



## SEASON 2026/27 PRIORITIES

<p><b>PATROLLING</b></p> <p>Keep the beach safe - make Coolum Beach the safest and friendliest beach.</p>	<p>Close powercraft and ART gaps with a structured "Patrol Awards Uplift Plan".</p> <p>Lift operational readiness through scenario-based training and emergency response group sessions.</p> <p>Commence prep work to establish drone capability.</p>
<p><b>CAPABILITY</b></p> <p>Skilled and capable members - training excellence and surf sports participation.</p>	<p>Put in place process to measure training quality - participant feedback and quarterly "training quality pulse".</p> <p>Develop engagement program for general members to improved member skills and fitness.</p> <p>Increase recognition for Surf Sports Competitors.</p> <p>Leverage and scale the junior success model, strengthen junior to senior transition pathways.</p>
<p><b>MEMBERS</b></p> <p>The members club - every member can achieve their full potential in all aspects of club life.</p>	<p>Set retention targets (e.g. 90% Nipper to SRC) and build "graduation into patrol/competition" programs.</p> <p>Set up dedicated Nipper/youth transition role.</p> <p>Progress review of member communication structures to simplify and reduce information overload.</p> <p>Implement a culture re-set program focussing on behavioural standards, safe pathways for issue resolution and visible leadership role modelling.</p>
<p><b>SUSTAINABILITY</b></p> <p>Strong financial and governance - clear direction, well managed finances, and effective leadership.</p>	<p>Lift diversity in governance and leadership through documented succession plan and member leadership pathways program.</p> <p>Develop a 3-5 year capital investment plan and reforecast sinking fund needs.</p> <p>Undertake a review to identify strategies to reduce revenue concentration risk.</p> <p>Develop and agree a master plan for 318 Yandina-Coolum Rd.</p>



# STRATEGIC PLAN

2025/26 - 2029/30





**VISION:**  
Zero preventable deaths  
across the beaches we protect.

**PURPOSE:**  
Saving lives and protecting our  
coastal community.

**VALUES:**  
Unity - an inclusive and supportive club  
Fairness - tolerance, equity and openness  
Integrity - in everything we do  
Respect - for ourselves, others and the movement

**MISSION:**  
Through skilled volunteer patrols, training  
excellence, and community engagement,  
we protect lives and build a safer coastal  
environment.



OUR OBJECTIVES	PATROLLING Keep the beach safe - make Coolumbeach the safest and friendliest beach.	CAPABILITY Skilled and capable members - training excellence and surf sports participation.	MEMBERS The members club - every member can achieve their full potential in all aspects of club life.	SUSTAINABILITY Strong financial and governance - clear direction, well managed finances and effective leadership.
OUR PLAN FOR SUCCESS	<ul style="list-style-type: none"> <li>Balanced patrol teams with the right skills.</li> <li>Recognise and develop our Patrol Captains.</li> <li>Proactive patrol equipment (vehicle and equipment) replacement program.</li> </ul>	<ul style="list-style-type: none"> <li>Streamlined skills maintenance program.</li> <li>Recognise and develop our trainers and assessors.</li> <li>Effective support in place for the education team.</li> <li>All members have access to coaching support matched to their needs.</li> <li>Structured youth skills development program.</li> <li>Funding capability to provide members access to equipment as required.</li> </ul>	<ul style="list-style-type: none"> <li>Strong Nippers program with structured youth transition programs.</li> <li>Effective communication and engagement programs in place.</li> <li>Programs in place delivering member diversity.</li> <li>Clear member pathways in place for all members.</li> </ul>	<ul style="list-style-type: none"> <li>Strong financial disciplines and reporting in place.</li> <li>Effective budgeting and strategic planning disciplines.</li> <li>Targeted sponsor and grants funding.</li> <li>Proactive and positive Supporters relationship.</li> <li>Long term facilities strategy in place.</li> <li>Strong governance and risk management disciplines.</li> <li>Clear succession planning in place.</li> </ul>
HOW WILL WE MEASURE SUCCESS	<ul style="list-style-type: none"> <li>Club Buhk Wilkes placing.</li> <li>Number of lives lost.</li> <li>Number of active patrolling members.</li> </ul>	<ul style="list-style-type: none"> <li>Number of trainers and assessors.</li> <li>Number of awards trained.</li> <li>Club surf sports ranking.</li> <li>Number of competitors.</li> </ul>	<ul style="list-style-type: none"> <li>Member NPS score.</li> <li>Member retention %.</li> <li>Number of youth members.</li> </ul>	<ul style="list-style-type: none"> <li>Club balance sheet - net assets.</li> <li>Cash reserves.</li> <li>Leadership succession plan in place.</li> </ul>
WHAT WILL WE DO TO GET THERE	<ul style="list-style-type: none"> <li>Run systematic skills audits and roster-risk checks.</li> <li>Build a formal mentoring/succession plan for Patrol Captains.</li> </ul>	<ul style="list-style-type: none"> <li>Implement a trainer and assessor growth pipeline.</li> <li>Ensure training equipment is fit-for-purpose, budgeted for and replacement program in place.</li> <li>Run scenario-based training linked to patrol objectives with agreed Patrol Captain KPIs.</li> <li>Work with Branch/State to provide structured feedback and advocacy on training needs.</li> <li>Formalise coaching investment and succession.</li> </ul>	<ul style="list-style-type: none"> <li>Use junior program strengths to unify the club.</li> <li>Proactively create social and networking opportunities for members.</li> <li>Have a structured induction and new member mentoring program.</li> <li>Provide effective support to deal with member complaints and grievances.</li> <li>Communicate well with all members.</li> <li>Provide opportunities for all members to be heard and provide feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure strong disciplines in the budget process and ensure budget is aligned to strategic priorities.</li> <li>Deliver a strategic plan which includes funded actions and clear ownership.</li> </ul>