



MUDJIMBA SURF LIFE SAVING CLUB INC.

STRATEGIC ACTION PLAN  
2021-2025

# 2021-2025 ANNUAL OPERATIONAL PLAN

**CORE PURPOSE:** Zero Preventable Deaths in Queensland public waters

## OUR VALUES

### Leadership

As the peak authority on coastal safety, we are committed to leading by example, developing industry-best practice and setting high benchmarks for ourselves and each other.

### Community

We aim to strengthen communities through excellence in service, advocacy and inclusiveness, underpinned by a firm commitment to continuous improvement across all levels.

### Safety

We aim to prioritise safety at all levels while, at the same time, taking responsibility for the health and well-being of our colleagues, volunteer members and the communities we serve.

### Trust

We recognise that trust and accountability are the cornerstones of our organisation, and seek to build workplace integrity through high professional standards, open and honest communication, and always delivering on our commitments.

### Respect

We will treat each other with respect, value each other's contributions, and celebrate our colleagues and members who strive for excellence.

### Teamwork

We will work collaboratively to combine our strengths and knowledge in the best interests of the organisation and its members.

## OUR BIG HAIRY AUDACIOUS GOAL (BHAG):

To be a local community club, bringing beach safety and family friendly fun to all involved.

## OUR 2021-2025 KEY PRIORITIES:

1. Club leadership succession planning
2. Open and transparent communication and decision making
3. Youth and member development
4. Full-time (5 days/ week) administrative support for the club
5. Regular and timetabled surf sports team coaching and increased competition participation



# 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, Director-Life Saving, DIREducation and TrainingR-EDUCATION AND TRAINING	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	Director-Life Saving, First Aid Officer	Essential Equipment Checklist & Maintenance Log required	D
1.1.3		Ensure our lifesavers are trained in latest techniques	Ongoing	Administrator, Director-Life Saving, Director-Education and Training	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	Director Life Saving, Director Education and Training, 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 each Season	Director-Life Saving, Director-Education and Training	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	Director-Life Saving	Removes risk of patrol defaulting by not having minimum patrol requirement numbers and awards Include reminder in Bi-Monthly Education Communication.	S



<b>1.2</b>	<b>Maintain 24/7 rescue ready state</b>	<b>Maintain a quality 24/7 rescue ready service and Emergency Response Group</b>				
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	Director-Life Saving, Director-Education and Training, Deputy President, IRB Officer, President, Vice Director-Life Saving	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	Director-Life Saving, 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	Director-Life Saving, Radio Officer	Emergency Contact List with all emergency services Emergency process external of Patrol	D
<b>1.3</b>	<b>Train and educate our community</b>	<b>Provide training on beach safety to individuals, organisations and our community.</b>				



1.3.1		Provide beach safety awareness to our beach visitors and the community.	2021-2024 Seasons	All Members, Director-Education and Training, Patrol Captain, Vice Patrol Captain	<p><del>School Holiday Education Program x 1</del>  <del>Educational Program to help members of the public identify water hazards:</del>  <del>-Promote prevention, recognition and rescue</del>  <del>-Get public to read safety signs on beach</del>  <del>-Inform swimmers of submerged objects / rips / sweeps</del></p> <p>ie, 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
1.32		Partner with SLSQ Surf Liaison Teams	2001-2024	Director-Life Saving	Utilise SLSQ Community Education resources to support community engagement and community surf education	
<b>1.4</b>	<b>Grow and retain members</b>	<b>Increase membership through active recruitment.</b>				
1.4.1		Actively promote Mudjimba SLSC and associated programs including Youth and Nipper programs	Ongoing	Administrator, Director-Members and Youth	<p>Develop a Marketing Plan and Costing to be implemented in the off season for 2022-2024</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	Administrator, Director-Membership and Youth,	<p>Develop a Welcome Pack</p> <p><del>Arrange with Parklakes (sponsor) to include marketing material with new estate print material</del></p>	S  YTS



