



MUDJIMBA SURF LIFE SAVING CLUB INC.

STRATEGIC ACTION PLAN
2021-2024

STRATEGIC ACTION PLAN

Ref	Objective / Key Strategy	Target / Rationale	Timeline	Responsibility	Action / Rationale	Done/ Started/ Yet to Start
1	Committed to Our Community	To ensure our capability and capacity to advocate for water and beach safety, retain our 24/7 readiness to respond to emergencies, and to continue to deliver high-quality training and support services to our community.				
1.1	Reduce drowning	Develop a Club resource plan to match community needs				
1.1.1		Develop roster of proficient Lifesavers to meet our Patrol Service Agreement obligations	Annually - August	Administrator, Club Captain, CTO	Roster of minimum 9+ Patrol groups Circulate Patrol Roster to members in a timely manner Maintain Patrol Gap Calculator	D
1.1.2		Ensure lifesaving equipment is fully operational and that we have fully operational standby equipment.	Ongoing	Club Captain, First Aid Officer	Essential Equipment Checklist & Maintenance Log required	D
1.1.3		Ensure our lifesavers are trained in latest techniques	Ongoing	Administrator, Club Captain, CTO	Skills matrix and training gap analysis report and recommendation, include all members. Maintain Patrol Gap Calculator	D
1.1.4		Educate patrolling members to be proactive not reactive	Ongoing	Club Captain, CTO, Patrol Captain	Lifesaving Meeting Bi-Monthly Education Communication to all patrolling members with latest practices, policies, procedures and tips - Newsletter style	D
1.1.5		Minimum of two patrol members per patrol proficient in each skill/award	Start of the Season	Club Captain, CTO	Removes risk of patrol defaulting by not having minimum patrol requirement numbers and awards	S
1.1.6		Educate the importance for patrolling members to arrange a substitute if they are unavailable for their patrol	Ongoing	Club Captain	Removes risk of patrol defaulting by not having minimum patrol requirement numbers and awards Include reminder in Bi-Monthly Education Communication.	S
1.2	Maintain 24/7 rescue ready state	Maintain a quality 24/7 rescue ready service and Emergence Response Group				



1.2.1		Identify an after-hour Emergency Response Group (ERG) min. of 6 members, 24/7 standby. Develop; a process for identifying ERG members, ERG role description, ERG management process and checklist.	Annually - August	Club Captain, CTO, Deputy President, IRB Officer, President, Vice Club Captain	Review the current system of identifying ERG and develop a Role Description, process for identifying the ERG. Develop written procedures for process for tasking and include backup ERG group, fatigue management, equipment checklists. Response time to be within 1 hour of notification. Noting that the ERG group may be tasked with various emergency response requirements including those of a leadership and management nature.	S
1.2.2		Have emergency equipment including IRB prepared and ready for use 24/7	Ongoing	Club Captain, IRB Officer	Emergency Rescue Box IRB ready to launch at all times – fully fuelled Ready for use at all times in Season: 3 oxygen, 3 defib. 8 radios ready to use in season (stage servicing – preferably in the off season if possible). Ready for use at all times off Season: 2 oxygen, 2 defib, 3 radios (stage servicing – preferably in the off season if possible).	D
1.2.3		Be linked into the local emergency management system through Surfcom.	July 2019	Club Captain, Radio Officer	Emergency Contact List with all emergency services Emergency process external of Patrol	D
1.3	Train and educate our community	Provide training on beach safety to individuals, organisations and our community.				



1.3.1		Provide beach safety awareness to our beach visitors and the community.	2019-2020 Season	All Members, CTO, Patrol Captain, Vice Patrol Captain	<p>School Holiday Education Program x 1 Educational Program to help members of the public identify water hazards:</p> <ul style="list-style-type: none"> - Promote prevention, recognition and rescue - Get public to read safety signs on beach - Inform swimmers of submerged objects / rips / sweeps <p>Create Surf Safety Program to deliver to local schools Create a Surf Safety program to deliver to local schools. Potential for donation/delivery fee. Pacific Paradise Bli Bli Woombye</p> <p>Ongoing education of beach visitors to Mudjimba beach by Lifesavers during patrols to encourage people to swim between the red/yellow flags</p>	S S D
1.4	Grow and retain members	Increase membership through active recruitment.				
1.4.1		Actively promote Mudjimba SLSC and associated programs including Youth and Nipper programs	June 2019	Media Officer, (Membership Development Committee?), Volunteer Coordinator	<p>Develop a Marketing Plan and Costing to be implemented in the off season for 2019-2020</p> <p>Develop marketing material on benefits of being a member</p> <p>SLSQ Recruitment guide Encourage our members to be advocates for the Club</p>	S S D
1.4.2		Engage with residents new to the community in particular the new housing estates eg. Parklakes	Ongoing	Media Officer, Membership Development Committee, Volunteer Coordinator	<p>Develop a Welcome Pack</p> <p>Arrange with Parklakes (sponsor) to include marketing material with new estate print material</p>	S YTS
1.4.3		Implement a School Integration program and form partnerships with local schools	2020	Club Captain, Media Officer, Vice Club Captain	Engage teachers within Mudjimba SLSC to deliver and be point of contact within their school	S



