



Strategic Plan 2025 - 2028

**Palm Beach Surf Life Saving Club
QLD**



We protect, develop and inspire our people and our community

- **Respect:** We respect our past, people, property and place
- **Unity:** We are united in purpose
- **Inclusive:** We are welcoming and friendly
- **Involvement:** We get involved



Palm Beach Surf Club will be a community hub that:

- Attracts volunteers who live our values
- Radiates a culture of belonging
- Retains its members who continue to be active in the club
- Knows its members and the contributions they can make
- Operate with a clear organisational structure and systems
- Continues to be lead with passion

Our enablers to success are:

- Successful supporters club that is a hub to the local community, funding our mission to save lives
- A growing nipper program
- We know our purpose is to prevent loss of life and provide a place of belonging



Pillar 1: Our People, Our Culture

Attract, retain and empower members while nurturing a strong culture of belonging.

Key Initiatives:

- Offer modern, flexible membership and a warm welcome to new members.
- Consolidate the nippers program to build future lifesavers.
- Provide youth social programs and clear pathways from juniors to seniors.
- Build a pool of skilled age managers with basic lifesaving skills.
- Develop competitive athletes and a three-year plan to grow beach activity.

2024–25 Focus:

- Create an induction program to welcome new patrolling members by August 2025
- Grow active membership category by 30 members to 190
- Achieve satisfaction rating of 90% for coaching
- Palm Beach to place 2nd at Branch carnival
- Complete a shallow water rescue by December 2025
- Retain up to 400 nippers participating in the program with a focus on retention of U11 – U15's
- 35 juniors members consistently attend training programs
- 15 active members attend training programs
- All age managers complete Nipper induction, with basic lifesaving skills, by October 2025
- Provide social and educational activities to 14 – 17 year old members

Pillar 2: Keeping our Beaches Safe

Prevent loss of life on our beach through trained volunteers, quality equipment, and providing a reliable service.

Key Initiatives:

- Maintain zero preventable deaths between the flags.
- Meet the requirements of the patrol service agreement.
- Provide quality training for patrollers.

2024–25 Focus:

- Zero preventable deaths
- 14 patrol groups with 70% attendance
- Achieve 95% in Branch Patrol Inspections
- Establish a skilled team of trainers and assessors by August 2025
- Deliver 4 Bronze and 1 SRC course with minimum of 8 attendees
- Provide a training program for patrolling members; preseason and during the season
- Monthly acknowledgement & celebration of patrol member achievements

Pillar 3: Strong Governance & Sustainability

Ensure the club's future through leadership, compliance, and financial strength.

Key Initiatives:

- Maintain strong financial governance and risk management.
- Collaborate with the Supporters Club to meet our shared purpose.
- Maintain and grow sponsors and community support for the club.
- Strengthen relationships with elected representatives to secure support and funding.

2024–25 Focus:

- Successfully induct Board members to their role, policies and members
- Complete market review of licence fee
- Establish sinking fund of \$200,000 for future renovations
- Establish a risk register
- Secure sponsor for Branch, State and Aussie teams



Pillar 4: Quality Infrastructure & Assets

Maintain and upgrade facilities to support operations and growth

Key Initiatives:

- Develop a masterplan to support the future growth of the club.
- Provide equipment and resources that meet our members' needs and deliver core purpose

2024–25 Focus:

- Commence next stage of dormitory upgrade by April 2026
- Complete 10-year Master Planning process in collaboration with Supporters Club by December 2025
- Commence nipper board renewal program by September 2025
- Collaborate with local Council to finalise design for Andy Frizzel park upgrades

Pillar

OUR PEOPLE, OUR CULTURE

KEEPING OUR BEACHES SAFE

STRONG GOVERNANCE & SUSTAINABILITY

QUALITY INFRASTRUCTURE & ASSETS

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Monitoring & Evaluation

- Quarterly reviews by the Board and committees
- Annual member survey to assess satisfaction
- KPIs tracked across all pillars (e.g., patrol attendance, training numbers, membership retention, financial reserves)
- Transparent reporting to members and stakeholders