1.4.3		Implement a School Integration program and form partnerships with local schools	2021-2024	Director-Life Saving, Administrator, Vice Director-Life Saving	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	Director-Junior Activities	SLSQ YEP Handbook SLSQ YEP Coordinators	S
1.4.5		Continue to build on the strengths of our quality Nipper and Youth programs	Annually	Director-Junior Activities, Director-Membership and Youth,	Surf Skills, Qualified Age Managers, Programs that attract Nippers and Youth	D
1.4.6		Encourage and convert Nipper parents to active members	Ongoing	Director-Junior Activities, Director-Membership and Youth	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	Director-Junior Activities	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, Director-Membership and Youth,	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
<b>1.4.10</b>		<b>Appoint a Social Committee and develop a social/event calendar Introduce extra-curricular and off-season activities to keep members engaged</b>	<b>ASAP Ongoing</b>	<b>Director-Membership and Youth, President, Director-Administration,</b>	<b>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</b>	<b>YTS</b>



1.4.11		Encourage volunteerism within the Club	Ongoing	Administrator, Director-Membership and Youth,	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
1.4.12		Engage with members and promote the Lifesaving development opportunities	Ongoing	Director-Life Saving, Director-Education and Training, Administrator, Vice Director-Life Saving	SLSQ Youth Engagement Program	D
1.4.13		Educate 100% members on our Child and Youth Risk Management Strategy	Annually	Director-Life Saving, Director-Education and Training	CYRMS - Completion by all active, award and JAC members every season. Complete as part of dry proficiency Bluecard screening	D
1.4.14		Survey ≥25% of members, cadet level or higher (including associates) to see if Club is meeting their expectations	Annually	Cadet Officer, Youth & Director-Membership and Youth,	Youth Sustainability Project Achieve 50% retention of Cadets after 4 years of getting SRC	S
1.4.15		Have a minimum of 80% patrolling member retention (adult 18+ years) year to year and use membership statistics to drive recruitment.	Annually	Board of Directors	Sustainability Project SLSQ Recruitment and Retention Guide	S
<b>1.5</b>	<b>Increase community participation across all aspects of Mudjimba Surf Lifesaving</b>	<b>Create opportunities for the community to engage with our Club and identify opportunities for our Club to engage in community events.</b>				
1.5.1		Maintain and develop a Club calendar that outlines our club, community and event engagement and facilities usage	Ongoing	Administrator, President, Director-Administration	Events Calendar & SEA	S
1.5.1b		Implement Facilities use Agreement	2021-2022	President, Administrator	MSLSC Facilities Use Agreement	