1.4.4		Provide a high-quality Junior Activities program that provides a pathway to retain Nippers as young Lifesavers	Ongoing	JAC Chair	SLSQ YEP Handbook SLSQ YEP Coordinators	S
1.4.5		Continue to build on the strengths of our quality Nipper and Youth programs	Annually	JAC Chair, Youth & Membership Development Committee, Youth Development Officer	Surf Skills, Qualified Age Managers, Programs that attract Nippers and Youth	D
1.4.6		Encourage and convert Nipper parents to active members	Ongoing	JAC Chair, Membership Development Committee, Volunteer Coordinator	40% conversion factor of parents by 2022 Promote sharing experience of Nipper activities with their children	S
1.4.7		Promote the Family Participation Program (FPP) twice per year	Annually	JAC Chair	Promote Fun Family Friends. Conversion of parents to active members	D
1.4.8		Ensure 100% of new members are welcomed into the Club. Ensure members are encouraged and assisted to join in the Mudjimba SLSC family - create a sense of belonging	Ongoing	All Members, Membership Development Committee, Volunteer Coordinator	Establish culture early Develop and distribute Induction Pack Increase social activities Information nights for new members to include opportunities to assist within Club	S
1.4.9		Maintain and protect our family friendly Club culture	Ongoing	All Members	Encourage all members to support other members and actively look to assist other members on and off the beach Increase social activities to provide opportunity for members to get together	D
1.4.10		Appoint a Social Committee and develop a social/event calendar Introduce extra-curricular and off-season activities to keep members engaged	March - 2019	Membership Development Committee, President, Secretary, Volunteer Coordinator	Minimum of 4 social events per year Develop an annual program of events and communicate through all member packs; web site, Facebook and SMS alerts	YTS



1	1.4.1	Encourage volunteerism within the Club	Ongoing	Media Officer, Membership Development Committee, Volunteer Coordinator	Proactively send out communications via all media channels when assistance is required in any area Promote benefits and outcomes of volunteering via Mudjimba SLSC publications and stories including utilising the website	D
2	1.4.1	Engage with members and promote the Lifesaving development opportunities	Ongoing	Club Captain, CTO, Media Officer, Vice Club Captain	SLSQ Youth Engagement Program	D
3	1.4.1	Educate 100% members on our Child and Youth Risk Management Strategy	Annually	Club Captain, CTO	CYRMS - Completion by all active, award and JAC members every season. Complete as part of dry proficiency Bluecard screening	D
4	1.4.1	Survey ≥25% of members, cadet level or higher (including associates) to see if Club is meeting their expectations	November - 2019	Cadet Officer, Youth & Membership Development Committee, Youth Development Officer	Youth Sustainability Project Achieve 50% retention of Cadets after 4 years of getting SRC	S
5	1.4.1	Have a minimum of 80% patrolling member retention (adult 18+ years) year to year and use membership statistics to drive recruitment.	Annually	Management Committee	Sustainability Project SLSQ Recruitment and Retention Guide	S
1.5	Increase community participation across all aspects of Mudjimba Surf Lifesaving	Create opportunities for the community to engage with our Club and identify opportunities for our Club to engage in community events.				
	1.5.1	Maintain and develop a Club plan that outlines our community and event engagement	Ongoing	Administrator, President, Secretary	Events Calendar & SEA	S
	1.5.2	Provide First Aid to Community events	Annually	First Aid Officer, Mudjimba SLSC	Provide FA to 3 local community events annually North Shore Community Centre, Twin Waters Residents, Anzac Day	D



