

Club Strategic and Management Plan 2018-2021



REVISED APRIL 2019

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This Plan was first published in May 2018.

It was revised following a Joint Boards Strategic Review in April 2019.

Shaded areas indicate objectives achieved.

Club Motto



Mission Statement

Metropolitan-Caloundra Surf Life Saving Club
is committed to Surf Life Saving Queensland's vision of
Zero preventable deaths in Queensland public waters

Values

- **One Club**
 - Every member working to our common mission
- **Integrity**
 - Integrity in everything we do
- **Reliable**
 - Always there when needed
- **Leaders**
 - In our activities and in our wider Community
- **Innovative**
 - Constantly striving to improve in everything we do

Strategic Objectives

- Delivering quality lifesaving experiences to members and the community
- **Lifesaving:** Be the most efficient and effective beach patrol service on the Sunshine Coast.
- **Surf Sports:** Having competitive teams entered in as many levels and disciplines as possible and reflecting the Club's supportive and inclusive culture.
- **Training & Assessment:** Qualifying our members to be the best Surf Life Savers they can be.
- **Nippers:** Sustain and grow nipper numbers without negatively impacting our culture and core values
- **Member Development:** Ensure a healthy and sustainable membership base where individual members are valued and encouraged to reach their full potential in their chosen area.

Club Structure

STRUCTURE CHART							By-laws
METROPOLITAN-CALOUNDRA SLSC							Annex 8.6
							October 2018
BOARD OF DIRECTORS							
SSC Branch	←	President	Treasurer	Deputy President	Secretary	Director	Supporters Club
		Director					
OPERATIONS GROUP							
	LIFESAVING	SURF SPORTS	JAC	MEMBER DEVELOPMENT	FACILITIES & EQUIPMENT	STANDING COMMITTEES	
Chair	Club Captain	Surf Sports Officer	JAC Chair	Member Dev. Officer	F & E Officer	Foundation	
Committee	Vice-Capt	Club Capt	Registrar	Club Captain	Vehicle Officer	Judiciary	
	Patrol Cpts	JAC Chair	Team Manager	CTO	Gear Steward	Building	
	CTO	Coaches	Age Managers	Surf Sports Officer	Radio Officer		
	Powercraft	Team managers	Water Safety	Cadet Officer	Board / Ski / Boat		
	First Aid	Member Dev		JAC Chair	Caterer	Fundraising/Grant	
	F&E	F&E		Youth Development	Clubhouse		
						SECRETARIAT	
Functions	Lifesaving	Competition	Qualification	Personal Development	Premises	Membership	
	Patrols	Carnivals	Awards	Youth Development	Accommodation	Communications	
	Proficiency	Training	Competition	Leadership	Vehicles	Member Protection	
	Qualifications		Education		Radios	IT	
	First Aid Room				Gear & Eqpt	Security	
	Discipline				Catering	OH&S	
						Risk / Safety	
	PATROLLING MEMBERS		NIPPERS			Grievances	

CRITICAL **SUCCESS** FACTORS

SHARE the goals with members and staff
VISUALISE the success
commit to **ACHIEVE** the outcomes
be **ACCOUNTABLE** each month at Board Meetings
take **RESPONSIBILITY** and take **ACTION**

Strategic Membership Goals

OUR STRATEGIC MEMBERSHIP GOALS

Healthy and sustainable membership targets

- Grow to 16 patrols (based on 10 Bronze Medallions in each)
- 200-230 Active Members
- Increase Associate Membership by 20% and retention to 80%
- Increase JAC membership by 20% to 500 members and retention to 70%
- Increase U13 to SRC retention to 80%
- Ensure supporting roles ratios grow with membership
(water safety, age mangers etc.)
- Tap into latent potential of associate and community members
(parents, grandparents etc.)