1.5.2		Partner with Mudjimba RSL for Anzac Day and dawn service Provide First Aid to Community events	Annually	Board of Directors, First Aid Officer, Mudjimba SLSC	Provide FA to a minimum of 3 local community events annually North Shore Community Centre, Twin Waters Residents, Anzac Day, Remembrance Day	D
1.5.3		<del>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.</del>	Annually	<del>Director Life Saving, Director Education and Training</del>	<del>Develop and conduct on an annual basis at least 1 Lifesaving rescue operation</del>	<del>S</del>
1.5.4		Provide paid or volunteer water safety events to external event providers and other organisations - community engagement and revenue stream.	Annually	IRB Racing Team, Junior Carnivals, Masters Carnivals, Youth & Director-Membership and Youth	Provide water safety, with Board approval, for events including Mudjimba Island Charity Swim, Noosa Tri, Mooloolaba Tri, Ironman	D
1.5.5		<del>Provide water safety for Mudjimba to Mooloolaba Island Charity swim</del>	Annually	<del>Board of Directors</del>	<del>Community Service Support of member and community</del>	<del>D</del>
1.5.7		Develop strategic alliances with Community Organisations, swimming Clubs, athletic Clubs, board riders and other sporting organisations such as North Shore Jets / Twin Waters Resort	Ongoing	Board of Directors	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	Board of Directors, President	Offer opportunities for community groups to hire Clubhouse facilities utilising MSLSC Facilities Use Agreement.  Strategic financial partners	D
1.5.9		Actively promote the Club and the contribution of Club to the community	Ongoing	Administrator	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	Director-Life Saving, Director-Education and Training	<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		<b>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.</b>	2021-2022	Director-Life Saving, Director-Education and Training, Vice Director-Life Saving	<b>Develop training trainers' program and Matrix, include Coaches</b> <b>Arrange funding for TAE courses - identify and develop up to 2 trainers and assessors per year</b> <b>Actively identify and recruit future trainers</b> <b>Identify means to reward trainers</b>	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	Director-Education and Training, IT, Director - Surf Sports	Improve skill delivery - assist with delivery <a href="https://www.sportaus.gov.au/">https://www.sportaus.gov.au/</a> 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, Director-Life Saving, Clubhouse Director, Director-Education and Training, Board of Directors	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, Director-Membership and Youth, Director - Surf Sports,	Create Induction Pack	S
2.1.6		Create a leadership framework detailing leadership pathways and opportunities at Club, state, national level.	2021-2022	Deputy President, Director-Membership and Youth, , Youth & Director-Membership and Youth	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	President	SLSQ Pathways Project	D



2.1.8		Financially support and send ≥ 2 members to state conference to develop skills and build profile within SLSQ	Annually	Board of Directors	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	Director-Junior Activities	JA Accreditation Officer	S
<b>2.1.10</b>		<b>Identify, mentor, develop and train future leaders of the Club</b>	<b>Ongoing</b>	<b>Board of Directors</b>	<b>SLSQ Future Leaders Program SLSQ Breaka Youth Excellence SLSQ Leadership Excellence Program</b>	<b>D</b>
<b>2.2</b>	<b>Develop and invest in our Youth</b>	<b>Provide training, development, guidance, leadership and social activity programs specifically targeting our Youth.</b>				
2.2.1		<b>Promote and support Youth Development</b>	<b>Ongoing</b>	<b>President, Youth &amp; Director-Membership and Youth,</b>	<b>This age group can have high dropout rates SLSQ Youth and Member Development Guide Youth Development Committee &amp; Youth Development Guide</b>	<b>D</b>
2.2.2		Establish a Youth and Director-Membership and Youth	2019	President	Establish the Youth and Director-Membership and Youth 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 & Director-Membership and Youth,	YIPS – Youth Involvement Program SRC Camp Develop a mentoring program (pair Youth with experience)	D
2.2.4		Win Branch and State Youth Development Club of the year within 3 years	2022 - 2023	Youth & Director-Membership and Youth	SLSQ YEP Handbook SLSQ YEP Coordinators Guide	S
2.2.5		Win State Youth Development Club of the year within 3 years	2021	Youth & Director-Membership and Youth		S
2.2.6		Engage Youth through Surf Sports, leadership programs and social activities specifically aimed at age segments	Ongoing	Cadet Officer, Director-Life Saving, Director - Surf Sports, Youth & Director-Membership and Youth,	Camps, Old Dogs vs Pups, mentoring, Leadership, Surf Sports Programs	D
<b>2.3</b>	<b>Provide performance</b>	<b>Train and support our Club leaders so they can perform their duties to a consistently high level.</b>				



