

Surf Life Saving NSW

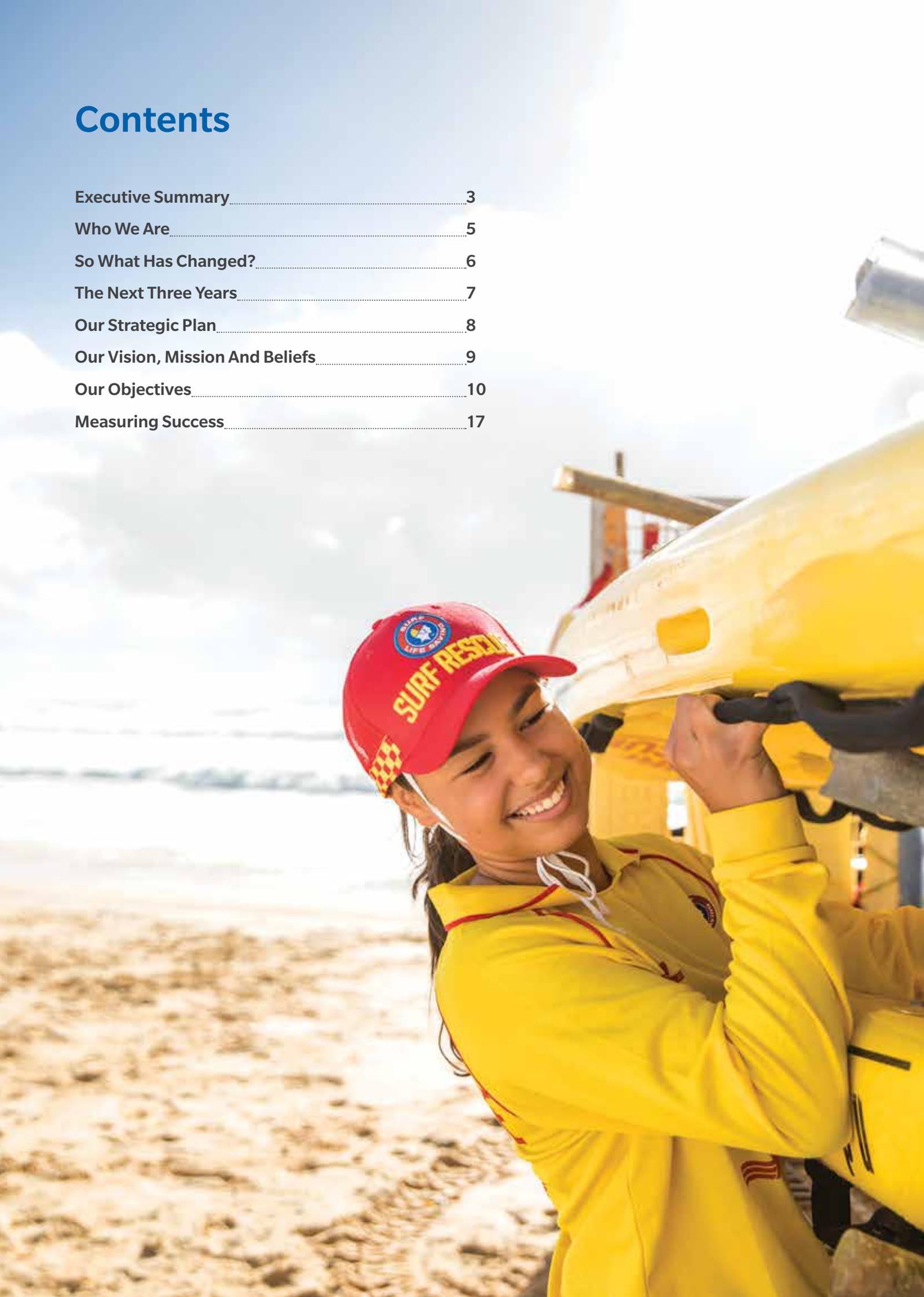
2018-2021 Strategic Plan



**SURF LIFE SAVING
NEW SOUTH WALES**

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Executive Summary

Surf Life Saving is an Australian icon and from its humble beginnings more than 110 years ago, Surf Life Saving now boasts more than 75,000 members and 129 clubs in NSW alone. The organisation promotes a healthy active lifestyle, community spirit and inclusiveness with a mission to save lives, create great Australians and build better communities.