LIFESAVING

AMBITIOUS GOAL:			
Be the most efficient and effective beach patrol service on the Sunshine Coast.			
STRATEGIC OBJECTIVES:		By Who	By When
1.1	Consider ways to incentivise members to undertake training	Member Dev Offr / CTO	September 2019
1.2	Effective facilities and equipment support – watercraft, first aid, vehicle	Club Captain / F&E Officer	2020
1.3	Win the Buhk Wilkes Trophy	Club Captain / Patrol Captains	2020
1.4	Career progression Identify and manage individual career paths for all members	Club Captain / Member Dev Offr	2020
1.5	Consider the feasibility of becoming a registered Training Organisation (RTO)	CTO	December 2020
1.6	Number of patrols [15] / active patrolling members [175]	Club Captain	2021
1.7	Skill levels / distribution All patrols fully skilled Back-up skills within each patrol	Club Captain CTO	2021
1.8	Patrol Leadership <ul style="list-style-type: none"> Effective Patrol Captains Vice-Captains and reserve PCs within each patrol 	Club Captain CTO	2021
ENABLERS:			

SURF SPORTS

AMBITIOUS GOAL:			
Have competitive teams entered in as many levels and disciplines as possible and reflecting the Club's supportive and inclusive culture.			
STRATEGIC OBJECTIVES:		By Who	By When
3.1	Provide training programs across all areas of surf sports	Surf Sports & JAC	Ongoing
3.2	Club members actively competing in all areas of surf sports	Surf Sports & JAC	Ongoing
3.3	Provide alternative pathways for existing and new members wanting to transition to other areas of surf sports	Surf Sports & Member Development	2018/19
3.4	Provide a pathway for competitors wanting to compete at highest level through to Open	Surf Sports & JAC	2018/19
3.5	Create a culture in which Surf Sports competitors are enthusiastic and positive participants in lifesaving and fundraising obligations	Surf Sports & JAC	2019 - 21
3.6	See current U15 group and lower age groups continue through to U19 level	Surf Sports & JAC	2019-2022
3.7	Field competitive teams across U17 and U19 in both Male and Female at both State and Australian level; swim, board, ski, iron, beach – total of 40 x U17 and U19 competitors at Aussies	Surf Sports	2019-2022
3.8	Progress development from beach, swim & board events into ski, iron and multi-discipline	Surf Sports	2019-2022
3.9	Have U19 & U23 male and female boat crews competing at Aussies	Surf Sports	2019-2022
3.10	See U11-U15 continue to perform strongly at Branch and State level	JAC	2019-2022
3.11	See a team of 20 x U14 and U15 competitors represent club at Youth Aussies	JAC	2019-2022
3.12	Have 20-30 Masters competing at Branch, State and potentially Aussies	Surf Sports	2019-2022

3.13	Surf Sports works closely with Member/Youth Development to achieve the above, particularly for nippers/JAC members transitioning to U17 & U19	Surf Sports, JAC & Member Development	2020/21
ENABLERS:			
<ul style="list-style-type: none"> • Coaching, both volunteer and professional, is a strong enabler in the majority of these strategic objectives. • Support from competitive and non-competitive members in areas of water safety, officials, team managing, age managing, set up, pack up, drivers/towers, assistants etc will enable Surf Sports to grow in the club as well as foster a club wide team spirit and encouragement for competitors • Gear and Equipment acquisition, maintenance and storage will be a key enabler in building a stronger Surf Sports team. • Financial Support will be crucial to enable growth in Surf Sports to cover or subsidies, professional coaching, gear and equipment (acquisition, maintenance and storage), carnival fees etc. • Membership retention and recruitment will enable Surf Sports to grow and strengthen teams across a wide range of Surf Sport disciplines and allow for inevitable member dropouts. It is also key to encourage and support members (new and existing) to participate in Surf Sports recognising that there are many different pathways to follow to suit individuals. Fostering relationships with associated clubs (e.g. swimming, athletics, triathlon etc.) will also aid the development of our members. • Planning and Accountability is important to plan for the immediate and prolonged future of the club's Surf Sports program. This includes regular meetings to plan goals, budgets, strategies, actions etc. 			