	<b>management, support and training of Club Officers</b>					
2.3.1		Review 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,	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	Board of Directors	Update current Club Organisation Chart	D
2.3.4		Ensure resources and training is provided for members to fulfil committee position responsibilities	Annually - July	Board of Directors	Audit administration support, documentation, policies and procedures Develop Induction Manual for each committee, to include relevant links, resource material locations and organisation chart	D D
<b>2.4</b>	<b>Recognise and reward our members</b>	<b>Acknowledging and rewarding the commitment of our members within and external of the Club.</b>				
2.4.1		Conduct an annual review to see which members are eligible for recognition / reward	Annually - May	Director-Life Saving, President, Director-Administration	SLSQ Recognition Awards manual	D
2.4.2		Nominate members for Club / state / national awards	Annually - May	Board of Directors	When appropriate	D
2.4.3		Encourage and recognise Surf Sports competitor's achievements at Club, branch, state, national level	Ongoing	Board of Directors, Director - Surf Sports		D
2.4.4		Acknowledge, recognise and reward members that lead by	Ongoing	Board of Directors	Club bi-monthly Newsletter, Facebook Recognition adds to feeling of being appreciated, identifies achievement and assists retention.	D



		example - using Club communication platforms				
2.4.5		Nominate members for community awards	Ongoing	Board of Directors	When appropriate	D
2.4.6		Hold Clubbie award or similar during patrol season	Ongoing	Director-Life Saving, Vice Director-Life Saving	le, 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	Director-Administration	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	Director-Life Saving, President, Director-Administration	The club needs to 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
<b>2.5</b>	<b>Implement a health and well-being program for our members</b>	<b>People are our most valuable resource, we need to look after them.</b>				
<b>2.5.1</b>		<b>Support Club fitness training in season and in off season. Promote healthy lifestyles and wellbeing</b>	<b>Ongoing</b>	<b>Director - Surf Sports</b>	<b>Recruit</b>	<b>S</b>
2.5.2		Promote to members and encourage external sport and activity providers to utilise green space for free community activities	Ongoing	Administrator, Director-Administration, Director - Surf Sports	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	Director-Life Saving	SLSQ Peer Support Program	YTS
2.5.4		Initiate an 'All Age' Club carnival (friendly & fun)	Annually - October	Director-Life Saving, Director-Junior Activities, Director - Surf Sports, Youth & Director-		YTS



				Membership and Youth		
2.5.5		Implement a winter skills development program so members are ready at the start of the season	Annually - Winter	Director-Life Saving, Director - Surf Sports		S
<b>2.6</b>	<b>Implement a Surf Sports Coaching, Development and Support Program</b>	<b>Offer our members a Surf Sports program that will develop their Lifesaving skills and also retain participation in core lifesaving programs.</b>				
2.6.1		<b>Create Surf Sports 5-year Development Plan focused on Club values and key outcomes in line with core lifesaving development</b>	<b>2021-2022 Season</b>	<b>Director-Education and Training, Director - Surf Sports</b>	<b>Plan and develop 5-year Surf Sport Development Plan</b>	<b>S</b>
2.6.2		Create induction and training processes for Coaching in line with Club values and good governance and compliance	2021-2022 Season	Director-Education and Training, Director - Surf Sports	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	2021-2022 Season	Administrator, Director-Education and Training, IT, Director - Surf Sports	Training Matrix - Coaches and Officials	D
2.6.4		Create a central resource area (online) for Coaches to be able to access up to date information and training resources	2022-2024 Season	Administrator, Director-Education and Training, IT, Director - Surf Sports	Dropbox / Google Drive	D
2.6.5		Actively promote member participation in becoming a Mudjimba SLSC Coach or Official	2021-2022 Season	Administrator, Officials Liaison Officer, Director - Surf Sports	Using current online and print based media create campaign pre-commencement of season to actively engage Coaches and Officials so training can commence and be completed in time for carnivals	S
<b>2.7</b>	<b>Implement a social activity program to engage new</b>	<b>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.</b>				



