY SUPPORTED BY  TWEED SHIRE COUNCIL
Local Community Supporters	Solo Resource Recovery	
	Lions	
Media Partners	Tweed Daily News	
	Tweed Valley Weekly	

KEY REQUIREMENTS

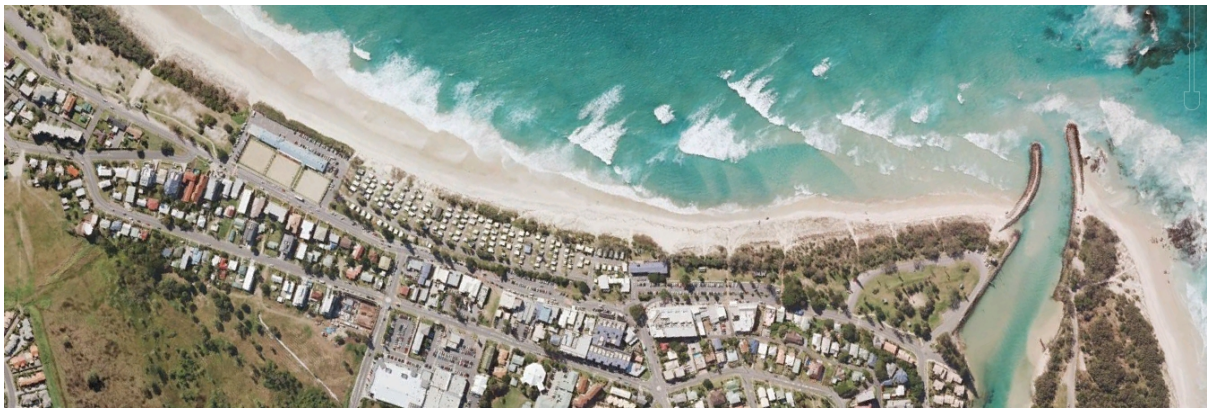
VENUE

Kingscliff is a small coastal community in close proximity to major transit centres of the Gold Coast and Brisbane. The Cudgen Headland Surf Life Savings Club has been the central feature of the community since the 12th of January 1922.



The foreshore and roadways are complementary to events with sufficient breadth to house operations and link services to key infrastructure without major interruption to the local community.

Kingscliff Beach in Wommin Bay is traditionally up to six kilometres long – extending from Cudgen Creek in the south, past the Cudgen SLSC to Fingal Head in the north. The beach in recent years suffered from the effect of sand erosion though fortunately has a natural tendency to recover and rebuild.



SUFFICIENT LENGTH AND WIDTH OF UNOBSTRUCTED BEACH WITH CLOSE PROXIMITY TO CLUB AND FACILITIES

The proposed water operating zone is from the Cudgen Creek in the south to the Bowls Club in the north and is approximately 1.1 kilometres in length with the Clubhouse overlooking this zone. There are no obstructions on the beach. A plan of the beach set up for the 2017 IRB Championships is attached.

AVAILABLE ACCOMMODATION WITHIN A REASONABLE DISTANCE FROM THE VENUE.

Based on figures from the SLNSW 2017 Ctry Championships it is expected that in excess of 4000 team managers, competitors, officials, supporters and SLSA personnel will require accommodation for the championships.

The Kingscliff district is home to various forms of accommodation inventory. In the centre of Kingscliff there are a number of motels, apartment blocks and there are two holiday parks in Kingscliff. To the north approximately one kilometre, the locality of Chinderah has a number of larger Holiday Tourism

Parks and Motels. To the south approximately two kilometres the major Salt – Mantra and Peppers Resorts offer hundreds of rooms and apartments. In land the hinterland offer unique homestays, Bed and Breakfast, and house rentals. Tweed Heads and Coolangatta which are approx. 15minutes from the venue also offer a large range of accommodation choices for any visitors to the event.



The new integrated packaging of accommodation via Destination Tweed can offer a one-stop service point for all bookings for participants to once again make the journey a simple logistical exercise.

