

COTTESLOE SURF LIFE SAVING CLUB STRATEGIC PLAN





BACKGROUND AND OVERVIEW

Cottesloe Surf Life Saving Club (CSLSC) is Western Australia's first surf life saving club. Club members have been patrolling and saving lives at Perth's most iconic beach since 1909.

Cottesloe Beach attracts over 600,000 visitors every year and 112 years on CSLSC continues to protect the many locals and visitors (both interstate and international).

Cottesloe Beach

CSLSC provide essential education and emergency services to all beach users.

The club also provides significant additional community support to a significant calendar of events held on the beach each year.

Cottesloe Beach is also the most popular setting for ocean based community events in Western Australia, which are all supported by CSLSC.

These popular community events include the Sculptures by the Sea, Rottnest Channel Swim, Cottesloe Classic Mile, Cottesloe Cup Water Polo Tournament, Ocean Water Swim Series, Cottesloe Film Festival, Cott to Swanny Classic, Cottesloe Crabs and Beatty Park Bears (community swimming groups), Park Run and the school leavers traditional last day swim.

Cottesloe Beach is also a popular tourist destination with a range of attractions including the landscaped foreshore with the Norfolk Pines, the Indiana Tea House, an enclosed swimming net, hotels and a large number of bars and restaurants. This attracts a wide range of visitors from outside the Cottesloe area. The effect of this is a more densely populated beach and surrounding areas with swimmers of varying abilities, including many with limited ocean swimming experience. These factors mean that there is currently more demand for life saving services than other metropolitan beaches in Perth.

The proposed additional developments to the foreshore area including the Indiana Tea House development and other proposed hotels will further increase demand and CSLSC needs to increase their capability and capacity in order to meet this forecast demand.

Economic Benefit

The most recent cost benefit analysis of Surf Life Saving Western Australia (SLSWA) shows that for every \$1 invested into SLSWA a return of \$14.71 is expected in benefits to SLSWA members and the WA community. Australia wide this figure is \$20.20 achieved for the Australian community.

These significant returns on investment reflects the value of critical lifesaving duties performed by volunteers involved in surf lifesaving clubs both here in WA and across Australia.

In addition to this, research conducted by the Commonwealth Government estimates that each death that is avoided due to surf lifesaving intervention is valued at \$4.5 million.

Social Benefit

The primary benefit delivered by the club is the prevention of drowning and improved beach safety for the users of Cottesloe Beach.

There are several secondary benefits including the community engagement and personal satisfaction members derive from volunteering and the transferable skills gained from club participation that benefit the wider community (e.g. first aid training).

FUTURE GROWTH

A PLAN AROUND GROWTH

Cottesloe Beach precinct and surrounding areas have been experiencing significant population growth through urban renewal and infill over recent years. In addition there are several major projects either approved or proposed which will all significantly increase commercial, residential and visitor numbers to Cottesloe. These include the Cottesloe Foreshore Master Plan, the Indiana Tea House Redevelopment, the Community Skate Park, Seapines and the OBH redevelopment.

A balanced and focused Strategic Plan will ensure that CSLSC will grow and evolve in unison with these significant developments and will continue to be able to meet demand and serve the community. The Strategic Plan sets growth targets and is the guide to achieving financial and redevelopment deliverables so that CSLSC can continue to successfully operate into the future.

The Strategic Plan targets 2000 members by 2030, with a target of 700 Nippers and 430 Active members. This will ensure CSLSC can continue to provide the critical patrolling and lifesaving resources to our community of beach users now and in future years.

Whilst there are many competing needs within CSLSC without a fundamentally strong 'Active Bronze Medallion' member base the club will not be able to achieve its purpose. The 'Active Bronze Medallion' members are the engine room of CSLSC and the on-going recruitment and training of new candidates is critical to the clubs wellbeing.

The Strategic Plan identifies the key requirements for each of the club's four pillars (Life Saving, Education, Surf Sports and Youth) and is supported by the operational requirements of sustainable operations, financial viability and club culture and relationships.

UPGRADES

In March 2018 CSLSC published a refurbishment business plan identifying the need to significantly upgrade and improve its facilities in order to achieve the club's visions and initiatives.