JAC

AMBITIOUS GOAL:			
<ul style="list-style-type: none"> Sustain nipper numbers from 2017/18 with capacity to cater for up to 400, and up to 500 by 2020/21, without negatively impacting our culture and core values Build upon and protect positive and inclusive culture To have established plans in place with Lifesaving, Member Development, and Surf Sports to affect sustainable member retention (beyond nippers) and provide transitional pathways to patrols and surf sports groups 			
STRATEGIC OBJECTIVES:		By Who	By When
4.1	To provide compliant and fun education programs for nippers to grow their knowledge, skills and confidence	JAC & Member Development	2018/19
4.2	To provide a pipeline of patrolling members to support the sustainability of our Club	JAC, Member Development & Lifesaving	2018/19
4.3	To facilitate and support pathways for nippers to maximise member engagement and retention	JAC & Member Development	2018/19
4.4	To have a clear set of rules that apply to all – to maintain a transparent, inclusive and equitable culture	JAC	2018/19
4.5	To build and nurture 'the Mets family' ideal – participation by the whole family unit, generations of families	JAC & Lifesaving	2018/19
4.6	Consider ways to grow Nipper due to demand. Consider other locations rather than just the beach which limits numbers	JAC	December 2019
4.7	To work collaboratively with other Operational Groups within the Club	JAC & Operational Groups	On-going
ENABLERS:			
<ul style="list-style-type: none"> A huge opportunity to enable these objectives is the latent potential in Associate Members (parents, grandparents etc.) <ul style="list-style-type: none"> These members are hugely valuable in areas such as, fundraising, BBQ, setup and pack up, team managing, age managing, officials, coaching, transport, administration etc. These members also have potential to aide in lifesaving by attaining awards (BM, FA, Radio etc) Gear and Equipment is also crucial to the development and growth of the JAC, with a large gear trailer being the primary goal to acquire. 			

- The **Boat Shed** redevelopment/replacement needs a project plan from our perspective as well as the council perspective.
- **Finance** is as always important to the development of the JAC, review of membership fees, fundraising etc are ways to enable growth in this area.
- Use of **social events** is an innovative way to achieve objectives by boosting club spirit and connection with members; enables to this are use of club house dorms, club championships, informal club events, functions etc.

MEMBER DEVELOPMENT

AMBITIOUS GOAL:			
To ensure the Club has a healthy and sustainable membership base where individual members are valued and encouraged to reach their full potential in their chosen area.			
STRATEGIC OBJECTIVES:		By Who	By When
5.1	Prepare a strategy to engage and attract 18-30 year-old members. Look at how to leverage supporters club as the initial attraction, then introduce SLSC	Member Dev Offr	July 2019
5.2	Consider ways to incentivise members to undertake training	Member Dev Offr / CTO	September 2019
5.3	Lock in a community open day, with information and tours, as well as come and try surf lifesaving by fun use of equipment	Supporters Club Manager / Member Dev Offr	October 2019
5.4	Create training development plans for all members-pathways	Member Dev Offr / CTO / Club Captain	April 2020
5.5	Provide opportunities for members to reach their full potential <ul style="list-style-type: none"> • Training: Ensure a comprehensive but targeted training program with diverse opportunities is available for all members • Development: Skills development, mentoring and succession plan in place to encourage members into leadership roles • Development: Ensure members have the opportunity to take part in leadership and advanced skills development programs • Development: Maximise diversity in sport and fitness opportunities being offered by the club 	Member Development / CTO / Club Captain	2018-2021
5.6	Contribute to an environment where members feel safe, connected and valued <ul style="list-style-type: none"> • Schedule of social activities for all members to encourage social networks • Effective communication with members to ensure they feel connected to the club and well informed • Formal and informal recognition options established to show the value of members 	Member Development / CTO / Club Captain	2018-2021

	<ul style="list-style-type: none"> • Member safety and well-being as a priority with high standards maintained and compliance with all SLS policies. 		
ENABLERS:			
<ul style="list-style-type: none"> • Training is the biggest enabler to achieving these objectives; the club must ensure an adequate number of trainers are available to achieve the desired targets in member development. • Gear and Equipment is important also in achieving enhanced member skills, this includes having enough training equipment (dummies, defibs etc.) and that all equipment is up to date with current standards. • Finance is crucial to enable both training and gear and equipment to be acquired, run and maintained. 			

