

# TWEED HEADS & COOLANGATTA SURF LIFE SAVING CLUB

## STRATEGIC PLAN 2026–2030

---

### EXECUTIVE SUMMARY (BOARD VERSION)

#### **Purpose**

To train, develop and support volunteer lifesavers to ensure Greenmount remains the safest family-friendly beach in Queensland.

#### **Vision**

To be Queensland's leading community surf life saving club — recognised for lifesaving excellence, youth development, financial strength and member experience.

#### **Strategic Focus 2026–2030**

1. Lifesaving Excellence
2. Financial Sustainability
3. Facilities & Assets
4. Member Experience & Culture
5. One Club Alignment
6. Membership Growth & Development
7. Governance & Operational Excellence

This plan establishes measurable growth targets, financial security priorities, leadership development pathways and governance improvements to ensure long-term sustainability.

Progress will be reviewed quarterly by the Board and formally evaluated in 2026

(New incoming board review).

---

# 1. LIFESAVING EXCELLENCE

## Strategic Objective:

Zero preventable deaths between our flags.

## 2030 Outcomes

- 100% patrol compliance every season
- 20% increase in advanced award holders
- 15% reduction in average patrol age
- Structured youth-to-patrol transition model embedded

## Key Priorities

### Patrol Capability

- Exceed SLSQ patrol contract standards
- Maintain rescue-ready equipment
- Safety in design of facilities
- Establish Lifesaving Support Officer. Assistant to Director of Surf Lifesaving (subject to viability)

### Training & Qualifications

- First class training facilities
- Increase Bronze Medallion awards annually
- Develop 3–5 new trainers and assessors
- Annual structured skills refresh program

### Youth Pipeline

- Review U15–U25 fees to encourage retention
- Develop surf boat, IRB and ski pathways
- Appoint Youth Development Officer

### Fitness & Readiness

- Structured patrol fitness program
- Upgrade gym space
- Upgrade gym equipment on 3-year cycle

**Board Oversight:** Director of Lifesaving

---

## 2. FINANCIAL SUSTAINABILITY

### Strategic Objective:

Secure the long-term financial independence of the club.

### 2030 Outcomes

- Debt free (or significantly reduced per agreed schedule)
- Diversified income streams
- 3-year rolling financial forecast embedded
- Equipment replacement reserve established

### Key Priorities

#### Debt Elimination

- Maintain loan servicing at all times
- Increase capacity for additional repayments

#### Income Diversification

- Whole-of-club sponsorship strategy
- Minimum 6 grant applications annually
- Annual structured fundraising calendar
- Expand event-based revenue

#### Financial Governance

- Quarterly financial dashboard
- Budget vs actual reporting monthly
- 3-year rolling forecast

#### Fee Structure

- Protect active patrol members. Reduce membership fees / increase benefits
- Ensure cost recovery for gym, lockers, and additional services

**Board Oversight:** Treasurer

---

# 3. FACILITIES & ASSETS

## Strategic Objective:

Provide safe, modern and efficient facilities that support lifesaving and member growth.

## 2030 Outcomes

- 5-year Capital Works Plan active
- Annual maintenance schedule implemented
- Improved storage and asset management
- Council upgrade collaboration completed

## Key Priorities

### Building & Maintenance

- Functioning Building Committee
- Annual working bees
- Maintenance register and asset tracking
- Adherence to maintenance program
- Regular facilities upgrade

### Storage & Optimisation

- Annual storage audit
- Rear courtyard board / equipment storage development

### Council Liaison

- Support external infrastructure upgrades
- Advocate for improvements benefiting club operations

**Board Oversight:** Director of Property and Amenities / Building Committee

---

# 4. MEMBER EXPERIENCE & CULTURE

## Strategic Objective:

Create an environment where members feel valued, connected and proud.

## 2030 Outcomes

- Annual member survey implemented
- Increased participation across club sections
- Formal recognition framework embedded
- 30% growth in surf sports participation

## Key Priorities

### Engagement

- Cross-section “Come & Try” days
- Structured social calendar
- Improved proficiency day experience

### Recognition

- Annual recognition program
- Increased Branch & SLSQ award submissions
- Improved memorabilia presentation

### Communication

- Monthly newsletter
- Up-to-date website
- Segmented communication strategy

**Board Oversight:** Director of Member Services / Communications

---

# 5. ONE CLUB ALIGNMENT

## Strategic Objective:

Operate the Surf Lifesaving Club and Supporters club as one united organisation with aligned purpose and shared identity.