1.5.3		Develop a Lifesaving Rescue Operation that brings together other emergency services and other local SLSC's to facilitate community involvement and education for our members and the local community.	Annually	Club Captain, CTO	Develop and conduct on an annual basis at least 1 Lifesaving rescue operation	S
1.5.4		Provide paid water safety events to external event providers and other organisations - community engagement and revenue stream.	Annually	IRB Racing Team, Junior Carnivals, Masters Carnivals, Youth & Membership Development Committee	Provide water safety for Noosa Tri, Mooloolaba Tri, Ironman	D
1.5.5		Provide water safety for Mudjimba to Mooloolaba Island Charity swim	Annually	Management Committee	Community Service Support of member and community	D
1.5.6		Partner with Mudjimba RSL for Anzac Day and dawn service	Annually - April	President	Important community event	D
1.5.7		Develop strategic alliances with swimming Clubs, athletic Clubs, board riders and other sporting organisations such as North Shore Jets / Twin Waters Resort / Cross Fit Logic	Ongoing	Management Committee	Source of new members	S
1.5.8		Identify and build partnerships with other like-minded community groups to add value to the Mudjimba community - Mudjimba Youth Group - North Shore Lions Club - Mudjimba RSL - Mudjimba Longboard Club - North Shore Boardriders Club	Ongoing	Management Committee, President	Offer opportunities for community groups to hire or loan Clubhouse facilities. We do have space limitations and some housekeeping issues. This needs to be controlled. Upcoming building development will create more opportunities.	D
1.5.9		Actively promote the Club and the contribution of Club to the community	Ongoing	Media Officer	Promote Mudjimba SLSC community engagement through various media including Facebook and newspaper Develop relationship with media - Club / member stories in Sunshine coast Daily or Coolum News	D



2	Connected to Our People	To recruit and retain the best people through support, development, and recognition of skills and knowledge. To retain our culture of support, encouragement and inclusivity.				
2.1	Provide training and development opportunities for members	Develop our lifesavers to be the best they can be.				
2.1.1		Develop lifesaving capability through offering training to members and the community across the full range of Club activities and services. Ensure that the Club has a minimum number of qualified members to service the ongoing water/beach safety requirements and all other operational requirements of the Club.	Ongoing	Club Captain, CTO	<p>Complete Gap Skill Analysis to determine training requirements</p> <p>Deliver or provide opportunity to members to complete a minimum number of courses per year: First Aid x 3 ART x 3 Bronze x 3 SRC Training x 3 IRB Driver and Crew x 3</p> <p>Create a 5 year Training Plan Training Plan to identify future training opportunities around member location, demographic and behaviour - including looking at training options for: FIFO Getting Back into Sport Water Safety for Nippers Other courses - Governance, Administration, JAC positions, Age Manager</p> <p>Publish a training program annually and make it accessible on the web and through social media, print based marketing.</p> <p>Publish upcoming external training courses on the website and social media.</p>	<p>D</p> <p>D</p> <p>S</p> <p>D</p> <p>D</p>



2.1.2		Train our Trainers - develop a recruitment and training system/matrix for future trainers in order to prevent gaps in training programs. Develop and retain a large enough pool of qualified trainers to manage the time commitment attached to delivering training courses.	2020	Club Captain, CTO, Vice Club Captain	Develop training trainers' program and Matrix, include Coaches Arrange funding for TAE courses - identify and develop up to 2 trainers and assessors per year Actively identify and recruit future trainers Identify means to reward trainers	S D S
2.1.3		Train our Coaches & Officials - develop a recruitment and training system/matrix to identify and train Coaches and Officials	Annually - July	CTO, IT, Surf Sports Officer	Improve skill delivery - assist with delivery https://www.sportaus.gov.au/ Actively recruit prior to season commencing Put in place clear expectations through promotion/communication that Officials are required to be sourced from members participating in carnivals Automate notification of expiry of qualifications	D D S
2.1.4		Develop, increase and manage facilities and equipment to meet current and planned training needs	Quarterly	Building Committee, Club Captain, Clubhouse Director, CTO, Management Committee	Regular review and replacement of training and beach safety equipment. Allocate appropriate budget to replace equipment annually. Building development to provide separate training areas Storage increase with building development to allow room for training equipment.	D D D D
2.1.5		Training, competition and opportunities flagged to new members in the Induction Pack	As Required	Administrator, Membership Development Committee, Surf Sports Officer, Volunteer Coordinator	Create Induction Pack	S
2.1.6		Create a leadership framework detailing leadership pathways and opportunities at Club, state, national level.	2020	Deputy President, Membership Development Committee, Volunteer Coordinator, Youth & Membership Development Committee	Lifelong learning SLSA Leadership College Pathways Promote Disaster Management, Defence, and other external agency member opportunities	S