It is from this base that Surf Life Saving New South Wales (SLSNSW) has an exciting future. This strategy has been built in close collaboration with the SLS Executive, Board, Branches, Clubs and Members, with over 1,000 people contributing to its development.

This strategy is focused on the priorities of the 'State body', but recognises the importance and need for all levels of the Surf Life Saving movement in NSW to be involved. SLSNSW is a strategic enabler to one of the largest member organisations in Australia and performs a critical function in supporting Branches, Clubs and Members educate the community on water safety and ultimately, save lives on our beaches, both within and beyond the red and yellow flags.

Engagement throughout this strategic planning process highlighted the strengths that SLSNSW want to continue to build upon as well as the areas for future focus: building the organisation's profile, making more positive impact in local communities, and delivering value to every member. Ultimately it will ensure SLSNSW remains both relevant and sustainable as an organisation into the future.

This strategy is about evolution, innovation, collaboration and growth. Building on SLSNSW's 110 years of history and heritage, the organisation has set out clear priorities that will help to enhance the member experience and ensure a long, sustainable and thriving future for the surf lifesaving movement in NSW.

This strategy will...

- Position SLSNSW as a leader in aquatic safety and rescue;
- Ensure everything we do will be for the betterment of our members;
- Support our branches and clubs in the recruitment and retention of members;
- Position SLSNSW as an inclusive organisation that embraces the community and delivers value to every member;
- Put the health and welfare of our staff, our members and our communities front and centre;
- Build trust and transparency at all levels of the organisation and beyond;
- Leverage collaboration, innovation and technology to work better together, work smarter and continually improve what we do;
- Ensure the effective and efficient distribution of resources across the SLSNSW movement;
- Continue to build our profile and presence within the community, NSW and nationally to open-up new opportunities for the continued sustainability and growth of the organisation; and
- Provide the flexibility to allow the organisation to remain agile and responsive to maximise new opportunities and respond to emerging threats.

“Surf Life Saving NSW has both an exciting and challenging future. This strategic planning document will shape how we want to work together, to maximise every opportunity and continue to save lives within & beyond the flags 24/7.”

David Murray
Surf Life Saving NSW President

Our Beliefs



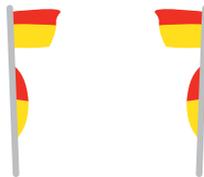
WE BELIEVE

Our everyday actions change lives, build stronger communities and create great Australians



WE BELIEVE

We are iconic, we are proud and what we do makes a difference



WE BELIEVE

Our community relies on us to protect life, promote life and save life



WE BELIEVE

Our volunteers are core to Surf Life Saving and vital to our success



WE BELIEVE

That honesty, integrity and respect are essential to creating a healthy culture



WE BELIEVE

Strong leadership, responsiveness and flexibility are critical in our changing environment



WE BELIEVE

A happy, caring and fun environment will attract and retain the people we need



Strategy Snapshot

We will leverage our history, heritage and exceptional membership base to retain and build on our thriving organisation



Our focus over the next 3 years will build and lay foundations beyond 2020 through:

- Leveraging innovation;
- Embedding collaboration and inclusion in decision making;
- Ensuring the health and welfare of our members;
- Recruitment and retention for the SLS community;
- Positioning as leaders in aquatic safety and rescue;
- Embracing our diverse and wonderful community;
- Utilising technology to work smarter;
- Ensure our financial sustainability;
- Building on our position, profile and presence in NSW and nationally; and
- Remain flexible, agile and responsive to new opportunities.

Who We Are

In the absence of Surf Life Saving services in NSW, there would be 320 additional drowning deaths and 234 additional permanent incapacitations per annum

Surf Life Saving New South Wales (SLSNSW) is the peak water safety, drowning prevention and rescue organisation in NSW and one of the largest volunteer based community service organisations in Australia. Throughout NSW, the organisation's 11 Branches, 129 Surf Life Saving Clubs and four community Nipper groups now comprise of over 75,000 members.

