



**camp
cooinda**

CAMP COOINDA INC

STRATEGIC PLAN 2019 - 2024

OUR VISION	Growing inside outside				
OUR PURPOSE	To provide challenging, enjoyable and active outdoor camps for young people that encourage personal development, run by volunteers.				
OUR OBJECTIVES	Enjoyment	Challenging outdoor activities	Experiences of co-operative relationships	Opportunities to develop initiative and high self-esteem	Reflection on personal values
CONTEXT	<p>Established in 1960, Camp Cooinda Inc is a volunteer-run organisation which operates camps for young people on the Gippsland Lakes. It is an income tax exempt charity administered by a Committee of Management elected from a membership of around 50 people. The organisation is in a strong position financially, with investments carefully managed and monitored by our Finance Committee.</p> <p>Our programs currently include two summer camps for approximately 80 campers aged 12 to 18, two annual leader training and development programs at Easter and in late November and a family camp for leaders with young families every second year. Many of our campers return year after year, and often go on to volunteer as leaders with Cooinda.</p> <p>Our first Strategic Plan (2013 to 2018) guided us to implement a number of significant achievements:</p> <ul style="list-style-type: none"> • Leader and camper numbers have increased, as has the membership of the organisation; • Camper and leader applications moved online, powered by Cooinda's database CIVI CRM, making it easier to register, increasing the accuracy of our data, and simplifying administration; • The website was refreshed, and now includes distinct sections for campers, leaders and parents and the organisation is now using Instagram to engage parents and the wider Cooinda community while our programs are operating; • Revised child protection policies and procedures in line with new Victorian Standards; • Family camps in 2015 and 2017 successfully reconnected leaders with young families to Camp Cooinda. Many participants have since re-engaged with the organisation or have returned as leaders on our summer program; • Leader training continues to be a focus with external experts brought in on several occasions to supplement in-house residential training programs at Easter and before summer camps; • Program manuals have been reviewed and revised and a consistent template introduced; • Staged and careful investment in new equipment continues to improve the experience of our leaders and campers. This includes tents and tarps for patrols and at our Duck Arm site, a new radio system, PFDs, canoes, stand-up paddleboards, sails and colour-coded patrol gear for expeditioning. Some of these items were made possible by generous bequests and donations from supporters. 				
CHALLENGES	<p>Succession planning As a wholly volunteer organisation the biggest challenge facing Camp Cooinda Inc is organisational sustainability and succession planning. The Committee adopted a three year term for the critical roles in the Executive Group and leader selection and camper applications. These roles require mature persons with a level of professional experience and knowledge of Cooinda's program and will potentially need to be recruited from beyond our current leadership team. There is still an overlap of Executive Group roles with other key roles such as equipment and maintenance, webmaster, and summer program roles, particularly for the Executive Officer. Identifying capable and willing persons for key roles in our summer program is another challenge – particularly the roles of Camp Director and Catering Director (who leads the kitchen team and food supplies).</p> <p>Stakeholder relations Two critical relationships influence Cooinda. The first is with our volunteer leaders, without whom our programs could not operate. Our leaders take leave from busy work and everyday lives to live onsite and contribute long hours because they care about the program and the experiences Cooinda offers. Program Directors prioritise the experience of leaders along with the experience of campers in program and a Committee initiative to support leader retention has been underway in the past year. The second is our relationship with Methodist Ladies College (MLC) with which we have a Memorandum of Understanding to operate on Banksia Peninsula. MLC has been a generous landlord and Cooinda has been pleased to be offer the use of our Island to MLC's program for some days each year.</p> <p>Facilities Camp Cooinda operates camp programs on our usual Banksia Peninsula site under our agreement with MLC. However since September 2017 we have been required to use MLC's Margaret Jackson Centre on the adjacent site after the ageing Cooinda hall/kitchen/tripping room was decommissioned. Operating over two sites has an impact on the flow of our program, the workload for our leaders, and on stakeholder relationships. It is not yet known whether MLC will rebuild the Cooinda hall/kitchen. MLC has rebuilt the old Cooinda store shed replacing it with the marvellous Hangar which has thrown into relief some of the limitations of the old Cooinda boat shed. Cooinda Island needs some work to improve sleeping and other infrastructure.</p> <p>Diversity and inclusion While Cooinda has excellent gender diversity in our membership, executive, leaders and campers, we are not as strong when it comes to cultural diversity and disability. There are also fewer agencies referring campers from disadvantaged backgrounds which has at times limited the take up of subsidised places.</p>				
OPPORTUNITIES	<p>Use Camp Cooinda's 60th anniversary as an opportunity to energise the wider Cooinda community to encourage 'friendraising' (to support succession planning organisational sustainability) and fundraising (to enable us to replace the boat shed).</p> <p>Continue to develop and support our volunteer base through training, skills development and mentoring to provide the best experiences possible for campers and leaders and nurture the future leaders of the organisation.</p> <p>Explore ways of supporting people from diverse backgrounds to participate and feel included in our programs as both campers and leaders.</p> <p>Maintain our strong focus on child and program safety through monitoring and review of policies and procedures, training and compliance with policies and seeking regular structured feedback from campers, parents, and leaders.</p> <p>Identify partners and associates who can supplement any skills gaps or capabilities in the organisation.</p> <p>Nurture key relationships and employ contemporary communication channels (such as social media, website and e-newsletters) to stay connected with Cooinda's supporters.</p> <p>Embrace innovation in our programs and governance while maintaining and honoring Cooinda traditions and 'spirit'.</p> <p>Advocate with MLC for the replacement of the Wurabinda site hall/kitchen or identify alternative group recreational facilities to support flow and cohesion of Cooinda programs.</p>				

