

Toyota LandCruiser Club (Qld) Inc. Business Plan 2017 – 2020



November 2017

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Introduction

The Toyota LandCruiser Club (Qld) Inc. (the “Club”), which was formed in 1972, is one of Brisbane’s oldest and most respected four wheel drive (4WD) clubs.

The Club provides activities, trips and events (“activities”) for 4WD owners of all levels of skill and experience with an interest in responsible 4WDing. Its focus is on 4WDing, fun and friendship, welcoming families, couples and singles.

The success of the Club is evidenced by:

- 45 years continuous service to its members in 2017;
- in excess of 60 activities being offered to its members in 2016, including three accredited driver training courses;
- over 250 family memberships;
- 67 members who have been members of the Club in excess of five years;
- the active participation of members in the Club’s activities;
- well attended monthly general meetings;
- a high quality bi-monthly magazine, modern website and active Facebook page; and
- an effective Management Committee and leadership team.

The Club’s membership is drawn from a broad demographic and with a diverse range of experiences and skills. Membership comprises of families, retired and semi-retired couples, single parents, and individuals. While the majority of member’s vehicles are Toyotas, the Club welcomes all makes and models, including soft roaders.

The skills and experience of members are as diverse as the people themselves. Members range from those with limited experience, standard vehicles and an interest in 4WDing to members with years of experience, highly modified vehicles and a real passion for 4WDing.

This Business Plan is a living document that will guide of the Club’s operations and development over next three years. The Club’s Management Committee, which is made up of volunteers, will use this Business Plan in its administration of the Club’s operations.

Five Service Areas describe the Club’s operations. Goals and actions under each Service Area build on past successes, incorporate new initiatives and set new directions.

Our success as a club will be built on a foundation of meeting our member’s expectations and promotion of the Club’s recreational activities, which are viewed by the Queensland community as responsible and legitimate family 4WDing recreational activities.

Vision Statement

For the Toyota LandCruiser Club (Qld) Inc. (the “Club”) to be recognised by the 4WD community in Queensland as the club that offers the best activities and training opportunities with a family orientated focus.

Mission Statement

To provide a club environment, in a social and family oriented setting, that encourages members of all levels of experience, knowledge and skills to adopt and enjoy responsible 4WDing practices and outdoor recreation activities.

Our Objectives

The objectives of the Club are to:

- Provide a common meeting place for people with similar interests in 4WDing;
- Encourage and promote family oriented recreational activities, in particular into areas inaccessible to other forms of transportation;
- Actively support the conservation of the natural environment and liaise with with controlling authorities;
- Conduct meetings and educational classes whereby members may gain knowledge in vehicle handling, equipment, navigation, travel safety, environmental camping as well as the general care and maintenance of their vehicle and equipment;
- Facilitate the location and purchase of vehicles, parts, services and accessories at the best possible prices; and
- Defend the right of access to public road reserves and to undertake campaigns to maintain this right.

Code of Conduct

- Obey the laws and regulations for Recreational Vehicles that apply to public lands;
- Respect the cultural, heritage and environmental values of public/private land, by obeying restrictions that may apply;
- Respect our flora and fauna. Stop and look, but never disturb;
- Keep to formed vehicle tracks;
- Keep the environment clean. Carry your own, and any other, rubbish out;
- Keep your vehicle mechanically sound and clean to reduce the environmental impact;
- Adopt minimal impact camping and driving practices;
- Seek permission before driving on private land. Do not disturb livestock or watering points, leave gates as found;
- Take adequate water, food, fuel, basic spares and a first aid kit on trips. In remote areas travel with another vehicle and have Royal Flying Doctor Service, or

- equivalent emergency contact by radio or satellite;
- Plan ahead and lodge trip details with a responsible person;
- Enjoy your recreation and respect the rights of others;
- Support four-wheel drive touring as a legitimate family activity; and
- Be a member of an affiliated four-wheel drive club.

Our promise to the Clubs Members

- Enjoy the freedom of 4WDing activities;
- Have fun in a social and family oriented setting;
- An activities calendar with a variety of activities, including extended trips and social events;
- Experience a sense of adventure;
- Connect with people in a supportive environment;
- Access to a nationally accredited driver training course;
- Become a confident driver;
- Learn new skills;
- Gain new knowledge; and
- Discover special places.

