



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

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

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

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.