	members, retain existing members and contribute to our Club values					
2.7.1		<b>Recruit members for a Social Committee</b>	<b>Annually</b>	<b>Director-Administration</b>	<b>Send out EOI and recruit Social Committee members</b>	<b>YTS</b>
2.7.2		Develop and implement club activity calendar	Ongoing	Board of Directors, Social Committee	Club Activity Program rolled out for commencement of season	S
<b>3</b>	<b>Efficient and Effective in our Business</b>	<b>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.</b>				
<b>3.1</b>	<b>Create a culture of continuous improvement of the core lifesaving and support services offered to our members and community</b>	<b>Our Club will consistently strive to improve our service offerings according to the highest standards.</b>				
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	Director-Life Saving, Director-Education and Training	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	Director-Life Saving, Board of Directors	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.	Annually - May	Director-Life Saving	Australian Sports Commission – Club Health Check Also ourcommunity.com.au Audit of season and comparison report provided to Board of Directors	S



3.1.5		Use Surf Sports and competitions to improve vital lifesaver skills	Ongoing	Director-Life Saving, Director - Surf Sports	Club Champs	D
3.1.6		Achieve 95% or higher on each Buhk Wilkes inspection	Annually	All Members, Board of Directors		S
3.1.7		Have an effective grievance process that members understand and introduce Members Support Officer position	2021	Grievance Officer, President	Update Putting Things Right document and core links, processes and procedures and support documentation available online for members. Advertise new position vacancy and appoint.	S
3.1.8		Provide grievance training for the Grievance Officer (if necessary)	Annually - July	Grievance Officer, Board of Directors	Investigate affordable training that the Grievance Officer can attend	S
3.1.9		Encourage our broader membership to take a more active role in the Club	Ongoing	Board of Directors	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	Annually	Clubhouse Officer, Director of Lifesaving	Based on SLSA Guidelines for Safer Surf Clubs Risk Assessment Identify risks and hazards	D
<b>3.2</b>	<b>Continuous improvement and innovation of organisational standards</b>	<b>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.</b>				
3.2.1		Develop Strategies Goals that are SMART and provide evidence of increased operational efficiency, improved governance compliance, increased membership and financial stability	Annually - August	Board of Directors,	Board of Directors Planning Day preseason commencement "SMART" goals are "Specific, Measurable, Assignable, Realistic and Time-related".	YTS
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	Board of Directors,	Audit member skills and actively engage relevant members	YTS
<b>3.2.3</b>		<b>Implement a succession plan to facilitate individual personal development and ensure support</b>	<b>Annually - May</b>	<b>Board of Directors,</b>	<b>Implement succession planning for all Committee and Officer positions</b>	<b>D/YTS</b>





		<b>is provided to transfer between Club roles.</b>				
<b>3.3</b>	<b>Engage in planning and governance</b>	<b>The Board of Directors manages for now and the future; audit, review and adopt best governance and organisational practices.</b>				
3.3.1		Adopt and comply with SLSQ Governance Standards and implement a best practice governance model structure	Ongoing	Board of Directors, President, Director-Administration	SLSQ Governance Risk Compliance Framework SLSQ Governance Standards SLSQ Administration Guide	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	Board of Directors, Director-Administration	Understand organisations rights and responsibilities. SLSQ Governance Training	S
<b>3.3.3</b>		<b>Identify members and build leadership capacity in Club through the membership leadership program</b>	<b>Ongoing</b>	<b>Director-Life Saving, President</b>	<b>Look to include and develop members for management</b>	<b>S</b>
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, Director-Administration	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	Board of Directors	Annual Audit	D
3.3.6		Conduct full Governance and Administration audit to ensure best practices applied	Every four years	Board of Directors, President, Treasurer	Every four years	D
3.3.7		Compile and publish Mudjimba SLSC Annual Report with audited financials	Annually - June	Administrator, Director-Administration, Treasurer		D