DELIVERING OUR STRATEGY

To achieve our objectives and support Camp Cooinda Inc. to achieve our vision of growing inside outside, the following goals and initiatives have been agreed for the next five years. As a 'rolling action plan' these initiatives will reviewed regularly to ensure it aligns with the organisation's needs and resources at that time.

GOAL	INITIATIVES	TIMING	LEAD
GOAL ONE Run safe and fun programs that provide opportunities for personal growth and reflection for a range of young people.	Effectively promote Camp Cooinda programs to potential campers and leaders to optimise participation each summer.	Annual	TBC
	Identify and secure new expeditioning locations particularly sites that are relatively close to Banksia Peninsula.	2019 - 2020	TBC
	Explore partnerships with organisations which can broaden how Cooinda engages with, includes and supports the participation of diverse campers and leaders.	2020 - 2022	TBC
	Build a culture of feedback and reflective practice in all our programs.	Ongoing	Camp Directors/ Program Directors
	Encourage leaders and campers to innovate and try out new ideas while maintaining the spirit and traditions of the Cooinda program.	Ongoing	Program Directors
	Continuous improvement to our equipment to support expeditions, the Cooinda Island experience and our mainsite program.	Ongoing	TBC
GOAL TWO Strengthen organisational capability and infrastructure.	Develop annual training program calendar and online resources for leader skills development.	2019	Geoff / Claire
	Commence talent identification and development project for critical program and organisation roles.	2019-20	Executive Group
	Improve the facilities and infrastructure on Cooinda Island.	2020	TBC
	Improve the amenity and facilities in the expeditioning (tripping) room.	2021	TBC
	Advocate with MLC for a replacement hall/kitchen on Wurabinda site or suitable alternative arrangements.	2019	Hall working group
	Build new Cooinda boat shed on Banksia Peninsula.	2023	TBC
	Establish a mentoring scheme to support new and emerging volunteer leaders.	2020	TBC
	Improve documentation and management of the equipment and maintenance function	2019-2020	Executive Group
GOAL THREE Grow stakeholder and supporter engagement with Camp Cooinda.	Develop a communications strategy that meets the needs of our various audiences	2019-2020	Isabel Prior
	Employ social media to maintain engagement and enthusiasm for Cooinda programs.	Ongoing (during programs)	Designated comms officers
	Deliver a Family Camp program to keep leaders with young families engaged and involved with Cooinda.	Every second year	Executive Group
	Plan an event (or events) for our 60th anniversary that will activate and mobilise the wider Cooinda community.	Planning in 2019 Event/s in 2020	60th working group
	Improve site handover / handback protocols to meet the needs of both Camp Cooinda and MLC.	2019	Executive Officer
	Commence capital fundraising campaign to raise funds for a new boat shed.	2020-2022	Committee
	Maintain the vision, purpose and culture of the Barton-Crees Memorial Trust	Ongoing	Cooinda BCMT representative
GOAL FOUR Manage the affairs of the organisation to ensure robust and sustainable governance and financial management.	Careful financial planning and monitoring to diligently and appropriately manage funds under investment.	Ongoing	Finance Committee
	Ensure Camp Cooinda complies with all requirements of the Australian Charities and Not-for-Profit Commission.	Ongoing	Committee
	Develop a crisis communications plan and provide media training to Executive Officer and President.	2019-2020	Louisa
	Move the Camp Cooinda Membership Register into CIVI CRM to streamline and improve administration	2020	Webteam
	Maintain membership of ACA, Outdoors Victoria and other key associations and monitor and respond to any changes in legislation, regulation and standards.	Ongoing	Executive Group