Today the organisation encompasses a range of diverse activities – lifesaving services, community education, surf sports, member development and training, all which contribute to the primary purpose to save lives and meet our target of zero preventable deaths and injuries on NSW beaches.

Along with being one of Australia's most iconic grassroots volunteer movements, we are also water safety and aquatic risk assessment experts, a Registered Training Organisation, and we support our clubs to deliver one of the country's most recognisable and inclusive junior activities offerings through our Nippers program.

Surf Life Saving NSW recognises the vital role it plays in keeping the public safe and is looking to a strategy that ensures a secure, vibrant and thriving future for the organisation, its branches, its clubs and, critically, its members.

Surf Life Saving has evolved to offer so much more than just protecting people on the beach. Today SLSNSW delivers a range of services to its members and the community which extends beyond lifesaving service provision, including:

- **Supporting and developing members:** The most important asset of the organisation is its members. Surf Life Saving NSW seeks to support members in a variety of ways through assisting clubs in recruitment and retention, honing skills of our life savers to perform rescues, supply tertiary equivalent member education for Aquatic Rescue qualifications, advocacy on behalf of clubs and branches, club and member development and leadership programs and sustainability and governance support.
- **Sport and recreation:** Encouraging and supporting involvement and participation in surf sports and offering opportunities to recreate or participate at all levels for athletes, coaches and officials. This helps provide clubs with a steady stream of fit, motivated and active patrolling members.
- **Educating the community:** The organisation delivers important surf safety education through targeted campaigns, school education programs, community courses, engagement activity and events and publicly available information.

2016/17 Season Snapshot



127,161

Preventative actions



4,966

Rescues



8,000+

Competitors



535

Emergency Callouts



75,000

Members



320

Drownings Prevented

So What Has Changed?



Since its establishment, the heart of the Surf Life Saving movement has always been about saving lives in the water through education, prevention and rescue.

Although this is not about to change, SLSNSW needs to respond and prepare for an unknown future. What is clear is that over recent years, pressure on the Surf Life Saving community has increased with...

- More work required and expected 'outside the flags';
- Changing and shifting government focus and expectations;
- Shifting and evolving community profile with new needs and different values; and
- A need to proactively manage the potential impacts of long-term climate change with a focus on surf life saving infrastructure, use of the coast by the community and adapting our service provision to continue to protect the public.

These represent only some of the key pressure points facing SLSNSW over the coming years, but reinforces the need for the organisation to respond and be prepared, to continue to get stronger, to work smarter and to ensure that SLSNSW constantly embraces the community and delivers value to every member.

In responding to our shifting environment, this strategic plan engaged over 1,000 members at all levels of the organisation to identify the key areas of focus for SLSNSW over the next three years. This includes...

- Positioning SLSNSW as a leader in surf life saving;
- Ensuring everything we do will be for the betterment of our members and fits with their work / life balance;
- Supporting our branches and clubs in the recruitment and retention of members;
- Positioning SLSNSW as an inclusive organisation that embraces the community and delivers value to every member;
- Putting the health and welfare of our staff, our members and our communities front and centre;
- Building trust and transparency at all levels of the organisation and beyond - working towards one voice for all 129 clubs and 11 Branches;
- Leveraging collaboration, innovation and technology to work better together, work smarter and continually improve what we do;
- Ensuring the effective and efficient distribution of resources across the SLSNSW movement;
- Continuing to build our profile and presence within the community, NSW and nationally to open-up new opportunities for the continued sustainability and growth of the organisation; and
- Providing the flexibility to allow the organisation to remain agile and responsive to maximise new opportunities and respond to emerging threats.



SURF RESCUE
DHL

SURF

SURF RESCUE
DHL

The Next Three Years

The next three years are about continued **evolution, innovation, consolidation and growth**. This strategic plan sets out the way SLSNSW is going to deliver on these goals; embed a culture of continuous improvement; be ready to respond to the needs of our members and community; be **resilient, relevant and sustainable**; and, most importantly, continue to save lives through education, prevention and rescue.