Our Stakeholders and Partners

- Our sponsors
- Four Wheel Drive Queensland (4WD Qld)
- Land managers and owners
- Interstate Toyota LandCruiser Clubs (TLCC)
- Queensland 4WD clubs with complimentary interests
- Queensland Parks and Wildlife Service
- Vehicle manufacturers
- The 4WD aftermarket industry
- Recreation and camping manufacturers and retailers
- The training Industry
- Government at all levels

Service Areas and Goals

1. Membership/Marketing

- Maintain annual membership.
- At least 85% of members renew their annual membership.
- Meeting our obligations to our sponsors.

2. Activities

- Offer members at least 60 activities each year, including one day and weekend activities, extended trips and social events.

3. Training and Skills Development

- Offer members at least two nationally accredited driver training courses each year.
- Offer members at least four training/skills activities each year.

4. Environment

- Offer members at least four activities each year that will improve the environment, including Fraser Island Clean Up and Adopt a Track activities.
- Meet our obligations under existing agreements with property owners for the maintenance of their property/s.

5. Club Viability

- Secure and maintain a variety of sponsorship agreements that offer products, services and monetary donations.
- Maintain the Club's financial viability.
- All Management Committee positions remain filled.

Service Areas and Actions

1. Membership/Marketing

- (a) Develop and Distribute promotional brochures
- (b) Conduct new members days
- (c) Encourage new and existing members participation
- (d) Develop a strong marketing strategy
- (e) Promote the Club by exhibiting at a recreational show
- (f) Regularly communicate with members
- (g) Produce a high quality bi-monthly magazine
- (h) Develop and maintain a vibrant and current website
- (i) Maintain an active Facebook page
- (j) Promote the Club's identity through merchandise
- (k) Review range of merchandise on offer
- (l) Survey members
- (m) Meet obligations to sponsors

2. Activities

- (a) Develop and publish an activities calendar with one day and weekend activities, extended trips and social events
- (b) Encourage and train members to lead trips
- (c) Organise joint activities with the Club's sponsors
- (d) Organise a Club Celebration, including awards presentation
- (e) Organise a Christmas Party
- (f) Attend as a club to annual 4WDQLD Corroborees

3. Training and skills development

- (a) Deliver a nationally accredited driver training courses
- (b) Perform periodic reviews of the driver training program
- (c) Provide training that educates members and improves their skills eg. first aid, ,chainsaw, winching and use of recovery gear, fire safety courses, etc.
- (d) Encourage members to develop their training delivery skills
- (e) Invite guest speakers (sponsors and members) to present at special forums / general meetings / activities
- (f) Maintain library services.
- (g) Deliver navigation and mapping training, including maintaining a catalog of mapping resources.

4. Environment

- (a) Support 4WD Qld Conservation Access Recreation Environment (CARE) program
- (b) Support Fraser Island Clean Up
- (c) Assist land managers and property owners with management of their Properties
- (d) Develop and build the TLCC Qld Moreton Island Cleanup Initiative
- (e) Encourage environmental education

- (f) Remain active with 4WD Qld
- (g) Maintain contact with interstate TLCC clubs and Queensland 4WD clubs with complimentary interests

5. Club viability

- (a) Develop a strong leadership team and effective Management Committee
- (b) Succession and strategic planning
- (c) Review official documents – Code of Conduct, Constitution, By-laws and Guidelines for Club Operation and Management
- (d) Review Business Plan
- (e) Implement good financial management practices
- (f) Secure sponsorship agreements
- (g) Apply for grants specific projects
- (h) Maintain insurance coverage for the Club and its members
- (i) Maintain the Club's archive
- (j) Retain plant and equipment to support the delivery of the Club's services