PUBLIC VIEWING AREAS

The beach foreshore has numerous picnic areas, cooking facilities, toilets, car parking spots, beach access pathways and generally sits above the ocean allowing ease of public viewing in large numbers. The new Kingscliff foreshore park will provide several viewing areas for spectators and also afford space for the setup of vendor space.

PROXIMITY TO A COMPREHENSIVE SHOPPING COMPLEX

The main street of Kingscliff – Marine Parade is emerging as a much sought after tourism day drive destination. With numerous boutique shops, cafes, restaurants along the kilometre of frontage, Marine Parade is a perfect off beach escape.

One block back from the beach is Pearl Street with a major commercial hub of shops, businesses, supermarkets, fresh food outlets, butchery and medical centre. This hub includes a large Woolworths shop and is less than five minutes' walk from the beach.

The centre also includes a fuel station at the front and is the connection point for intrastate and Surfline bus services with the Gold Coast.

A SUITABLE ALTERNATIVE VENUE WITH A SUFFICIENT ASPECT

In the event of adverse sea conditions (within a reasonable distance from the proposed venue) with the permission of three local Surf Clubs, we are able to offer three alternate beaches, each with unique characteristics. Fingal Headland presents normally a protected beach from southerly winds; Salt offers usually larger surf on calmer days and the iconic Cabarita Headland can offer protection and a bay. All three clubs have Clubhouses and could operate as day bases for competition.

Drive Time:

- To Fingal is approximately ten minutes
- To Salt is between five and seven minutes
- To Cabarita is approximately ten minutes.

LOCAL GOVERNMENT SUPPORT (IN WRITING)

We have received verbal support from the Tweed Shire Council and Destination Tweed to assist with hosting the event and are waiting on Formal Correspondence. The agencies are very motivated and keen on supporting other major Life Saving events.

BEACH PATROLS FOR THE DURATION OF THE EVENT

The Cudgen Headland Surf Life Saving Club has five operational IRB's and can assist with the provision of water safety support and patrols on the nominated days.

FIRST AID AND MEDICAL SUPPORT

The Cudgen Headland Surf Life Saving Club has a suitable first aid station on the ground level. The Kingscliff Ambulance is across the street from the Clubhouse and we also enjoy a close working relationship as many of the Ambulance Officers are active Lifesaving members of our Club.

A medical centre near Woolworth's shopping centre provides general practitioner, and specialist services. The Tweed is supported by three major hospitals, Tweed District, Murwillumbah and John Flynn and Marine Parade also has a number of remedial and therapy providers for massage, chiropractic services, many of whom are also members of our Club.

GEAR STORAGE AREA/S AND SECURITY

We have two proposals for consideration by the SLNSW Committee as follows:

- 1) The central park area located on the Southern end of the clubhouse, which was used for the delivery of the recently held 2017 Australian IRB championships. The council are keen to better engage the local businesses during the delivery of major events and this park is centrally located in close proximity to the surfclub. The site has power, lighting and direct access to the beach and can easily accommodate competition craft during the event. It has been used over the last five years to bi-annually support the Kingscliff triathlon event, which caters for up to 1200 competitors and their equipment (see layout attached).
- 2) An alternative site layout that was used for the 2014 Australian Championships (See layout attached). With this option, the craft compound would be located opposite the Police station, which is near a Council maintained toilet and is sufficiently large to accommodate a major compound. Additional hose connections and temporary showers have already been installed to facilitate the requirements for hosting of the 2014 Championships event.

Clear beach access can be maintained using the existing access points for both sites which connects the compound areas directly to the beach. This permits fast insertion and extraction of equipment and boats on the beach without accessing gazetted roads.

CRAFT SCRUTINEERING

A craft scrutineering area with considerations for ready access to the craft, motor and competitors can be accommodated on both sites in the same area used to store the competition craft.

SUFFICIENT WORKFORCE FOR THE DURATION OF THE CHAMPIONSHIPS, INCLUDING SET-UP AND BUMP-OUT

It has been demonstrated at various Championships, that the Cudgen Headland Surf Life Saving Club can arrange the necessary armies of volunteers for the set-up, daily operations and bump-out. The club has an extensive "Old Boys Networks" who can be called upon to assist and are excited to once again be provided with the opportunity to host other major events.