Through extensive engagement, a number of critical driving forces that underpin and provide the foundations of this strategy were identified:

Innovation

Identify and unshackle innovation that currently exists. Invest in innovation and technology that improves efficiencies across communication, processes, resourcing and operations.

Collaboration and Inclusion in Decision-Making

Bringing together and engaging all levels of our organisation and community to make good decisions, that help drive the future of SLSNSW. Harness the collective strength of Surf Life Saving.

Health and Welfare

Support the health and wellbeing of all staff and members to help in creating a high-performing, high impact and happy workforce, whether in head office, patrolling the beach or participating in surf sports.

Recruitment and Retention

Attracting and retaining a talented volunteer and paid workforce.

Leadership

Strengthen and develop leadership capability throughout all levels of the organisation. Demonstrate leadership looking 'Beyond the Flags' to position ourselves as a key organisation in the emergency services sector.

Embracing Community

Broadcasting and delivering community engagement programs and activities that open the doors, enhance profile and build capacity within our communities. Engage the community to want to be part of us, and us be part of the community.

Technology

Exploring and leveraging technology and how it can support the delivery of SLSNSW services and operations.

Funding

Ensure long-term financial viability through strategic partnerships, skilled and trained financial acumen, explore new revenue streams, and by capitalising on reputation with government and industry.

Position, Profile and Presence

Enhancing SLSNSW's visibility across existing and new audiences to boost reputation, engagement, recruitment and retention, and unearth opportunities for funding. Demonstrate to the wider audience the strength of our brand, and the people within it. We will celebrate and acknowledge the value our members provide.



Our Strategic Plan

This strategy has been developed in close collaboration and partnership with the Board and staff, with detailed input from Branches, Clubs and, importantly, Members.

The strategy provides:

- A foundation for SLSNSW stakeholders to understand what we are looking to achieve, how we can best reach our vision, the way it will work and the things we want to do for our members and communities;
- A framework to inform SLSNSW priorities, annual business planning and resourcing; and
- A tool for informing SLSNSW stakeholders and different levels of government as to the future SLSNSW strives for.



OUR VISION

the future we want

OUR MISSION

Our role in making that future happen

OUR BELIEFS

The beliefs that drive our values and behaviours

OUR OBJECTIVES

What we want to achieve

OUR PRIORITIES

What we will focus on to help achieve our vision, mission and objectives

Our Vision, Mission and Beliefs

The vision, mission and beliefs articulate the aspiration, purpose and approach of SLSNSW.

Our Vision

Zero preventable deaths on NSW beaches.

SLSNSW Focus “Enabling our branches, clubs and lifesaving community to thrive. Putting lifesavers on our beaches”.

Our Mission

Save lives, create great Australians, build better communities.

SLSNSW Focus “Working with and for you to create resilient, thriving branches, clubs, members and communities”

Our Beliefs

In shaping our culture, values and behaviours, we have defined our core beliefs as an organisation.

WE BELIEVE...



...our community relies on us to protect life, promote life and save life

...our everyday actions change lives, build stronger communities and create great Australians

...we are iconic, we are proud and what we do makes a difference

...our volunteers are core to Surf Life Saving and vital to our success

...strong leadership, responsiveness and flexibility are critical in our changing environment

...that honesty, integrity and respect are essential to creating a healthy culture

...a happy, caring and fun environment will attract and retain the people we need



SLSNSW Focus

“Ensuring our organisational values and beliefs work to shape our culture, and ultimately influence our behaviours and what we represent”

Our Objectives

Over the next three years, SLSNSW will build on its strengths; better leverage collaboration, innovation and technology; promote wellbeing of its staff and members; and look to future opportunities.

At its core SLSNSW is about Saving Lives 24/7, providing safe beaches and aquatic environments throughout NSW.



Objective 1 - Member Centred

Everything we do will be for the betterment and the benefit of our members. Reinforcing our member-centric approach based on delivering member value. Support and driving growth in membership and engagement.

Our Priorities...