FACILITIES & EQUIPMENT

AMBITIOUS GOAL:			
Acquire and maintain all facilities and equipment sufficient for the Club's requirements, fit for purpose and compliant.			
STRATEGIC OBJECTIVES:		By Who	By When
6.1	Repair and maintain the existing facilities (Club House, Pavilion and Boat Shed).	Facilities & Equipment	Ongoing
6.2	Acquisition, maintenance, and repair of required lifesaving equipment	Facilities & Equipment / Club Captain	Ongoing
6.3	Acquisition, maintenance, and repair of required training equipment	Facilities & Equipment / CTO	Ongoing
6.4	Acquisition, maintenance, and repair of club sports craft and equipment	Facilities & Equipment / Surf Sports Officer	Ongoing
6.5	Maintain equipment Register of Assets	Facilities & Equipment / Treasurer	Ongoing
6.6	Priority list required for asset maintenance	President	July 2019
6.7	Off-Site Storage <ul style="list-style-type: none"> • Site obtained • Work in progress 		September 2019
6.8	Establish a maintenance capability within the Club, supported by external resources	Facilities & Equipment	2019
6.9	Sustain a culture within the Club of member responsibility for the correct use, operation and care of all equipment; and the reporting of deficiencies and breakages.	Facilities & Equipment & Club Captain & JAC	2019
6.10	Masterplan <ul style="list-style-type: none"> • Maximise current footprint • Options for operational use 	Both Boards	June 2020
6.11	Boatshed Re-Development	Deputy President	March 2021
ENABLERS:			
<ul style="list-style-type: none"> • Financial enablers are important to continually reach these objectives • Members as a resource through their involvement in maintenance of club facilities and equipment • Effective systems to monitor assets, and to ensure regulatory and other compliance. 			

FINANCE

AMBITIOUS GOAL:			
Ensure the Club is viable, sustainable and profitable and able to fund and deliver the strategic and operational plans of the club			
STRATEGIC OBJECTIVES:		By Who	By When
7.1	Review of all expenses for potential reduction	Treasurer	June 2019
7.2	Determine rent required for SLSC asset repair and improvement	Treasurer	December 2019
7.3	3 year rolling budget formulated (P&L, cashflow etc) – best case/worse case	Treasurer	2018-19
7.4	Asset maintenance and replacement program in place	Treasurer	2018-19
7.5	Sponsorship program in place and functioning	Treasurer	2018-19
7.6	Fundraising positions filled and additional revenue from fundraising	Treasurer	2018-19
7.7	Additional revenue meeting extra “spend” required whilst also building up ‘nest egg’	Treasurer	2019-2021
7.8	Succession plan in place with appropriate assistants	Treasurer	2019-2021
7.9	Membership fees kept at current rate or reduced	Treasurer	2019-2021
ENABLERS:			
<ul style="list-style-type: none"> • Members (and associate members) to assist with fundraising • Corporate sponsors • Successful grant applications • Effective finance management systems in place 			

SECRETARIAT

AMBITIOUS GOAL:			
To provide administrative support and services to the Club that are effective, efficient, responsive and secure.			
STRATEGIC OBJECTIVES:		By Who	By When
8.1	New IT systems and email operational	IT Committee	June 2018
8.2	Effective new season sign-on processes	Secretary / Treasurer / Club Captain / CTO / JAC	July 2018
8.3	Additional part-time admin assistance	Secretary / Treasurer	August 2018
8.4	Wider assistants support	Secretary	May 2018
8.5	Effective Member communications (Newsletter / webpage / Facebook)	Secretary / Marketing / Digital	June 2018
8.6	Refreshed Annual Report	Secretary / Asst Secretary / Marketing / Design	June 2018
8.7	Refreshed Club stationery	Design	July 2018
8.8	Succession plan / training in place	Secretary	October 2018
8.9	Consider ways to tap into and use Supporters Club admin to reduce burden on volunteers	Secretary	July 2019
ENABLERS:			
<ul style="list-style-type: none"> • Members Use of numerous club members / associates with specific skills for defined roles • Systems Robust and disciplined management and recording systems 			