TRACTORS / QUADS / 4WD VEHICLES AS REQUIRED FOR THE EVENT

Two tractors, two Commander ATV's and two 4WD tray top utes were secured for use during the 2017 Australian Championships and again with the continued support of Council and the four local Surf Lifesaving Clubs we expect to be able to provide the same level of resources. Courtesy buses to move participants and spectators, volunteers and officials can also be arranged if required.

SITE SHEDS AND TENTS

The requirements for administrative beach tents, sheds etc can be satisfied from the resources of the four Surf Lifesaving Clubs and sponsors. The training room on the first floor of the Cudgen Headland Club has a ready made office space on one side that can be provided for the event managers for the requirements in the weeks leading up to and after the event. Site offices if required can be provided through Coates Hire. Additionally official and volunteer spaces can be easily established under the Cudgen Headland Clubhouse to avoid costs.

Front of Clubhouse bus pickup and mustering is available to attempt to centralise much of the operations. A concrete beach access ramp from the Clubhouse directly to the beach simplifies the access to the water zones and beach operations.

RUBBISH BINS WITH REGULAR CLEANING

Cudgen Headland has a long term sponsorship relationship with Solo Waste who will be supporting the 2019-20 events. Solo would again be approached to manage all waste and recycling programs. We are particularly keen to see a major emphasis on recycling to reduce our carbon footprint of the event. This will be in keeping with the community's desire to reduce waste and operate as a green friendly destination.

TEAM MANAGERS AND OFFICIALS

Briefing and Debriefing facilities for team managers and officials are available at the Kingscliff amenities centre next door to the Cudgen clubhouse is currently being renovated and will provide a kitchenette, tables, chairs, toilets and secure storage. It can provide seating for up to 200 people. The club also has a large training room, which can be used for VIP functions or administration. This eliminates the need to impact on the commercial food & beverage areas within the Club.

VIP FUNCTION FACILITIES

The Cudgen Headland Clubhouse will be the central base for most functions. However to engage and win the sponsorship support of other businesses in Kingscliff, opportunities to host some functions can be shared with the Bowls Club and the Hotel.

A number of small functions may be organised by the club during the competition on the veranda of the Cudgen Headland Clubhouse overlooking the beach and competition area.

Predominantly presentations and commentary can be accommodated in the Clubhouse or in the new amphitheatre being constructions on the Northern end of the club as part of the foreshore upgrade project which overlooks the beach and the competition area.

CAR AND TRAILER PARKING

There is a major carpark located adjacent to the club and the provision of additional parking will be facilitated north and south of the Cudgen Headland Surf Lifesaving Clubhouse. We will promote heavily through the media the event and attract spectators and will seek to establish an alternative carpark site next to the bowls club so as not to overly stress the central business district of Kingscliff

POWER SUPPLY AND ELECTRICITY/DRINKING WATER/NEARBY PUBLIC OR OTHER TOILET FACILITIES

Each operational base at the Compound, Cudgen Clubhouse, and Team Tents area has electricity, water already connected and toilet facilities immediately available.

CARNIVAL GEAR AS PER THE SURF SPORTS MANUAL

We will work with the SLS Event Director to erect signage, sponsor requirements, public address systems, and beach infrastructure as required and have access to a large range of additional trailers for the movement of equipment around the beach.

TIDES & WEATHER

Whilst a high tide is generally a better tide as it presents less shore dumps etc, the Kingscliff Beach can be used during low and high tide without major consequence. During the month of Feb traditionally the weather is normally stable with sunny days, some wind and limited size surf.





1	Trailer/Container/Gear	5	Fuel Storage	9	Club Tents	13	VIP Parking	17	Warm up Area
2	Recording/Results Marquee	6	Scrutineering	10	First Aid	14	Presentation Area	18	Patient Chute
3	Toilets	7	Wash-down	11	VIP Parking	15	Briefing & Officials Area	↔	Pedestrian Access
4	SLSA Compound	8	Marshaling	12	Admin Centre	16	Competition Area	↔	Emergency Services
19	BRP Marquee							▭	Fencing

Alternative Layout
on the Southern
End of the Surfclub