2.1.7		Promote volunteerism as a pathway to employment	Ongoing	Deputy President, Youth Development Officer	SLSQ Pathways Project	D
2.1.8		Financially support and send ≥ 5 members to state conference to develop skills and build profile within SLSQ	Annually	Management Committee	Important for our club to establish links within SLSQ	D
2.1.9		Train ≥2 or more JAAO to help develop Junior Activities	Annually - August	JAC Chair	JA Accreditation Officer	S
2.1.10		Identify, mentor, develop and train future leaders of the Club	Ongoing	Management Committee	SLSQ Future Leaders Program SLSQ Breaka Youth Excellence SLSQ Leadership Excellence Program	D
2.2	Develop and invest in our Youth	Provide training, development, guidance, leadership and social activity programs specifically targeting our Youth.				
2.2.1		Promote and support Youth Development	Ongoing	President, Youth & Membership Development Committee, Youth Development Officer	This age group can have high dropout rates SLSQ Youth and Member Development Officer Guide	D
2.2.2		Establish a Youth and Membership Development Committee	2019	President	Establish the Youth and Membership Development Committee Develop clear direction and guidance for the committee	S S
2.2.3		Provide a pathway for our Youth to become senior active lifesavers by developing teamwork, leadership, fitness & lifesaving skills.	Ongoing	Cadet Officer, Youth & Membership Development Committee, Youth Development Officer	YIPS – Youth Involvement Program SRC Camp Develop a mentoring program (pair Youth with experience)	D
2.2.4		Win Branch Youth Development Club of the year within 3 years	2021	Youth & Membership Development Committee	SLSQ YEP Handbook SLSQ YEP Coordinators Guide	S
2.2.5		Win State Youth Development Club of the year within 3 years	2021	Youth & Membership		S



				Development Committee		
2.2.6		Engage Youth through Surf Sports, leadership programs and social activities specifically aimed at age segments	Ongoing	Cadet Officer, Club Captain, Surf Sports Officer, Youth & Membership Development Committee, Youth Development Officer	Camps, Old Dogs vs Pups, mentoring, Leadership, Surf Sports Programs	D
2.3	Provide performance management, support and training of Club Officers	Train and support our Club leaders so they can perform their duties to a consistently high level.				
2.3.1		Develop Position Descriptions for all Club Officer positions that includes an outline of the core skills required to undertake the role. Provide each role with a mentor to ensure consistency in service delivery and appropriate training and support.	Annually - July	President, Volunteer Coordinator	Do a position inventory, create and distribute Position Descriptions	D
2.3.2		Conduct annual review or as required to ensure people in positions are performing against their criteria.	Mid-Season	Deputy President, President		D
2.3.3		Review Club Organisation Chart to ensure accuracy	Start of the Season	Management Committee	Update current Club Organisation Chart	D
2.3.4		Ensure resources and training is provided for members to fulfil committee position responsibilities	Annually - July	Management Committee	Audit administration support, documentation, policies and procedures Develop Induction Manual for each committee, to include relevant links, resource material locations and organisation chart	D S
2.4	Recognise and reward our members	Acknowledging and rewarding the commitment of our members within and external of the Club.				



2.4.1		Conduct an annual review to see which members are eligible for recognition / reward	Annually - May	Club Captain, President, Secretary	SLSQ Recognition Awards manual	D
2.4.2		Nominate members for Club / state / national awards	Annually - May	Management Committee	When appropriate	D
2.4.3		Encourage and recognise Surf Sports competitor's achievements at Club, branch, state, national level	Ongoing	Management Committee, Surf Sports Officer		D
2.4.4		Acknowledge, recognise and reward members that lead by example - using Club communication platforms	Ongoing	Management Committee	Club bi-monthly Newsletter, Facebook Recognition adds to feeling of being appreciated, identifies achievement and assists retention.	D
2.4.5		Nominate members for community awards	Ongoing	Management Committee	When appropriate	D
2.4.6		Hold Clubbie of the month award or similar during patrol season	2019-2020 Season	Club Captain, Vice Club Captain	Patrol member of the month	YTS
2.4.7		Recognise Life Members for their contributions at major events	September - 2019	President	Life Member Photo on wall	D
2.4.8		Actively recognise and record our Club's history	Ongoing	Secretary	Remember our past as we plan for the future	D
2.4.9		Have a strong focus on Club awards at Annual Dinner	Annually - May	Club Captain, President, Secretary	The club needs to genuinely value the contribution of members and volunteers. These members have all contributed to making our Club great. Have clear criteria for each award and ensure award is relevant.	D
2.5	Implement a health and well-being program for our members	People are our most valuable resource, we need to look after them.				
2.5.1		Support Club fitness training in season and in off season. Promote healthy lifestyles and wellbeing	Ongoing	Surf Sports Officer	Recruit	S
2.5.2		Promote to members and encourage external sport and activity providers to utilise green space for free community activities	Ongoing	Media Officer, Secretary, Surf Sports Officer	Encourage and invite free community fitness programs to the Clubhouse	S