1. Membership/Marketing				
Action	Who	How	Outcome	When
(a) Develop and Distribute promotional materials	<ul style="list-style-type: none"> Marketing Officer Editor 	<ul style="list-style-type: none"> Update and print the Club's promotional brochure and business card 	<ul style="list-style-type: none"> Increase awareness of the Club Expand membership base 	Review annually
(b) Conduct new members days	<ul style="list-style-type: none"> New Members Co-ordinators 	<ul style="list-style-type: none"> Invite new members to book on a New Members Day 	<ul style="list-style-type: none"> New members become active members 	Monthly
(c) Encourage new member participation	<ul style="list-style-type: none"> Membership Officer 	<ul style="list-style-type: none"> Follow up new members 	<ul style="list-style-type: none"> New members become active members 	Monthly
(d) Encourage membership participation	<ul style="list-style-type: none"> Activities Officer 	<ul style="list-style-type: none"> Promote activities at general meetings, on the Club's website and Facebook page 	<ul style="list-style-type: none"> Keep members informed of the Club's activities 	Monthly
(e) Promote the Club by exhibiting at a recreational show	<ul style="list-style-type: none"> President, Vice President, Marketing Officer and Membership Officer 	<ul style="list-style-type: none"> Annual exhibit at a recreational show 	<ul style="list-style-type: none"> Increase awareness of the Club Expand membership base 	Annually <ul style="list-style-type: none"> Usually first quarter
(f) Regularly communicate with members	<ul style="list-style-type: none"> Secretary Activities 	<ul style="list-style-type: none"> Fortnightly email to members 	<ul style="list-style-type: none"> Keep members informed of the Club's activities and issues 	Fortnightly

1. Membership/Marketing

Action	Who	How	Outcome	When
(g) Produce a high quality bi-monthly magazine	<ul style="list-style-type: none"> Magazine Editor Marketing Officer 	<ul style="list-style-type: none"> Review and edit members' articles Obtain photos Prepare layout Edit document Submit to printer 	<ul style="list-style-type: none"> Keep members informed of the Club's activities Increase awareness of the Club 	Every two months
(h) Develop and maintain a vibrant and current website	<ul style="list-style-type: none"> Webmaster Activities Officer Secretary Membership Officer Education Officer Vice President 	<ul style="list-style-type: none"> Update activities and events Update news articles Update training events Update Club documents eg minutes, official documents etc. Update membership database 	<ul style="list-style-type: none"> Increase awareness of the Club Keep members informed of the Club's activities Allow members to book and pay for activities 	Ongoing
(i) Maintain an active Facebook page	<ul style="list-style-type: none"> Marketing Officer and authorised officers 	<ul style="list-style-type: none"> Regular posts to the page 	<ul style="list-style-type: none"> Increase awareness of the Club Keep members informed of the Club's activities 	Ongoing
(j) Promote the Club's identity through merchandise	<ul style="list-style-type: none"> Merchandising Officer 	<ul style="list-style-type: none"> Market merchandise at monthly general meetings 	<ul style="list-style-type: none"> Create Club identity Increase awareness of the Club 	Monthly
(k) Review the range of merchandise on offer	<ul style="list-style-type: none"> Merchandising Officer and working group 	<ul style="list-style-type: none"> Survey members as to what they want 	<ul style="list-style-type: none"> Create Club identity Increase awareness of the Club 	Every three years <ul style="list-style-type: none"> By June 2018 By June 2020

1. Membership/Marketing				
Action	Who	How	Outcome	When
(l) Survey members on the Club's future direction and operations	<ul style="list-style-type: none"> Strategic Planning Sub-committee President 	<ul style="list-style-type: none"> Email survey regarding activities, Club services and Club structure. 	<ul style="list-style-type: none"> Allow members to influence the future direction of the Club 	Every two years <ul style="list-style-type: none"> By June 2018 By June 2020 By June 2022
(m) Meet obligations to sponsors	<ul style="list-style-type: none"> Marketing Coordinator and nominated Sponsor Liaison¹ 	<ul style="list-style-type: none"> As per agreements 	<ul style="list-style-type: none"> Retention of sponsors 	Ongoing

¹ Sponsor Liaison –club members who develop and maintain an ongoing relationship with specific sponsors as Marketing coordinator roles may change regularly for the club. The Sponsor Liaison works with and reports to the Marketing Coordinator and the executive committee for Sponsor relations with TLCC Qld.