- 1.1 Increased member recruitment and enhanced retention through a focused and resourced framework
- 1.2 Maintain a healthy organisation focused on member health and welfare
- 1.3 Ensure the continued safety of our members and community
- 1.4 Encourage and recognise members

In delivering on these priorities, SLSNSW will work in close collaboration with staff, branches, clubs and members to define and execute activities that will lead to tangible change and improvement. Examples of some of the key things we are already working on and will be aiming to deliver over the next 3 years include...

- Developing a state-wide retention and recruitment strategy framework, that leverages best practice, our collective lessons and experience and tools to support clubs in delivering sustainable memberships;
- Ensuring we are providing targeted strategic support for 'at risk' clubs across NSW;
- Developing and supporting branches to embed critical risk management frameworks and tools in all clubs across NSW; and
- Establishing and embedding an acknowledgement and reward strategy to celebrate our collective success and showcase our achievements



Objective 2 - Embrace Community

Assisting clubs' membership to reflect the changing community profiles, being acknowledged as an all-inclusive organisation that protects, educates, prepares and embraces everyone.

Our Priorities

- 2.1 SLSNSW membership reflects our changing community profiles
- 2.2 Provide flexibility in membership and participation to align with community lifestyles and availability
- 2.3 Ensure those communities and groups identified as 'at risk' are safe and confident
- 2.4 Maximise new technology and communications mediums to connect, educate and more effectively deliver sport and recreation opportunities.

Our community is key to our success, so in delivering on these priorities SLSNSW will define and pursue activities that improve access and inclusiveness as well as strengthen our approach to engagement. Examples of key activities over the next three years include:

- Developing and enhancing our partnerships with industry, government and community organisations to enhance diversity and reach 'at risk' groups;
- Exploring and establishing alternate or flexible membership structures and better ways to deliver sport and recreation pathways and products;
- Develop and deliver new targeted water safety and other education programs tailored for our different types of members and communities.



Objective 3 - Position, Profile and Presence

Actively position ourselves within government, community and media, allowing our presence to be seen everywhere, everytime, ultimately maximizing our profile and the value of our members.

Our Priorities

- 3.1 Enhance our relationship, recognition and visibility with all levels of government
- 3.2 Reinforce our position as the peak body for beach and coastal water safety
- 3.3 Be acknowledged within the NSW emergency management arrangements as a professional volunteer emergency service
- 3.4 Enhance and expand our profile to both the community and business sector
- 3.5 SLSNSW's reputation and profile is extended on Surf Life Saving Services (SLSS) being positioned as the first-choice provider of all commercial services

The position, profile and presence of SLSNSW is important to our organisational sustainability, to our strength and recognition as the voice for aquatic safety across NSW. In pursuit of these priorities, SLSNSW will undertake the following types of activities over the next three years:

- Standardise and streamline our government briefing resources and processes to be more impactful;
- Provide representation and membership in relevant Local and Regional Emergency Management Committees and other key planning committees
- Champion amendments to the NSW State Emergency and Rescue Management Act to reference Surf Life Saving NSW as an emergency service
- Facilitate water safety and emergency preparedness and capability forums, showcasing our capability and capacity; and
- Enhance and further develop our Media and Marketing Strategy to promote our members and their roles in educating and protecting the community.



Objective 4 - Working Better Together

Building a strong and sustainable Surf Life Saving community that talks, respects each other and works together to achieve shared vision, values and goals.

Our Priorities

- 4.1 The roles, responsibilities and accountabilities of SLSA, SLSNSW, Branch and Clubs is understood by all
- 4.2 Effective communication and feedback between all levels of the organisation
- 4.3 Enable a strong leadership culture to lead the organisation now and future proof our capability moving forward
- 4.4 Identify and utilise the knowledge and expertise of the membership
- 4.5 Facilitate the sharing of information and best practice across all levels of the organisation

During this strategic planning process, SLSNSW has listened and responded through defining clear priorities that will help the organisation to continually improve and provide a platform for creating great Australians and stronger communities. Examples of key activities to deliver these priorities over the next three years include:

- Identifying, investing in and rolling out technology platforms and applications that enable enhanced collaboration and communication amongst State, Branches and Clubs;
- Establishing a Branch Presidents 'Thought Leadership Group' and 'CEO Advisory Group' to maximise collective decision making;
- Putting in place a State Club Leadership Conference as the keystone of SLSNSW Leadership events;
- Establishing a Talent Identification and Development Programs to harness and leverage member subject matter expertise; and
- Facilitating best practice opportunities in supporting neighbouring clubs and Branches with operational, training and sporting capability.