2.5.3		Promote the Peer Support Program to members enhancing the psychological wellbeing of members	Ongoing	Club Captain	SLSQ Peer Support Program	YTS
2.5.4		Initiate an 'All Age' Club carnival (friendly & fun)	Annually - October	Club Captain, JAC Chair, Surf Sports Officer, Youth & Membership Development Committee		YTS
2.5.5		Implement a winter skills development program so members are ready at the start of the season	Annually - Winter	Club Captain, Surf Sports Officer		S
2.6	Implement a Surf Sports Coaching, Development and Support Program	Offer our members a Surf Sports program that will develop their Lifesaving skills and also retain participation in core lifesaving programs.				
2.6.1		Create Surf Sports 5-year Development Plan focused on Club values and key outcomes in line with core lifesaving development	2019-2020 Season	CTO, Surf Sports Officer	Plan and develop 5-year Surf Sport Development Plan and implement in 2019-2020 season	S
2.6.2		Create induction and training processes for Coaching in line with Club values and good governance and compliance	2019-2020 Season	CTO, Surf Sports Officer	Create a Surf Sports manual that includes relevant induction information and also includes direction to resources, training and other valuable information including expected documentation compliance and position expectations	S
2.6.3		Create an online system to monitor Coach training, governance and compliance	2019-2020 Season	Administrator, CTO, IT, Surf Sports Officer	Training Matrix - Coaches and Officials - Smartsheets	D
2.6.4		Create a central resource area (online) for Coaches to be able to access up to date information and training resources	2019-2020 Season	Administrator, CTO, IT, Surf Sports Officer	Smartsheets / Dropbox / Google Drive	D
2.6.5		Actively promote member participation in becoming a Mudjimba SLSC Coach or Official	2019-2020 Season	Media Officer, Officials Liaison Officer, Surf Sports Officer	Using current online and print based media create campaign pre-commencement of season to actively engage Coaches and Officials so training	S



					can commence and be completed in time for carnivals		
2.7	Implement a social activity program to engage new members, retain existing members and contribute to our Club values	Develop an Activity Program that is inclusive of all members and contributes to retaining the Club values of a family, friendship, fun, fitness and community.					
2.7.1		Recruit members for a Social Committee	March - 2019	Secretary	Send out EOI and recruit Social Committee members	YTS	
2.7.2		Develop and implement Activity Program	Winter Commencement	Management Committee, Social Committee	Club Activity Program rolled out for commencement of winter		
3	Efficient and Effective in our Business	To plan and execute our day to day operations to an outstanding level of effectiveness and efficiency, always aiming for continuous improvement. To remain focused on our core lifesaving business.					
3.1	Create a culture of continuous improvement of the core lifesaving and support services offered to our members and community	Our Club will consistently strive to improve our service offerings according to the highest standards.					
3.1.1		Share and promote the vision – 'Zero preventable deaths between the flags'. Promote excellence and best practice in water safety	Ongoing	All Members		D	
3.1.2		Identify and address gaps in essential training and equipment levels to provide lifesaving services	Ongoing	Club Captain, CTO	Gap Skills Calculator Equipment, Boat & Vehicle Maintenance Register	D	



3.1.3		We will look to innovation to help us save lives and we will be innovative in developing best practice	Ongoing	Club Captain, Management Committee	Explore the latest technology and innovations to make sure that Mudjimba SLSC is always striving towards the future and using current best practice	D
3.1.4		Undertake annual review of Club performance including first aid incidents and rescues, to ensure best practices are being applied. Benchmark using online resources and compare data to previous years to gauge improvement.	Annually - May	Club Captain	Australian Sports Commission – Club Health Check Also ourcommunity.com.au Audit of season and comparison report provided to Management Committee	S
3.1.5		Use Surf Sports and competitions to improve vital lifesaver skills	Ongoing	Club Captain, Surf Sports Officer	Club Champs	D
3.1.6		Achieve 95% or higher on each Buhk Wilkes inspection	Annually	All Members, Management Committee		unsure ?
3.1.7		Have an effective grievance process that members understand	2019	Grievance Officer, President	Update Putting Things Right document and core links, processes and procedures and support documentation available online for members	D
3.1.8		Provide grievance training for the Grievance Officer	Annually - July	Grievance Officer, Management Committee	Investigate affordable training that the Grievance Officer can attend	YTS
3.1.9		Encourage our broader membership to take a more active role in the Club	Ongoing	Management Committee	Promote opportunities to Club members over the off season of roles and jobs that they can do to assist the Club - provide training opportunities	D
3.1.10		Conduct Health and safety inspections of our Clubhouse and surrounds	August - 2019	Clubhouse Director, IT	Based on SLSA Guidelines for Safer Surf Clubs Risk Assessment Identify risks and hazards	D
3.2	Continuous improvement and innovation of organisational standards	Each member in a position within the Club, plays an important role in maintaining our standards of service. We look to having clear direction for each position and area within the Club so as to continue to improve standards.				
3.2.1		Develop area/committee targets that are SMART and provide evidence of increased operational efficiency, improved governance compliance,	Annually - August	Management Committee, Volunteer Coordinator	Management Committee Planning Day preseason commencement "SMART" goals are "Specific, Measurable, Assignable, Realistic and Time-related".	YTS