2. Activities

Action	Who	Resources	Outcome	When
(a) Develop and publish an activities calendar with one day and weekend activities, extended trips and social events	<ul style="list-style-type: none"> • Activities Officer • Education Officer 	<ul style="list-style-type: none"> • Organise an activities Workshop 	<ul style="list-style-type: none"> • Allow members to influence the future direction of the Club • Increase member participation in selection of Club activities • Variety of Club activities on offer improved 	Twice a year <ul style="list-style-type: none"> • By December • By June
(b) Encourage and train members to lead trips	<ul style="list-style-type: none"> • Education Officer • Activities Officer 	<ul style="list-style-type: none"> • Organise a Trip Leaders workshop 	<ul style="list-style-type: none"> • Members trained in skills needed to lead trips 	Annually <ul style="list-style-type: none"> • By April
(c) Organise joint activities with the Club's sponsors	<ul style="list-style-type: none"> • President • Vice President • Marketing Officer • Activities Officer 	<ul style="list-style-type: none"> • Sponsors • Club members 	<ul style="list-style-type: none"> • Allows sponsors to market their products and services • Members learn about sponsors' products and services and can access discounted prices 	Ongoing

2. Activities

Action	Who	Resources	Outcome	When
(d) Organise Club Celebration, including awards presentation	<ul style="list-style-type: none"> • Club Celebration Sub-committee • Awards Selection Sub-committee 	<ul style="list-style-type: none"> • Award nominations made on the Club's website • Form of Club Celebration determined by the Sub-committee 	<ul style="list-style-type: none"> • Members recognised for their contribution to the Club 	Annually <ul style="list-style-type: none"> • Awards Selection sub-committee established by October • Nominations for awards sought in November • Club Celebration held
(e) Organise a Christmas Party	<ul style="list-style-type: none"> • Christmas Party Sub-committee 	<ul style="list-style-type: none"> • Form of Christmas Party determined by the Sub-committee 	<ul style="list-style-type: none"> • Members social gathering 	Annually <ul style="list-style-type: none"> • Sub-committee established by May • Party held on first weekend in December
(f) Attend as a club at the annual 4WDQLD Corroboree	<ul style="list-style-type: none"> • Environment and Other Organisations Officer 	<ul style="list-style-type: none"> • Trip Leader • Club members 	<ul style="list-style-type: none"> • Attendance of event 	Annually <ul style="list-style-type: none"> • Usually October

3. Training and Skills Development

Action	Who	Resources	Outcome	When
(a) Deliver nationally accredited driver training courses	<ul style="list-style-type: none"> Education Officer 	<ul style="list-style-type: none"> Driver training venue Workshop venue Theory night venue Driver trainers / assessors Participants 	<ul style="list-style-type: none"> Members obtain the skills, knowledge and experience to be confident drivers 	At least twice a year
(b) Perform periodic reviews of the driver training program	<ul style="list-style-type: none"> Education Officer 	<ul style="list-style-type: none"> Driver trainers / assessors Interested members Participants feedback 	<ul style="list-style-type: none"> Ensure the course is relevant to National standards, and the Club and members needs 	Following the delivery of each course
(c) Provide training that educates members and improves their skills eg. first aid, chainsaw, winching and use of recovery gear , firesafety, tyre management courses etc.	<ul style="list-style-type: none"> Education Officer External Providers 	<ul style="list-style-type: none"> Internal and external Trainers 	<ul style="list-style-type: none"> Provide members with the skills, knowledge and confidence to correctly use equipment 	Ongoing
(d) Encourage members to develop their training delivery and assessment skills	<ul style="list-style-type: none"> Education Officer 	<ul style="list-style-type: none"> Internal trainers Training by a Registered Training Organisation 	<ul style="list-style-type: none"> Provide members with the skills, knowledge and confidence to deliver training 	Ongoing

3. Training and Skills Development

Action	Who	Resources	Outcome	When
(e) Invite guest speakers (sponsors and members) to a special forums/general meetings/activities	<ul style="list-style-type: none"> • Education Officer • Marketing Officer • Activities Officer 	<ul style="list-style-type: none"> • Sponsors • Members 	<ul style="list-style-type: none"> • Provide members with knowledge on new products and services • Members can share their knowledge 	Ongoing
(f) Maintain library Services.	<ul style="list-style-type: none"> • Library Officer 	<ul style="list-style-type: none"> • Annual budget allocation for acquisitions • Library resources 	<ul style="list-style-type: none"> • Provide members with access to publications and resources 	Ongoing
(g) Deliver navigation and mapping training, including maintaining a catalog of mapping resources.	<ul style="list-style-type: none"> • Mapping Officer 	<ul style="list-style-type: none"> • Hema HN7 • Paper and electronic maps • Data and map storage Facilities • Annual budget allocation for acquisitions 	<ul style="list-style-type: none"> • Provide training course in navigation with both Theory and Practical components • Maintain and develop an electronic catalog of electronic trip navigation data 	<p>Annually</p> <p>Ongoing</p>