The existing clubhouse and facilities at 87 Marine Parade are outdated and dysfunctional and do not adequately support members and the broader communities needs and expectations.

The replacement or upgrade of the current clubhouse continues to form part of the future strategy of the club and will facilitate elements of this strategic plan which are noted within the document.

COTTESLOE SURF LIFE SAVING CLUB STATISTICS

1.5

KMS OF BEACH PATROLLED

68

RESCUES

342

FIRST AIDS

986

PREVENTATIVE ACTIONS

19,287

PATROL HOURS

2018 - 2021

WHO WE ARE



MISSION - WHAT WE ARE DOING

To provide all its members with a range of world class surf lifesaving programs and ensure zero preventable deaths on Cottesloe Beach.

OUR VISION - WHAT WE WANT TO ACHIEVE

To be recognised as a club that works with and supports its community, excels in every area it chooses to focus on, and provides its members with world class pathways in and across each of its four pillars.



VALUES - KEY PRIORITIES

The club values (our guiding principles) are that we:

- Respect ourselves, other members, the club and the community.
- Pursue excellence in all aspects of club life.
- Are open, honest and timely in our communications.
- Encourage fun through involvement, in all age groups.
- Develop people to reach their full potential and as future leaders.
- Recognise outstanding achievement, contribution or effort.



GOALS AND OBJECTIVES

The main goals and objectives, endorsed by Surf Life Saving Western Australia, of the Cottesloe Surf Life Saving Club are:

- To promote and enforce the work of Surf Life Saving, the resuscitation of the apparently drowned and the application of first aid on the beach front between Cable Beach, Mosman Park and Napier Street, Cottesloe.
- To carry out patrols in accordance with the regulations of Surf Life Saving Western Australia and provide the necessary efficient lifesaving equipment.
- To co-operate with other organisations in enforcing lifesaving methods and equipment.
- To educate the public about surf awareness and current resuscitation procedures and encourage members of the public to gain awards as permitted by Surf Life Saving Western Australia.
- To partake in competitions and events in all surf lifesaving areas and other areas permitted by Surf Life Saving Western Australia, and to sponsor members to compete.
- To co-operate with the Town of Cottesloe in possible improvements to beach facilities.





STRATEGIC PLAN

STRATEGIC ALIGNMENT

The Club acknowledges that we cannot work in isolation in order to achieve our full potential. This strategic plan aligns to Surf Life Saving Australia and Surf Life Saving WA as well as our local Council, the Town of Cottesloe.

OUR CLUB

We aim to facilitate a club culture that supports our values and provides opportunities for all members to participate in club activities.

OUR CULTURE

We aim to provide a safe and welcoming environment for all members, but in particular our youth members who are the future leaders of our club and community. Our future leaders will embody our club culture of being inclusive, collaborative, and of service, to individuals and the community.

We value the family connections that span from generation to generation and welcome new families and individuals from all walks of life and socio-economic backgrounds.



OUR CLUB - OBJECTIVES

Objective - Organisational leadership that provides clear direction and purpose

Strategic Initiatives

- Implement effective management structures.
- Develop and execute a comprehensive communication strategy.

Objective - Invest in the development of our people

Strategic Initiatives

- Create opportunities for growth and development.
- Recognise and celebrate members and their contributions to ensure continuity of volunteers for now and into the future.
- Create positive experiences for members across all areas of club activities.

Objective Participation and Inclusion

Strategic Initiatives

- Continue to provide activities that are open to all club members which are inclusive of all ages and abilities.
- Look for opportunities to engage further with relevant community groups aligned with our values.
- Continue to build on our a reputation and image of a unified, community focused club providing its members with a range of lifelong pathways and opportunities.



MEASURING SUCCESS: OUR CLUB

Indicator	Action	Measure
Our Club	Effective management structures in place.	2023 Season
	Continued development of a management structure that reflects and complements all key organisational initiatives and activities within the club.	Annual Board Review meeting
	Review and communicate the strategy and direction of the club with our members on an annual basis.	By August annually
	Year on year improvement of CSLSC's profile within the community.	Annual review
	30% of members can identify three out of five objectives in annual survey.	Annually



DRIVING SUSTAINABLE OPERATIONS

Cottesloe Surf Life Saving Club will establish frameworks and systems to ensure the sustainability of the club. CSLSC will implement effective governance and use contemporary solutions to ensure our long term viability.

