



# COOGEE BEACH

## SURF LIFE SAVING CLUB



# Strategic Plan

# 2023 to 2027

# Introduction

Saving Lives  
and  
Building Better Communities

Coogee Beach Surf Life Saving Club (CBSLSC) has a proud history of 20 years of dedicated service to the City of Cockburn Community.

CBLSC is a volunteer organisation providing opportunities for life and is developing into one of Western Australia's leading surf lifesaving clubs and continues to strive for excellence both on a State and National level.

CBSLSC mission is to be a highly valued organisation within the local community by providing quality Surf Life Saving Services and Community Education Programs to the City of Cockburn and surrounding areas whilst providing a Safe and Family Friendly Club that promotes Beach Safety, Surf Sports Competition and Surf Lifesaving Education.

The Strategic Plan 2023 – 2027 builds on the current plan and acknowledges the Club's core business of 'Saving Lives and Building Better Communities'

The overarching goal of this plan is to:

1. Improve lifesaving services, develop skills, and educate our lifesavers.
2. Improve governance and financial sustainability.
3. Improve members experience around a 'one club' philosophy.

The Strategic Plan 2023-2027 has been developed in line with the Club's current and forecasted position as well as having regard to the broader Strategic Context of key state and local government partners.

- City of Cockburn Strategic Community Plan 2020-2030
- City of Cockburn The City of Cockburn Community Sport and Recreation Facilities Plan 2018 – 2033
- Strategic Priorities for WA Sport (SportWest) 2020
- Surf Lifesaving Western Australia Strategic Plan (2020 - 2025)
- Surf Life Saving Australia Strategic Plan (2025)

# Strategic Goals

Provide quality surf lifesaving services and community education programs to the City of Cockburn and surrounding areas whilst providing a safe and family friendly club that promotes beach safety, surf sports competition and surf lifesaving education.



## Beach Operations

Improve lifesaving services, develop skills and educate our lifesavers.



## Club Operations:

Improve governance and financial sustainability.



## Member Experience:

Improve the member experience around a 'one club' philosophy.

# SG 1.0: Beach Operations

Improve lifesaving services,  
develop skills, and educate our  
lifesavers.

- Lifesaving
- Training & Education
- Surf Sports
- Nippers & Youth

OBJECTIVE	STRATEGY
SG1.1 Lifesaving: <ul style="list-style-type: none"><li>• Increased patrol engagement and participation.</li></ul>	<ul style="list-style-type: none"><li>• Provide highly relevant lifesaving services, covering patrols, sporting and community events.</li><li>• Recruit and retain a diverse and highly engaged volunteer base.</li><li>• Provide professional lifesaving services.</li></ul>
SG 1.2 Training & Education: <ul style="list-style-type: none"><li>• Provide quality training experiences for Members and residents of the City of Cockburn.</li></ul>	<ul style="list-style-type: none"><li>• Achieve 100% proficiency for Patrolling Members in all awards they hold.</li><li>• Identify, train and mentor new Trainers and Assessors (particularly IRB)</li><li>• Promote a well understood education pathway.</li><li>• Evaluate courses and respond to feedback from course attendees.</li><li>• Broaden training opportunities to include all ages and backgrounds within the limits of the course requirements.</li></ul>
SG 1.3 Surf Sports: <ul style="list-style-type: none"><li>• Increase participation and achievements in surf sports.</li></ul>	<ul style="list-style-type: none"><li>• Identify, train and mentor new Officials and Coaches.</li><li>• Foster an environment that encourages and celebrates competition success.</li><li>• Compile a 5-year Surf Sport Development Plan with aim of increasing participation numbers and developing a positive competition culture within the Club.</li></ul>
SG 1.4 Nippers & Youth: <ul style="list-style-type: none"><li>• Improve the member experience and engagement for all nippers, youth, and parents.</li></ul>	<ul style="list-style-type: none"><li>• Identify, train and mentor new Age Group Managers.</li><li>• Increase parent's participation in the Adult SRC Program.</li><li>• Develop pathways for new and non-competitive members to improve members' experience.</li><li>• Increase awareness and participation in SLSWA Youth Leader Program Pathways.</li><li>• Enhance the Club as a leader in Youth Development.</li><li>• Provide high quality, effective and enjoyable Youth and Junior off the Beach Activities that provides a pathway to retention across all Age Groups.</li><li>• Encourage diversity and provide support for disable and disadvantaged kids.</li></ul>

# SG 2.0: Club Operations

Improve the member experience around a ‘one club’ philosophy.

- **Structure & Systems**
- **HR Management**
- **Facility Management**
- **Finance**
- **Partnerships**
- **Social & Venue Management**