4. Environment				
Action	Who	Resources	Outcome	When
(a) Support 4WD Qld Conservation Access Recreation Environment (CARE) program	<ul style="list-style-type: none"> • Environment and Other Organisations Officer • Trip Leaders 	<ul style="list-style-type: none"> • Activities 	<ul style="list-style-type: none"> • Increase awareness of the Club • Develop a relationship with Queensland Parks and Wildlife Service • Improve the Club's access to State Forests and National Parks • Improve the environment 	Ongoing
(b) Support Fraser Island Clean Up	<ul style="list-style-type: none"> • Environment and Other Organisations Officer • Trip Leaders 	<ul style="list-style-type: none"> • Activities 	<ul style="list-style-type: none"> • Increase awareness of the Club • Develop a relationship with other 4WD clubs • Improve the environment 	Annual
(c) Assist land managers and property owners with management of their properties	<ul style="list-style-type: none"> • Trip leaders 	<ul style="list-style-type: none"> • Activities 	<ul style="list-style-type: none"> • Maintain and obtain access for Club members to properties • Increase awareness of the Club • Improve the environment 	Ongoing

4. Environment				
Action	Who	Resources	Outcome	When
(d) Develop and build the TLCC Qld Moreton Island Cleanup Initiative	<ul style="list-style-type: none"> Environment and Other Organisations Officer Trip Leaders 	<ul style="list-style-type: none"> Activities 	<ul style="list-style-type: none"> Increase awareness of the Club Develop a relationship with other 4WD clubs Improve the environment 	Annual
(e) Encourage environmental education	<ul style="list-style-type: none"> Environment and Other Organisations Officer Trip Leaders Driver Trainers 	<ul style="list-style-type: none"> New Members Day Activities Queensland Outdoor Recreation Federation (QORF) 	<ul style="list-style-type: none"> Increase members environmental awareness 	Ongoing
(f) Remain active with 4WD Qld	<ul style="list-style-type: none"> Environment and Other Organisations Officer President 	<ul style="list-style-type: none"> Encourage members to nominate as members of the 4WD Qld committee 	<ul style="list-style-type: none"> Influence decisions made by 4WD Qld Increase awareness of the Club Develop a relationship with other 4WD clubs 	<ul style="list-style-type: none"> Environment and Other Organisations Officer's monthly attendance at 4WD Qld Club Representatives meeting Presidents annual attendance at 4WD Qld Presidents meeting
(g) Maintain contact with interstate TLCC clubs and Queensland 4WD clubs with complimentary interests	<ul style="list-style-type: none"> President Marketing Officer Activities Officer Environment and Other Organisations Officer Trip Leaders 	<ul style="list-style-type: none"> Members participate in joint activities 	<ul style="list-style-type: none"> Increase awareness of the Club Develop a relationship with other 4WD clubs Share information with other 4WD clubs 	Ongoing

5. Club Viability				
Action	Who	Resources	Outcome	When
(a) Develop a strong leadership team and effective Management Committee	<ul style="list-style-type: none"> • President • Management Committee 	<ul style="list-style-type: none"> • Club members 	<ul style="list-style-type: none"> • Members have confidence that the Club is being effectively managed 	Ongoing
(b) Succession and strategic planning	<ul style="list-style-type: none"> • President • Management Committee • Strategic Planning Sub-committee 	<ul style="list-style-type: none"> • Club members 	<ul style="list-style-type: none"> • Knowledge retention • Develop members for key Management Committee positions • Guide the Club's future direction 	Ongoing
(c) Review official documents – Code of Conduct, Constitution, By-laws and Guidelines for Club Operation and Management	<ul style="list-style-type: none"> • Management Committee 	<ul style="list-style-type: none"> • Allocate tasks to members of the Management Committee and Strategic Planning Sub-committee 	<ul style="list-style-type: none"> • Documents updated to ensure they are current and reflect the Club's operations 	Every two years <ul style="list-style-type: none"> • By June 2018 • By June 2020
(d) Review Business Plan	<ul style="list-style-type: none"> • President • Management Committee 	<ul style="list-style-type: none"> • Establish a sub-Committee 	<ul style="list-style-type: none"> • Business Plan remain current 	Review and update, if required, every year <ul style="list-style-type: none"> • By November Major review and update every five years <ul style="list-style-type: none"> • By June 2022