Objective - Standardise systems and procedures for all operations

- Provide a structured and disciplined approach to our services.

Strategic Initiatives

- Timely and effective communication relating to management, members and the club.
- Quality systems, skills and structure to ensure consistent delivery of services and programs.

Objective - Efficient implementation of contemporary business practices to streamline our processes

Strategic Initiatives

- Streamlined and modern practices which make administration and systems easier for volunteers and staff.
- Effective governance strategies with clear lines of communication.



MEASURING SUCCESS: DRIVING SUSTAINABLE OPERATIONS

Indicator	Action	Measure
Effective Governance	Continue to refine a consistent communication strategy ensuring that all members of the Club are up-to-date on a regular and consistent basis	Weekly Cottmail By 2023 President's monthly updates
	Create a detailed annual plan which is delivered each year	
	Regular monitoring and annual review of: Risk management strategies; Audit schedule; and Marketing strategy	Annually
	Conduct a review of all our current processes and implement contemporary business practices	Jan 2023
	Implement a Governance Committee	Jan 2023
	Conduct annual survey to measure member satisfaction	2023
	Develop and implement a membership retention strategy	Annually



FINANCIAL VIABILITY

To achieve long term financial viability CSLSC will continue to review and develop its existing income streams and identify new income opportunities. The club will also regularly review expenditure and operational costs to ensure maximum service delivery for the club and its members.

Objective - Diversify and strengthen our revenue base

Implement alternative methods of raising revenue through innovative partnership and sponsorship opportunities.

Strategic Initiatives

- Through the redevelopment of CSLSC facilities actively engage commercial opportunities that align with the ethos of the club.
- Continue to strengthen and diversify our sponsorship program.

Objective - Efficient implementation of contemporary business practices to streamline our processes

Identify and pursue relevant external funding opportunities to support strategic objectives.

Strategic Initiatives

- Identify, qualify and pursue relevant funding resources.
- Engage external organisations to facilitate funding proposals.



MEASURING SUCCESS: FINANCIAL VIABILITY

Indicator	Action	Measure
Financial Diversity	Identify, qualify and develop additional revenue streams	December 2022 Review Annually
	Continue the development and broadening of sponsorship packages	Annually
	Sponsorships comprise more than 15% of CSLSC's annual income	Annually
	Grants and trusts to comprise more than 1.5% of CSLSC's annual income	Annually
Financial Sustainability	Reduce reliance on membership fees to sustain club operations	Membership fees one third of total annual revenue
	Maintain increases in membership fees below CPI	Review Annually
	Support appropriate commercial activities as a means of supplementing operational costs	Annual Plans and Strategy Reviews



GROWING RELATIONSHIPS

Building relationships and developing opportunities.

Objective - Identify partnering opportunities that support objectives and enhance opportunities for the community .

Strategic Initiatives

- Establish key relationships that enable the delivery of our strategic objectives.
- Engage the corporate sector to partner and grow relationships which are mutually beneficial.
- Meet community expectations in alignment with the strategies of the Town of Cottesloe.

MEASURING SUCCESS: GROWING RELATIONSHIPS

Indicator	Action	Measure
Partnerships supporting and enhancing the club	Annually work through the Town of Cottesloe's strategic documents, highlighting and aligning with similar objectives	Annually
	MOU's developed and contractual Agreements in place for all partnerships	Reviewed Annually
	Sponsorships comprise more than 15% of our Club's annual income	Annually



DELIVERING SERVICES

Cottesloe Surf Life Saving Club is recognised for its long standing delivery of high quality services across each of its Lifesaving, Education, Surf Sports and Nipper/Youth pillars. The club also works with and supports its community, excels in every area it chooses to focus on, and provides its members with world class pathways in and across each of its four pillars.

Measuring Success: Delivering Services

To assess the CSLSC's achievement of strategic outcomes, the following performance indicators provide a basis for evaluation.