3.3.8		Ensure Club meets statutory obligations eg. charity compliance	Annually	President, Director-Administration, Treasurer	SLSQ Charity Compliance Audit	D	
3.3.9		Establish and maintain a Club Document Register that includes review and approval dates	Ongoing	Administrator, Director-Administration	Online document register - ??????	D	
3.3.10		Provide adequate opportunities for members to raise concerns about the governance of our Club.	Ongoing	Board of Directors	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	Board of Directors	SLSQ Volunteer Benchmarking Project	YTS	
3.3.12		Complete all requirements for affiliation to Sunshine Coast Branch, SLSQ and SLISA.	Annually - June	Director-Administration, Treasurer		D	
<b>3.4</b>	<b>Implement and update our information technology to support communication and operational needs</b>	<b>Implementing and maintaining innovative and relevant communication channels is vital to the operation of our organisation.</b>					
<b>3.4.1</b>		<b>Develop and implement communication channels that can convey important information to all members of the Club</b>	<b>Ongoing</b>	<b>Administrator, IT, Director-Administration</b>	<b>Monthly Newsletter Nippers Weekly Newsletter</b>	<b>D</b>	
3.4.2		Build and sustain effective information and communication systems for committees, members, staff, stakeholders	Ongoing	Administrator, IT, Director-Administration	What's App Implementation – Nippers/Executive/Surf Lifesaving/ ERG/etc	D	
<b>3.4.3</b>		<b>Liase with SLSQ on upgraded programs that will assist the Club administration systems</b>	<b>Ongoing</b>	<b>Administrator, IT, Director-Administration</b>		<b>D</b>	
3.4.4		Maintain Club website as a high-quality tool for attracting interest to the Club and communicating information to members	Ongoing	Administrator, IT, Director-Administration	Update/ maintain Club website	D	



3.4.5		Provide assistance with online training or refresher courses	Ongoing	Administrator, Director-Education and Training, IT		D
3.4.6		Use a variety of social media platforms to communicate with members	Ongoing	Administrator, Director-Administration	Review current Social Media Platforms Annually	D
3.4.7		Maintain payment systems for ease of auditing and collection of money	2018-2022 Seasons	Administrator, IT, President, Treasurer	le, Online Membership Payment Carnival Payment System - Trybooking Merchandise Shop	D
<b>3.5</b>	<b>Invest in building partnerships with stakeholders and other like organisations</b>	<b>Partnerships with stakeholders allow us to achieve more – actively invest in creating partnerships.</b>				
3.5.1		Strengthen community and public awareness of the importance of water safety through media engagement	Annually	Administrator/ Directors		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	Annually - September	Administrator, President, Director-Administration	Sponsor Event	D/S
3.5.3		Promote Mudjimba SLSC brand particularly in catchment area Mudjimba, Pacific Paradise, Bli Bli, Nambour, Twin Waters	Ongoing	Administrator, President, Director-Administration	Mudjimba SLSC Sponsorship Proposal	D
3.5.4		Maintain Sponsor access to Newsletter and publish competition attendance and successes and resultant brand marketing visibility in a newsletter to sponsors	Monthly	President, Director-Administration	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, Director-Administration	Engage sponsors create a channel of communication	D



3.5.6		Maximise Sponsors promotional opportunities to build stronger partnerships.	Annually	Administrator, President, Director-Administration	Need to try and provide Sponsors with bang for buck. Sponsor Thank You letter. Photo opportunities included in Annual Report	D
3.5.7		Build strong relations with other local SLS Clubs	Annually	Director-Life Saving, 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	Board of Directors	Board of Directors Planning Day	YTS
3.5.9		Establish and maintain close relations with all tiers of government and University of Sunshine Coast. Invite all tiers to Club functions, Sunshine Coast Council, State & Federal Government	Ongoing	Board of Directors		D
3.5.10		Encourage members to volunteer at Branch or State and to consider Operational Support Services	Ongoing	Director-Life Saving, Administrator	Promote via online media position in Duty Officer, Surfcom, Operational Support	D
3.5.11		Develop a partnership with the University of the Sunshine Coast	Ongoing	Deputy President, President	Planning, Marketing, Review, Member retention	YTS
3.5.12		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 - Maintain Wish List Procedures	Ongoing	President	Google Drive – Grants and Sponsors Register/Wish List Processes imbedded in Board Meetings	D
<b>4</b>	<b>Sustainable for our Future</b>	<b>To ensure our future through continuous growth in line with our capabilities, strong financial management, and sound governance.</b>				
<b>4.1</b>	<b>Develop and implement proactive and sustainable financial management systems</b>	<b>Review and develop systems of financial leadership and management that will sustain our Club in the future.</b>				