CORPORATE ACTIVITIES

AMBITIOUS GOALS:			
To be a club of influence in the Surf Life Saving movement and in our Community.			
STRATEGIC OBJECTIVES:		By Who	By When
9.1	To maintain sound relationships with other Surf Clubs in our region	President	Ongoing
9.2	Bring people together through SLSC events, BBQs, activities to be held upstairs in the supporter's club for exposure (Like long lunch). Prepare a schedule of events for next 12 months	Paula Ryan	May 2019
9.3	Celebrate surf club history/pride by involving old boys.	President	June 2019
9.4	Prepare a Board succession plan	President	June 2019
9.5	Prepare a succession plan for all Operations Group officers	Deputy President	June 2019
9.6	Consider new membership category for social members to become involved/participate in supporting roles	Secretary	September 2019
9.7	To work with Sunshine Coast Regional Council to optimise Club and public facilities at Kings Beach	President	2019
9.8	Prepare an asset register that works - that is life-span, funded and followed	President	June 2020
9.9	To be a club of influence at Sunshine Coast Branch and Surf Life Saving Queensland	President	2020
9.10	To achieve a high level of inter-operability with ALS and SLSQ in the Kings Beach locality	President & Club Captain	2020
9.11	To secure redevelopment of the Ormonde Terrace "Boatshed" Facility to the advantage of the Club's Lifesaving and JAC activities.	President	2021
ENABLERS:			

STANDING COMMITTEES

JUDICIARY

To provide an independent, efficient and prompt administration of Judiciary processes within the Club

- Board Appoint a Judiciary Chairman at each AGM [Constitution s.17; By-laws 3.3.2 and Appendix 8.1]
- Suitable Life members / legally qualified independent members identified for appointment.
- Secretariat to provide administrative support when activated.

BUILDING COMMITTEE

To provide independent and expert advice of the Club's building requirements and developments

- Board appoint a Chair and members as required – reviewed on an annual basis
- Appointed members to have specific relevant commercial, property and construction skills
- Committee has no decision-making power; reports quarterly to the Board
- Committee to advise on all matters concerning Club buildings (Spender Lane Clubhouse; Pavilion; Ormonde Terrace Boatshed)

FOUNDATION COMMITTEE

To provide independent and expert advice on the raising, investing and distribution of the Club's Foundation funds.

- Three Life Members and Treasurer appointed annually by the Board [By-laws 3.3.3 and Appendix 8.7]
- Recommends investment and distributions of Foundation funds; and to report annually to members on the operations of the Foundation.
- Manage the marketing of the Foundation
- Targeted Foundation funds of \$500,000 by 2021.

FUNDRAISING & GRANTS COMMITTEE

To maximise revenues from fundraising and grants

- Board appoint a Chair and members as required – reviewed on an annual basis
- Committee has no decision-making power – reports monthly to the Board

- Committee is to co-ordinate all public fundraising and sponsorship for the Club; and to maximise the revenues from grants.

	ACTION	BY	WHEN
FG1	Prepare a grants strategy that addresses all sources of grant funding available	Brent Hiley	June 2019
FG2	Review the current sponsorship offer and target list	Brent Hiley	December 2019
FG3	Consider opportunities for Supporters Club involvement	Brent Hiley /Supporters Club Manager	December 2019

SUPPORTERS' CLUB

EXTRACT FROM SUPPORTERS' CLUB STRATEGIC PLAN – April 2019

STRATEGY	BY WHEN
FINANCE	
Restructure current loan facility	In progress
Utilise finance package prudently	April / May 2019
MEMBERSHIP	
Review membership structure	Ongoing
BUILDING	
Expand Supporters Club premises to gain maximum return on investment	Start in April 2019
Assess alternative approaches to expand premises	Start in April 2019
<i>Are we a surf club?</i>	April / May 2019
Building Maintenance Schedule	April 2019
OPERATIONS	
Overhead reduction to sustainable level	March / April 2019
Lower effectively staffing costs	Within 3 months
Provide incentive to be a member and a patron	Now and ongoing
Increase our profit	Now and ongoing
Become the preferred Club in Caloundra	Now and ongoing
What “add on’s” can we utilise to increase turnover	May / June 2019
Events	June 2019
Fundraising in conjunction with Surf Club	June 2019
MARKET PLACE	
Review our Market	May 2019
What is our market niche?	May 2019
Social Media participation	May / June 2019
CORPORATE ADMINISTRATION	
Provide robust, competent and compliant corporate management in line with ACNC requirements	Ongoing
Develop a better working relationship with the Surf Club Board	May 2019
Succession Plan	May 2019 and ongoing
Look outside the Square	Start now
Sponsorship	Start now
Masterplan	May/ June 2019
Implement the Strategic Plan	Now and ongoing