		increased membership and financial stability				
3.2.2		Undertake a skills audit across the Club management and volunteer structure to ensure members with relevant skills are matched to available management roles if they choose to become involved.	Annually - August	Management Committee, Volunteer Coordinator	Audit member skills and actively engage relevant members	YTS
3.2.3		Implement a succession plan to facilitate individual personal development and ensure support is provided to transfer between Club roles.	Annually - May	Management Committee, Volunteer Coordinator	Implement succession planning for all Committee and Officer positions	D/YTS
3.3	Engage in planning and governance	The Management Committee manages for now and the future; audit, review and adopt best governance and organisational practices.				
3.3.1		Adopt and comply with SLSQ Governance Standards and implement a best practice governance model structure	Ongoing	Management Committee, President, Secretary	SLSQ Governance Risk Compliance Framework SLSQ Governance Standards SLSQ Administration Guide Structure - Organisational design and reporting structure and the structure of the committees. Oversight Responsibilities - Management Committee oversight and responsibilities, management accountability and authority, and the authority and responsibilities of the committees. Talent and Culture. - Performance management and incentives, business and operating principles, and leadership development and talent programs. Infrastructure - Constitution and By-Laws, Policies and procedures, reporting and communication, and technology	D



3.3.2		All new committee members to be given induction training, including completing governance training within 4 weeks of taking office and completing ACNC Responsible Person Declaration upon election to position	Annually - July	Management Committee, Secretary	Understand organisations rights and responsibilities. SLSQ Governance Training	S
3.3.3		Identify members and build leadership capacity in Club through the membership leadership program	Ongoing	Club Captain, President	Look to include and develop members for management	S
3.3.4		Integrate current Constitution and By-Laws with new SLSQ template of Constitution and By-Laws for better member and Club protection and governance	March/April 2019	President, Secretary	Review Constitution and By-Laws and implement new SLSQ Constitution and By-Laws templates	D
3.3.5		Conduct annual review and update Constitution, By Laws and Organisational Chart to ensure continued relevance	Annually - August	Management Committee	Annual Audit	D
3.3.6		Conduct full Governance and Administration audit to ensure best practices applied	Annually - August	Management Committee, President, Treasurer	Annual Audit	D
3.3.7		Compile and publish Mudjimba SLSC Annual Report with audited financials	Annually - June	Administrator, Secretary, Treasurer		D
3.3.8		Ensure Club meets statutory obligations eg. charity compliance	Annually	President, Secretary, Treasurer	SLSQ Charity Compliance Audit	D
3.3.9		Establish and maintain a Club Document Register that includes review and approval dates	June 2019	Administrator, Secretary	Online document register - Smartsheet	D
3.3.10		Provide adequate opportunities for members to raise concerns about the governance of our Club.	Ongoing	Management Committee	Develop an online form that Club members can utilise to raise concerns	YTS
3.3.11		Access and implement best practice techniques in volunteer management.	Ongoing	Management Committee	SLSQ Volunteer Benchmarking Project	YTS



3.3.1 2		Complete all requirements for affiliation to Sunshine Coast Branch, SLSQ and SLA.	Annually - June	Secretary, Treasurer		D
3.4	Implement and update our information technology to support communication and operational needs	Implementing and maintaining innovative and relevant communication channels is vital to the operation of our organisation.				
3.4.1		Develop and implement communication channels that can convey important information to all members of the Club	Ongoing	Administrator, IT, Secretary	Bi-Monthly Newsletter Nippers Weekly Newsletter	D
3.4.2		Build and sustain effective information and communication systems for committees, members, staff, stakeholders	Ongoing	Administrator, IT, Secretary	TeamApp Implementation - Nippers Smartsheets - Organisational System Review	D
3.4.3		Liaise with SLSQ on upgraded programs that will assist the Club administration systems	Ongoing	Administrator, IT, Secretary		D
3.4.4		Maintain and update Club website as a high-quality tool for attracting interest to the Club and communicating information to members	Ongoing	Administrator, IT, Secretary	Upgrade of Club website due in August 2019	D
3.4.5		Provide assistance with online training or refresher courses	Ongoing	Administrator, CTO, IT	Online CYRMS course	D
3.4.6		Use a variety of social media platforms to communicate with members	Ongoing	Administrator, Media Officer, Secretary	Review current Social Media Platforms Annually	D
3.4.7		Implement up to date payment systems for ease of auditing and collection of money	2018-2019 Season	Administrator, IT, President, Treasurer	Online Membership Payment Carnival Payment System - Trybooking Merchandise Shop	D
3.5	Invest in building partnerships with stakeholders and	Partnerships with stakeholders allow us to achieve more – actively invest in creating partnerships.				