PILLAR 1 - LIFESAVING

The proposed developments on the Cottesloe foreshore and the wider Cottesloe community are going to increase demand on CSLSC to provide additional beach patrol, life saving services and community event support. The club needs to ensure that there are sufficient numbers of volunteers who are adequately trained and resourced to meet both current and future demands of the beach.

Indicator	Action	Measure
Qualified and competent people placed in positions	Up-skill and educate Patrol Captains	<ul style="list-style-type: none"> Year on year improvement in beach safety and outcomes in emergency scenarios due to higher level of training.
	Increase number of patrolling members to meet forecast additional demand	<ul style="list-style-type: none"> Ability to meet the forecast demand of increased beach patronage forecast by additional development. Undertake additional patrolling options to provide some incentives and variety (e.g. drone/ IRB / abalone season/ jet ski). Flexibility around patrol allocation.
	Recognition of contributing members	<ul style="list-style-type: none"> Formal recognition of members who meet and exceed their patrol hours to make people feel appreciated and acknowledged. Provide incentives for members who complete their patrol hours.
Delivering Services	Community event support	<ul style="list-style-type: none"> Continue to provide support to a wide range of community and sporting events including: the Sculptures by the Sea art exhibition, Rottnest Channel Swim, Cottesloe Classic Mile, Cottesloe Cup Water polo tournament, Ocean Water Swim Series, Cottesloe Film Festival, Cott to Swanny Classic, Cottesloe Crabs and Beatty Park Bears community swimming groups, Park Run and the School leavers traditional last day swim. Cottesloe to become an event location of choice due to lifesaving support provided. Investigate establishment of a specific 'Event Patrol'.
	Ensure patrol members have best available equipment to undertake the patrols	<ul style="list-style-type: none"> Maintain a regular maintenance schedule to ensure that all equipment is fit for purpose and that patrols are equipped with the best available lifesaving equipment. Embrace and be early adopters of new lifesaving technologies (e.g. drones).



PILLAR 2 - EDUCATION AND TRAINING

CSLSC aspires to educate and develop members with a sound understanding of water safety and emergency medical procedures. Further, the club sees itself as a leader in making the public safe and aware of dangers associated with the sea and surf.

Indicator	Action	Measure
Qualified and competent people placed in positions	Ensure that CSLSC has the required number of qualified members to service the ongoing beach safety requirements both current and future.	<ul style="list-style-type: none"> Up-skill members in higher order awards. Systematic re-qualification process. Have training targets to ensure no “gaps”. Increase course offerings to have higher qualified patrolling members.
	Provide personalised training and development for members for both personal development and increased club capability	<ul style="list-style-type: none"> Work with members to develop individual training goals which will benefit both individual wellbeing and the wider community via more skilled patrolling members.
	Develop leaders and trainers from within the club	<ul style="list-style-type: none"> Promote from within and reinforce community. Peer to peer mentoring. Leadership and training qualifications as well as surf lifesaving.
Delivering Services	Education and training are provided for the entire club community not just patrolling members	<ul style="list-style-type: none"> Everyone undertaking a volunteer or paid role in the club should have the appropriate training and support to undertake their role. Coaches and Age Group Managers to be trained in role. Vocational training opportunities for club members assisting in other roles (e.g. barista, Responsible Service of Alcohol etc).
	Develop a community education and training division providing lifesaving education and training services to our community	<ul style="list-style-type: none"> By December 2022 - develop a community training program to provide education and training (e.g. SRC/ BM) and beach safety education programs (e.g. First Aid) to the wider community. By December 2022 – Investigate establishing a tripartite funded Surf Lifesaving Education and Training Foundation, supported by State Govt, private sources and CSLSC to provide lifesaving education and training courses to community and corporate groups. By December 2022 apply for grant funding for our community training program to provide education and training (e.g. SRC/BM) and beach safety education programs (e.g. first aid) to lower socio economic cohorts of young people from public schools and, over time to regional areas, including disadvantaged and Indigenous populations. By July 2023 - allocate a portion of the annual operating reserve to provide scholarships and education pathways.
	Provide up to date equipment	<ul style="list-style-type: none"> Ability to train in latest techniques. Embracing technology to provide wider reach and more flexible learning options. Best practice hygiene, safety and deliverables.