OBJECTIVE	STRATEGY
<p>SG 2.1 Structure and Systems:</p> <ul style="list-style-type: none"> <li>• Quality systems, skills, and structures in place to ensure consistent delivery of services and programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve efficiency and effectiveness of Administration Systems.</li> <li>• Review the Club Organisation Structure to meet the Clubs future growth plans.</li> </ul>
<p>SG 2.2 Human Resource Management:</p> <ul style="list-style-type: none"> <li>• Successful role fulfilment across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Review Role Profiles to improve the delivery of service.</li> <li>• Develop concession plans for key Club Officer Roles.</li> <li>• Company Director Training to be completed by Board of Directors.</li> </ul>
<p>SG 2.3 Facility Management:</p> <ul style="list-style-type: none"> <li>• Continuous improvement of facility management and development to maximise outcomes for members and other key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Club Master Plan for key facilities upgrades, expansions, and renewable energy solutions.</li> <li>• Continue to invest and develop relationships with affiliated Clubs to ensure they are an integrated within the Club and contribute to social and beach activities.</li> <li>• Develop an associated beach infrastructure plan.</li> <li>• Conduct formal property asset management practices and reviews.</li> </ul>
<p>SG 2.4 Finance:</p> <ul style="list-style-type: none"> <li>• Increase returns and diversification of revenue to support Club objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Club budget (including financial KPI’s) established in April each year and tracked on a monthly basis to ensure financial performance is closely monitored.</li> <li>• Review of the P&amp;L Structure undertaken to clearly articulate the financial performance of the Club.</li> <li>• 5-year capital budget established capturing Asset Management and Equipment Replacement Programs.</li> <li>• Cash Reserve Program established to ensure the Club has adequate funds available to meet any short-term emergencies and capital budget requirements.</li> <li>• Risk Management Plan compiled capturing the Club’s operations foreseeable risks, estimated impacts and defined responses.</li> </ul>
<p>SG 2.5 Partnerships:</p> <ul style="list-style-type: none"> <li>• Maintain, leverage, and develop existing and new partnerships to meet Club objectives and improve outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a sponsorship plan that focus on the Club attributes that promotes the brand of the Club.</li> <li>• Grant opportunities will be maximised to support ongoing Club activities.</li> </ul>
<p>SG 2.6 Venue Management:</p> <ul style="list-style-type: none"> <li>• Extract value from the Function Centre by improving the efficiency of services and maximising the Function Centre revenue streams.</li> </ul>	<ul style="list-style-type: none"> <li>• Review the quality systems, skills, and structures in place to ensure consistent delivery of services.</li> <li>• Successful role fulfilment across the Function Centres Organisation Structure.</li> <li>• Increase the revenue stream from the Club’s Venue Hire Avenues.</li> <li>• Improve the financial sustainability of the Function Centre.</li> </ul>

# SG 3.0: Members Experience

**Our Club:**  
Provide a safe and inclusive place for our members.

Improve the member experience around a 'one club' philosophy.

- Membership
- Communication
- Recognition
- Inclusion
- Diversity
- Health & Well Being

OBJECTIVE	STRATEGY
<p><b>SG 3.1 Membership:</b></p> <ul style="list-style-type: none"> <li>• Improve the retention of members through an improved experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Membership Surveys to obtain information regarding members experiences.</li> <li>• Review Membership (New/Renew) Process.</li> <li>• Increase Nippers/Youth and Supporter base membership categories.</li> </ul>
<p><b>SG 3.2 Communication:</b></p> <ul style="list-style-type: none"> <li>• Integrated, relevant, consistent, and transparent communication maintained with all Club stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual media program developed to promote key Club Activities.</li> <li>• Club digital platforms are reviewed annually to ensure information is relevant and up to date.</li> <li>• Good new stories written annually related to member achievements or Club activities.</li> </ul>
<p><b>SG 3.3 Club Social Events</b></p> <ul style="list-style-type: none"> <li>• Increase members participation in Club social events</li> </ul>	<ul style="list-style-type: none"> <li>• Provide an annual calendar of high quality, inclusive social events for members.</li> <li>• Develop a program of team building events operated by volunteers to capture members and build more effective teams across the Club areas on non-core social event days.</li> </ul>
<p><b>SG 3.4 Recognition:</b></p> <ul style="list-style-type: none"> <li>• Members, volunteers, and supporters are appropriately supported and recognised for their contribution.</li> </ul>	<ul style="list-style-type: none"> <li>• Review current recognition processes and awards, towards a whole of Club recognition culture.</li> </ul>
<p><b>SG 3.5 Inclusion:</b></p> <ul style="list-style-type: none"> <li>• Opportunities to engage with community members from culturally diverse backgrounds or disabilities are integrated into the Club.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Acknowledgement and Welcome to Country Message.</li> <li>• Develop an 'Inclusion' plan, including disability accessible facilities; services and communication; culturally and linguistically diverse (CALD) groups.</li> </ul>
<p><b>SG 3.6 Diversity:</b></p> <ul style="list-style-type: none"> <li>• Increase diversity and gender equality through the Club.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase representation of females in positions throughout the Club.</li> </ul>
<p><b>SG 3.7 Health &amp; Well Being:</b></p> <ul style="list-style-type: none"> <li>• Support the health and wellbeing of all Member.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase care of members by providing a Health and Wellbeing Plan.</li> </ul>
<p><b>SG 3.8 Member Protection:</b></p> <ul style="list-style-type: none"> <li>• A safe environment for all members, in particular Children or Young People (CYP)</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure compliance and effective implementation against the SLSA Member Protection Policy, SLSWA, Member Screening Policy and the Working With Children Act.</li> </ul>

## Our Vision

***“Saving Lives and Building Better Communities”***

## Our Mission

*Provide quality surf lifesaving services and community education programs to the City of Cockburn and surrounding areas whilst providing a safe and family friendly club that promotes beach safety, surf sports competition and surf lifesaving education.*