	other like organisations					
3.5.1		Strengthen community and public awareness of the importance of water safety through media engagement	Annually	Media Officer	Develop Mudjimba SLSC Capability Statement	D
3.5.2		Develop opportunities for stakeholders, including Sponsors, to interact with Club by holding an annual event / function where all stakeholders are invited to attend the Club (not including Annual Dinner)	Annually - September	Media Officer, President, Secretary	Sponsor Event	D/S
3.5.3		Promote Mudjimba SLSC brand particularly in catchment area Mudjimba, Pacific Paradise, Bli Bli, Nambour, Twin Waters	Ongoing	Media Officer, President, Secretary	Mudjimba SLSC Sponsorship Proposal	D
3.5.4		Establish Sponsor Newsletter and publish competition attendance and successes and resultant brand marketing visibility in a newsletter to sponsors	Quarterly	President, Secretary	Keep sponsors informed making them feel part of successes	D
3.5.5		End of season Sponsor letter, thanking them for support and detailing some of our season's achievements or upcoming events	Annually - May	President, Secretary	Engage sponsors create a channel of communication	D
3.5.6		Maximise Sponsors promotional opportunities to build stronger partnerships.	Annually	Media Officer, President, Secretary	Need to try and provide Sponsors with bang for buck. Photo opportunities include in Annual Report	D
3.5.7		Build strong relations with other local SLS Clubs	Annually	Club Captain, President	President to attend at least one other Surf Clubs Annual Dinner	S
3.5.8		Review if Club should have additional Patrons of the Club	Annually - August	Management Committee	Management Committee Planning Day	YTS
3.5.9		Establish and maintain close relations with all tiers of government. Invite all tiers to Club functions, Sunshine Coast Council, State & Federal Government	Ongoing	Management Committee		D



0	3.5.1	Encourage members to volunteer at Branch or State and to consider Operational Support Services	Ongoing	Club Captain, Media Officer	Promote via online media position in Duty Officer, Surfcom, Operational Support	D
1	3.5.1	Develop a partnership with the University of the Sunshine Coast	Ongoing	Deputy President, President	Planning, Marketing, Review, Member retention	YTS
2	3.5.1	Develop and maintain system/register of Sponsors, Grants, Donations to monitor and acknowledge the financial support the Club receives and to manage the acquittal and Sponsorship requirements	2018-2019 Season	President	Google Drive - Grants, Sponsors and Donations Register	D
4	Sustainable for our Future	To ensure our future through continuous growth in line with our capabilities, strong financial management, and sound governance.				
4.1	Develop and implement proactive and sustainable financial management systems	Review and develop systems of financial leadership and management that will sustain our Club in the future.				
4.1.1		Design and implement an ongoing review process to ensure continuous improvement in planning, risk management, governance, legislative compliance and finance	April 2019	President, Secretary	Smartsheet - Risk & HSE Management Register	S
4.1.2		Develop and implement a financial model that will survive the current administration and serve needs into the future	May 2019	President, Treasurer		D
4.1.3		Develop an annual budget and cash flow projections which are reviewed against actual income and expenditure	Annually - April	Treasurer		D
4.1.4		Produce monthly Treasurers report and P&L during season	Monthly	Treasurer	Utilise Xero accounting software ?	D



4.2	Conduct fundraising programs and diversify revenue	Investigate opportunities for diversifying our revenue and increasing fundraising – always with our Lifesaving operations as the Clubs highest funding priority.				
4.2.1		Continue developing Sponsor partnerships	Ongoing	Management Committee, President	Sponsorship Opportunity pamphlet	YTS
4.2.3		Review current funding structures, investigate potential revenue streams and develop an ongoing funding and revenue plan for the Club	Ongoing	Management Committee, President	Merchandise, Kiosk, hire of Training room	YTS
4.2.4		Maintain a close working relationship with the SLSQ Grant Seeking Unit	Ongoing	Grants Officer		D
4.2.6		Develop a Club Wishlist or projects so we can be proactive in our grant and funding applications	2019	Grants Officer, President	Smartsheets - Grants, Sponsorship and Donations Register	D
4.3	Develop a facilities and asset management plan	We operate in an extremely harsh environment and we need to plan how we look after our resources now and for the future.				
4.3.1		Develop full inventory of Club assets and resources and create Club Asset Register and Maintenance Log	Start of the Season	Club Captain, Clubhouse Director, Gear & Equipment Officer, IRB Officer	Smartsheets - Asset Register & Maintenance Log include insurance requirements/expiry dates, maintenance requirements and logs Report all major assets purchased to insurance companies	D
4.3.2		Develop and Implement HSE and Quality System. Conduct work, health and safety audit against standards. Review compliance.	Quarterly	Club Captain, Clubhouse Director	Work Health Safety Act 2011 Smartsheets - Risk, Quality and HSE Management System	S
4.4	Discover, Design, Develop and Deliver a Clubhouse redevelopment that meets our needs	Using a staged approach, redevelop our Clubhouse in a financially sustainable and affordable way to meet the needs of our members, community and workplace compliance requirements.				