PILLAR 3 - SURF SPORTS

To continue to develop and build CSLSC participation and performance at SLSWA competitions by providing our members with high quality training programs and numerous participation opportunities.

Indicator	Action	Measure
Qualified and competent people placed in positions	Inclusive and fun training programs	<ul style="list-style-type: none"> Continued focus on developing and providing engaging programs to increase engagement, interest and attendance.
	Facilitate personal best out of all participants	<ul style="list-style-type: none"> Individual excellence and encourage pride and achievement at every level. Training and development catered to the individual.
	Surf Sports provide an opportunity for members to increase their skills and be rescue ready	<ul style="list-style-type: none"> Participating in and training for carnivals is only part of the sport, building skills in the water is the most important component. Participation is valued equally to excellence and external award.
	Boost club morale and team spirit (loyalty and pride in CSLSC)	<ul style="list-style-type: none"> Continued development of an inclusive club culture including higher participation and spectators attending events. Higher level of engagement.
Delivering services	Training Programs	<ul style="list-style-type: none"> All disciplines participate and cooperate to have a 'One Club' approach to Beach, Board, Boats, Ironman, IRB, Marchpast R&R, Ski, Swim, and work together to provide and publish training times and programs. Leaders of disciplines attend, or provide proxies, for all meetings, programs, and training both internal and external to our club.
	Sunday Morning Club Activities	<ul style="list-style-type: none"> Sunday morning activities for all club members from Nippers through to Vets continue to develop and grow.
	Facilitating personal fitness	<ul style="list-style-type: none"> Increased fitness of patrolling members will optimise life saving outcomes. Provide an improved gym facility to increase overall fitness and support surf sports and competition. Equipment and facilities to support sports and training requirements. Coordinated and regular training programs.
	Equipment – good quality equipment and resources to assist with skills	<ul style="list-style-type: none"> Ensure members have the optimum equipment quantities and equipment is well maintained to facilitate excellence.
	Recognition – celebrate and promote	<ul style="list-style-type: none"> Formal acknowledgment and recognition of positive results within the club environment. Develop a positive reinforcement culture. Not just based on formal SLS awards or wins – also effort based.



PILLAR 4 - NIPPERS/YOUTH

Continue to grow and retain our Youth membership base.

Indicator	Action	Measure
Qualified and competent people placed in positions	Provide appropriate training and education to parents/carers of Nipper and Youth members	<ul style="list-style-type: none"> Continued development of the ethos and quality of the Nippers and Youth programs. Parent/carer lead Nippers and Youth programs focused on fun, friendship, skill development and competition will result in Nippers and Youth members enjoying the beach and the Surf Lifesaving activities they choose to participate in.
	Develop a clear transition pathway from Nippers to Youth memberships through to patrolling members	<ul style="list-style-type: none"> The transition from Nippers to Youth will be a structured, seamless pathway. Increased retention of Youth members and their families.
	Development and growth of the Youth Committee	<ul style="list-style-type: none"> Provide a platform for Youth members to provide input into management and social activities to improve experience and retention.
	Encourage and support Youth members to hold office bearer positions	<ul style="list-style-type: none"> Provide Youth members with a platform to provide input into wider club decisions.
Delivering services	Provide a fun and inclusive environment for Nipper and Youth members	<ul style="list-style-type: none"> Surf Lifesaving will be a social, enjoyable experience which will encourage ongoing participation.
	Provide more opportunities for Nipper & Youth specific interaction	<ul style="list-style-type: none"> Specific space or events for young members to interact with each other independent of older members to develop friendships and social bonds.
	Continue to attract Nippers to encourage and facilitate beach safety and awareness in children	<ul style="list-style-type: none"> Ongoing support. Provide a pathway for participants who did not undertake the Nippers programme to join as a Youth member provided they have the relevant skills.





EST. 1909

COTTESLOE SURF LIFE SAVING CLUB

87 Marine Parade, Cottesloe,
Western Australia 6011