## 2030 Outcomes

- Strong collaboration between SLSC & Supporters Club
- Shared services efficiencies
- Increased cross-section participation

## Key Priorities

### Inclusion

- All events promoted across all sections both club
- Reinforce “One Club” identity

### Communication

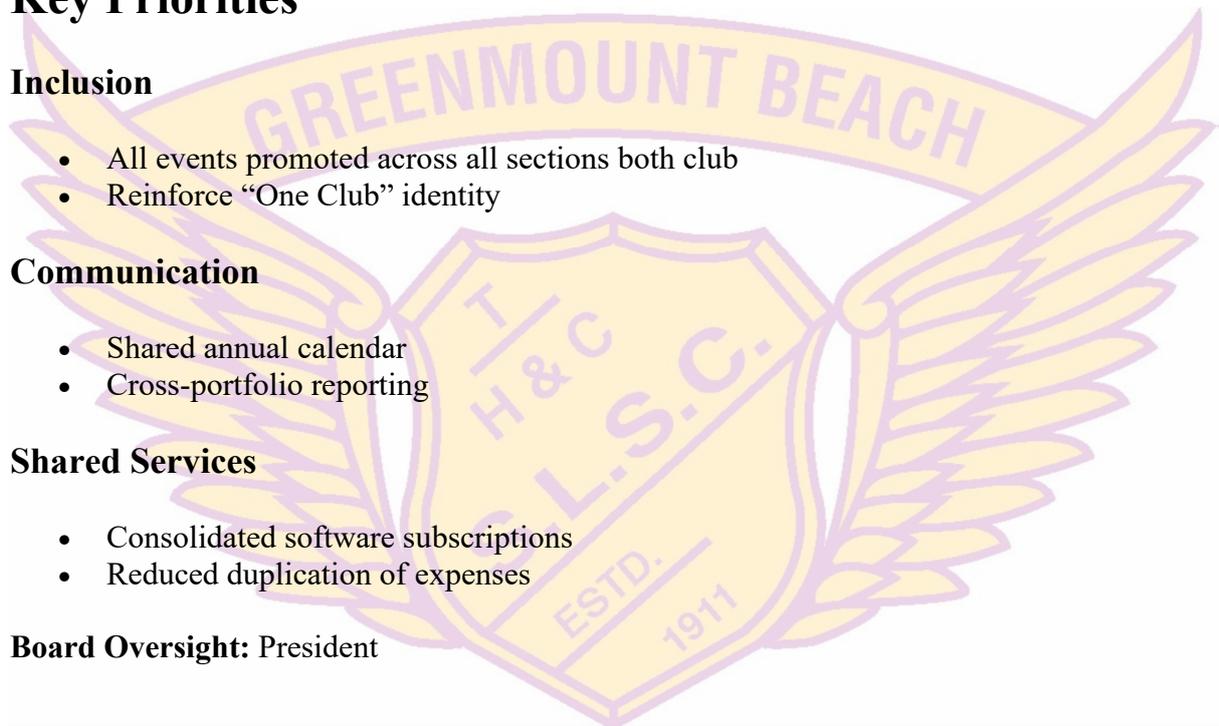
- Shared annual calendar
- Cross-portfolio reporting

### Shared Services

- Consolidated software subscriptions
- Reduced duplication of expenses

**Board Oversight:** President

---



# 6. MEMBERSHIP GROWTH & DEVELOPMENT

## Strategic Objective:

Achieve sustainable growth aligned with patrol capacity.

## 2030 Targets

- Active Members: +20%
- Nippers: +15%
- Female Membership: +30%
- 60%+ Youth retention into patrol ranks

## Key Priorities

### Growth Strategy

- Annual membership targets
- Brisbane market outreach

### Sustainable Volunteering

- Volunteer retention strategy
- Clear role descriptions
- Annual volunteer recognition event

### Youth Transition

- Employ Youth Manager
- Establish Youth Leadership Advisory Group
- Structured Nipper → Youth → Patrol pathway
- School and Local Sports clubs Partnering
- Provide mentor and training to increase female member retention and involvement in Surf sports
- Improved communication – Social media, Team Ap, SMS, email and Notice boards
- New Youth recognition awards'
- Complete, Annual, Budgeted, Youth Social Plan

### Life Member Re-engagement

- Direct outreach campaign
- Mentoring and advisory involvement

**Board Oversight:** Secretary

---

# 7. GOVERNANCE & OPERATIONAL EXCELLENCE

## Strategic Objective:

Deliver modern, accountable and transparent governance.

## 2030 Outcomes

- Updated By-Laws aligned with operations
- Formal risk register maintained
- Succession plans for key roles
- Performance reviews for paid staff

## Key Priorities

### Structure Review

- Staged introduction of:
  - Sponsorship & Grants Manager
  - Operations & Compliance Coordinator

### Policies & Procedures

- Policy register maintained
- 2–3 policies updated or created annually

### Risk Management

- Annual Board risk workshop
- Operational and financial risk tracking

### Accountability

- Monthly director reports
- Annual strategic scorecard
- Incoming Board Annual review in 2026

**Board Oversight:** Executive Committee