5. Club Viability

Action	Who	Resources	Outcome	When
(e) Implement good financial management practices	<ul style="list-style-type: none"> • President • Secretary • Treasurer 	<ul style="list-style-type: none"> • Auditor • Accounting package (Xero) 	<ul style="list-style-type: none"> • Record and deposit payments received • Record and organise payments outgoing • Reconcile bank accounts • Income/expenditure statement and balance sheet prepared • Issue membership invoices • Annual budget prepared • Accounts audited 	<ul style="list-style-type: none"> Ongoing Ongoing Monthly Annually <ul style="list-style-type: none"> • By June Annually Annually <ul style="list-style-type: none"> • By June Annually <ul style="list-style-type: none"> • By mid-August
(f) Secure sponsorship agreements	<ul style="list-style-type: none"> • President • Marketing Officer 	<ul style="list-style-type: none"> • Sponsorship Proposal 	<ul style="list-style-type: none"> • Financial and product support for the Club 	<ul style="list-style-type: none"> Annually <ul style="list-style-type: none"> • By June
(g) Apply for grants specific projects	<ul style="list-style-type: none"> • Management Committee 	<ul style="list-style-type: none"> • Community Grant programs (gambling community benefit fund) • Club members 	<ul style="list-style-type: none"> • Secure funding to train and develop club members skills and acquire equipment eg trailer 	<ul style="list-style-type: none"> Ongoing

5. Club Viability

Action	Who	Resources	Outcome	When
(h) Maintain insurance coverage for the Club and its members	<ul style="list-style-type: none"> Secretary 	<ul style="list-style-type: none"> 4WD Qld Insurance Officer 	<ul style="list-style-type: none"> Insurance arrangements maintained 	Annually <ul style="list-style-type: none"> By April
(i) Maintain the Club's records and address correspondence	<ul style="list-style-type: none"> Secretary 	<ul style="list-style-type: none"> Website's database Management Committee 	<ul style="list-style-type: none"> Members can access Club records eg meeting minutes, official documents 	Ongoing
(j) Maintain an archive	<ul style="list-style-type: none"> Secretary 	<ul style="list-style-type: none"> Website data storage 	<ul style="list-style-type: none"> Maintain the Club's history 	Ongoing
(k) Retain plant and equipment to support the delivery of the Club's services	<ul style="list-style-type: none"> Property Officer 	<ul style="list-style-type: none"> Existing equipment 	<ul style="list-style-type: none"> Maintain, purchase and dispose of equipment 	Ongoing

Year Planner – AGM to AGM

Month	Action
September	<ul style="list-style-type: none"> • Annual General Meeting • Report to members on achievement of the Business Plan's Goals
October	<ul style="list-style-type: none"> • Management committee hand-over meeting • Annual budget prepared • 4WDQLD Corroboree
November	<ul style="list-style-type: none"> • Business Plan, Goals and Actions reviewed and established by Management Committee • Arrange meeting dates and confirmations for General Meetings for following calendar year • Review Club Documents for currency and amend as required. • Activities workshop
December	<ul style="list-style-type: none"> • Christmas Party
January	<ul style="list-style-type: none"> • 4WD Qld Presidents' meeting • Review driver training programs
February	<ul style="list-style-type: none"> • Club Celebration, including awards presentation • Planning of recreation show stand
March	<ul style="list-style-type: none"> • Recreational Show (4wd QLD)
April	<ul style="list-style-type: none"> • Trip leaders workshop • Review driver training course • Awards Selection sub-committee established • Nominations for Club wards called • Club insurance renewed
May	<ul style="list-style-type: none"> • Fraser Island Clean Up • Christmas Party sub-committee established • Activities workshop

June	<ul style="list-style-type: none">• Issue membership invoices• Marketing strategy finalised• Survey members – Every two years (2018 and 2020)• Review official documents (2017 and 2019) and Business Plan (annually)• Secure sponsorship agreements
July	<ul style="list-style-type: none">• Nominations called for Annual General Meeting
August	<ul style="list-style-type: none">• Financial Statements audited