4.1.1		Design and implement an ongoing review process to ensure continuous improvement in planning, risk management, governance, legislative compliance and finance	2022-2023	President, Director-Administration	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	Continue to utilise Xero accounting software or alternatives	D
<b>4.2</b>	<b>Conduct fundraising programs and diversify revenue</b>	<b>Investigate opportunities for diversifying our revenue and increasing fundraising – always with our Lifesaving operations as the Clubs highest funding priority.</b>				
4.2.1		Continue developing Sponsor partnerships	Ongoing	Board of Directors, President	Sponsorship Opportunity pamphlet	S
4.2.3		Review current funding structures, investigate potential revenue streams and develop an ongoing funding and revenue plan for the Club	Ongoing	Board of Directors, President	Merchandise, Kiosk, hire of Training room	S
4.2.4		Maintain a close working relationship with the SLSQ Grant Seeking Unit	Ongoing	Grants Officer		D
4.2.6		Maintain a Club Wishlist or projects so we can be proactive in our grant and funding applications	Ongoing	Grants Officer, President	Grants, Sponsorship and Donations Register	D
<b>4.3</b>	<b>Develop a facilities and asset management plan</b>	<b>We operate in an extremely harsh environment, and we need to plan how we look after our resources now and for the future.</b>				



4.3.1		Develop full inventory of Club assets and resources and create Club Asset Register and Maintenance Log	Start of the Season	Director-Life Saving, Clubhouse Director, Gear & Equipment Officer, IRB Officer	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	Director-Life Saving, Clubhouse Director	Work Health Safety Act 2011 Smartsheets - Risk, Quality and HSE Management System	S
<b>4.4</b>	<b>Discover, Design, Develop and Deliver a Clubhouse redevelopment that meets our needs</b>	<b>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.</b>				
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, Board of Directors, 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 continuous Clubhouse improvements/enhancements	Ongoing	Deputy President, Board of Directors, 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	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 - Upgrade Amenities	2022	Building Committee		S
4.4.11		Strategic Planning Review and member consultation for future developments	2021- 2022	Building Committee		S
<b>4.5</b>	<b>Develop a plan to protect our natural environment and beach ecology</b>	<b>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'.</b>				
4.5.1		Establish Eco Officer Position within the club. Develop programs to minimise environmental impact and engage community in the protection of our environment	Ongoing	Board of Directors Eco Officer	5-year plan with actionable targets Engage Youth in assisting with targets	S
4.5.2		Complete environmental risk analysis	2022-2023 Season	Eco Officer		YTS
<b>4.6</b>	<b>Actively plan and prepare for our future and monitor and adapt to changes identified in periodic reviews of our Strategic Plan and targets</b>	<b>Look towards our future – plan, review and set targets that will enable us to continue to provide our core lifesaving services to our community.</b>				





4.6.1		Engagement with membership and community to discover and collate our members and communities wants, needs and hopes for the future of our Club	Annually	Board of Directors, President	Focus Groups to capture feedback about the Club's Strategic future Online Strategic Planning Form Strategic Planning	D
4.6.2		Regularly review and presentation and endorsement of Mudjimba SLSC Strategic Plan & Action Plan	Annually	All Members, Board of Directors	Annual General Meeting or Special General Meeting	D
4.6.3		Regularly review Strategic Action Plan and map progress towards targets	Annually - August	Board of Directors	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	Board of Directors	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	Board of Directors		D