4.4.1		Completion of Strategic Planning - Report of Focus Groups and final request for member input morning and Strategic Plan 2019-2024 presented to Council for endorsement	February 2019	Deputy President, Management Committee, President	Present Mudjimba Surf Life Saving Club Strategic Plan 2019-2024 to the Club council for endorsement	D
4.4.2		Identify operational requirements and prepare Building Improvement/Re-development Plan that includes: - Workplace HSE and Compliance Requirements - Path of Travel, exit signs and doors etc. - Building Improvements including, air conditioning, upgrade of electrics, solar - Re-development of current Clubhouse to allow for extra storage, training room, office, kiosk and amenity upgrade	March 2019	Building Committee	Building Improvements / Redevelopment Plan Meet & exceed all safety and disabled access standards	D
4.4.3		Get feedback and approval from membership on design	February/ March 2019	Building Committee	Building Meeting Strategic Planning Morning Deliver draft plans to members post meeting with Council in order to have all details to deliver to the Club council	D
4.4.4		Identify and access funding opportunities	March/April 2019	Building Committee, Grants Officer, President, Treasurer		D
4.4.5		Engage with all tiers of government and stakeholders to enlist support for new Clubhouse	2019	Deputy President, Management Committee, President		D
4.4.6		The Club commits to incorporating environmentally sustainable design principles in the ongoing development of the Club infrastructure and wherever possible will seek to minimise the impact of Club activities on the surrounding dune and bush area.	Ongoing	Building Committee, Eco Officer	Solar, Catching Rainwater, Cross Ventilation, Double glazing	S



4.4.7		STAGE 1 - MCU Application and other building and regulatory approvals - Container/Storage Area Build	March-October 2019	Building Committee	The change of footprint in 2016 did not include changes to the zoning to match the new footprint. The Building Committee will need to put in a Material Change of Use in order to make changes to the container area, proposed new office area and new training room. A Pre-Lodgement Meeting with Council to confirm requirements has been requested.	D
4.4.8		STAGE 2 - New secure Club Office - Re-develop old Office into Youth space and small training group area - Upgrade Amenities	October 2019 - March 2020	Building Committee	Timeline is dependent on outcome of MCU Application	D/S
4.4.9		STAGE 3 - Training Room / KIOSK (or module BBQ area) / Training Room Amenities All building completed with potential for future development to be 2-storey	October 2019 - March 2020	Building Committee	Timeline is dependent on outcome of MCU Application and funding	D
4.4.10		STAGE 4 Strategic Planning Review and member consultation	October/November 2021	Building Committee		S
4.5	Develop a plan to protect our natural environment and beach ecology	Commit to environmentally friendly practices, education and awareness raising of environmental issues, in order to ensure the ecological sustainability of our coastal resources - 'We care about our natural environment, our beach and our surrounds'.				
4.5.1		Develop programs to minimise environmental impact and engage community in the protection of our environment	Ongoing	Eco Officer	5-year plan with actionable targets Engage Youth in assisting with targets	S
4.5.2		Complete environmental risk analysis	2019-2020 Season	Eco Officer		YTS
4.6	Actively plan and prepare for our future and monitor and	Look towards our future – plan, review and set targets that will enable us to continue to provide our core lifesaving services to our community.				



	adapt to changes identified in periodic reviews of our Strategic Plan and targets					
4.6.1		Engagement via small focus groups, online form and large discussion group to discover and collate our members wants, needs and hopes for the future of our Club	November 2018 - February 2019	Management Committee, President	Focus Groups to capture feedback about the Club's Strategic future Online Strategic Planning Form Strategic Planning Morning	D
4.6.2		Preparation, presentation and endorsement of Mudjimba SLSC Strategic Plan 2019-2024	March 2019	All Members, Management Committee	Special General Meeting	D
4.6.3		Regularly review Strategic Action Plan and map progress towards targets	Annually - August	Management Committee	Monitor, review and action targets of the Strategic Action Plan 2019-2024 Review targets regularly to make sure that the goals are still relevant	D
4.6.4		Three Year Review of Strategic Plan and Strategic Action Plan	October/ November 2021	Management Committee	Engage members in focus groups to review the Strategic Plan and Strategic Action Plan 2019-2024	D
4.6.5		Monitor micro / macro environment for opportunities and threats that could impact Mudjimba SLSC	Ongoing	Management Committee		D