Objective 5 - Strengthen and Streamline

A financially sustainable and resilient organisation that continually delivers value through efficiencies and innovation.

Our Priorities

- 5.1 Ensure innovation is harnessed throughout the organisation
- 5.2 Leverage technology to improve the member experience by exploring efficiencies in administrative processes and surf sport event delivery
- 5.3 Ensure Surf Life Saving sustainability and relevance
- 5.4 Ensure strong, sustainable and transparent funding to support State, Branches and Clubs
- 5.5 Attract and retain-high quality staff that continue to provide a capacity building and knowledge-base for supporting and empowering SLSNSW volunteer members

Strengthening and streamlining SLSNSW is about leveraging our expertise, experience, best practice and skills from across the entire movement to be creative, innovative and enterprising, helping us to work smarter and be resilient and sustainable. Key activities to deliver on these priorities over the next three years will include:

- Developing an innovation framework that provides member's opportunity to develop solutions for organisational needs;
- Embedding a SLSNSW Digitalisation Strategy to identify the technology requirements now, and into the future that will support business functions and operational response;
- Enhancing and embedding the Quality Club Program to support clubs in planning and managing their resources;
- Developing a blueprint for future surf club presence and establishment, including researching new models of surf club operations and structure; and
- Growing the revenue from Surf Life Saving Services (SLSS) through expansion of current business and exploration of new business opportunities and models.



Objective 6 - Capable and Ready

Ensuring we have the capability and capacity within our Life Saving arrangements and we retain a 24/7 readiness, always ready to respond and meet the needs of our community, within or outside of our flags. Delivering the training, support and services that delivers the high-quality service that makes our patrolled beaches safe and our lifesavers the best in the world.

Our Priorities

- 6.1 Patrolling members are skilled, trained, physically prepared and resourced
- 6.2 SLSNSW State Operations Centre (SOC) is equipped, responsive and maintains a state of readiness
- 6.3 Technology and processes will be leveraged to enhance response coordination to incidents
- 6.4 Promote consistency in the delivery of training through the provision of improved learning and assessment tools.
- 6.5 'Beyond the Flags' Support Operations are acknowledged and resourced as a core service of SLSNSW
- 6.6 SLSNSW is integrated into NSW emergency management arrangements

These priorities shape our areas of focus to ensure the organisation has the capacity and capability to deliver and protect lives. To achieve these priorities some of the key activities over the next three years include:

- Ensuring our operators continue to have the required skills and training to deliver a professional service to our members and external stakeholders;
- Establishing the Emergency Response Beacon Program to provide consistent and recurrent safety coverage of identified Black Spots;
- Enabling the ability for the live streaming of imagery from beaches to the SOC and external partners to support operations;
- Developing a structured notification and escalation protocol that provides informative and timely incident updates, both internal to the organisation and external to key stakeholders;
- Positioning SLSNSW as a recognised emergency service within the NSW State Emergency & Rescue Management Act (SermAct); and
- Conduct a comprehensive review of our Support Operations, ensuring capability matches the risk.



Measuring Our Success

This strategy will inform and guide SLSNSW priorities, actions and operational planning for the next three years. The organisation is committed to implementing and monitoring the plan in partnership with our board, staff, members and stakeholders.

To monitor and evaluate the implementation of this strategy, SLSNSW will commit to:

- Embedding this strategy and KPI's in the organisation's annual plan to monitor progress and evaluate what we have achieved against our objectives;
- Undertake ongoing consultation and engagement with our clubs, branches and members to review our objectives and KPIs and ensure they remain relevant and enable the delivery of our strategy; and
- Actively seek input from our branches, clubs and members into design of our strategic activities and programs.





**NEW SOUTH
WALES**