



SURF LIFE SAVING
NEW SOUTH WALES

LIFESAVING

REIMAGINED



Club and Branch Strategic Planning Toolkit 2021-24

This toolkit has been developed to support Surf Life Saving clubs and branches in NSW to align with *Lifesaving Reimagined* – Surf Life Saving NSW’s Strategic Plan 2021-24.

It helps to unpack the key pillars and intent of the state-wide plan, and to encourage clubs and branches to think about the actions that they can take to help improve our value, support and service to the community and to our membership over the next three years at a local level.

Why is alignment important?

SLSNSW’s Strategic Plan has been driven by feedback from the membership and from a range of external stakeholders – it represents the voice of the members and of community stakeholders.

We have listened to these voices and developed a plan to reflect them, but we can’t deliver it alone. The achievement of this plan relies on the collective and unified effort of all Surf Life Saving entities in NSW.

When everyone understands the key goals of the organisation and works towards these same goals at the same time, we (at all levels) are more likely to succeed.

We acknowledge that all clubs and branches have their own identities due to differing membership profiles, geographic location, and community needs. Aligning our strategic direction does not replace these identities – instead it reflects our shared purpose and intent.

Differing priorities and different approaches to planning

We expect there to be differing priorities for each Surf Life Saving entity. Each club and branch is unique, with its own unique set of strengths and challenges, operating environments and aspirations. We also know that our members are increasingly time poor. The purpose of this toolkit is to assist clubs to hone in on the essential elements of aligning to the state strategy.

Once you have read through it, you might choose to simply progress with the small number of actions





Our collective plan to save lives and build better communities

that have been defined, or you may choose to discuss the contents of this toolkit with your club or branch management team. If you want to take it a step further, consider organising a planning workshop to explore ways in which your club or branch can align to the plan through additional actions that suit the needs and objectives of your club or branch.

A clear, succinct and achievable plan for your own club and branch will provide you with a roadmap to ensure continued relevance and growth as a surf lifesaving entity within your community.

If you are keen to organise a planning workshop but aren't sure where to start, please contact memberservices@surflifesaving.com.au for support.

About this toolkit

Each section of this toolkit (one for each pillar) is structured into three steps.

Step 1: Understand the goals

Step 2: Familiarise yourself with what you can do to support the state-wide plan

Step 3: Consider whether there are additional actions that your club or branch can take to support the intent of the plan at a local level

If you haven't already, you might like to review the Actions listed against each of the pillars in SLSNSW's Strategic Plan. This will help you to better understand what work is planned at a state level that will support you at a club or branch level.

Editable Action Plan

SLSNSW has created an A3 editable action plan that

you can use to document your plan. We encourage you to make use of this resource to help capture the actions that your club or branch have committed to working on. Once your plan has been approved by the club or branch management team, you are ready to communicate this plan to your members and stakeholders and begin working towards it!

We'd love to take a look at any club or branch plans once they have been developed and may get in touch with you to find out more about what you are doing, and to explore the potential for sharing your ideas across other clubs and branches. Please share these with us at memberservices@surflifesaving.com.au.

Agility

As SLSNSW progresses with the implementation of its own strategic plan, you can expect to see greater detail provided for specific projects and initiatives as they are developed throughout the duration of the strategic plan.

For example, under Save Lives once we have completed the activity to 'Increase our interoperability with other Emergency Service Organisations', we will be able to share the agreed outcomes with clubs and branches.

You can also expect to see changes or additions to the activities as we respond to emerging or unforeseen challenges or opportunities.

Staying up to date

SLSNSW will be providing clubs and branches with a six-monthly progress update on achievements and developments as we work through the delivery of the strategic plan. Look out for the first of these in early 2022.

1

Understand the goals

This pillar is all about:

- > better structuring ourselves as an emergency service organisation
- > better using research, data and emerging technologies to inform our coastal safety services
- > delivering lifesaving education to at-risk communities

2

What you can do

To help deliver on this pillar, clubs and branches can:

- > Improve the volume and accuracy of data collected on patrol using the SLS Operations app
- > Consider whether they have the capability to explore new community education opportunities in their local area; if so, nominate a contact to work with the SLSNSW Community Education Team

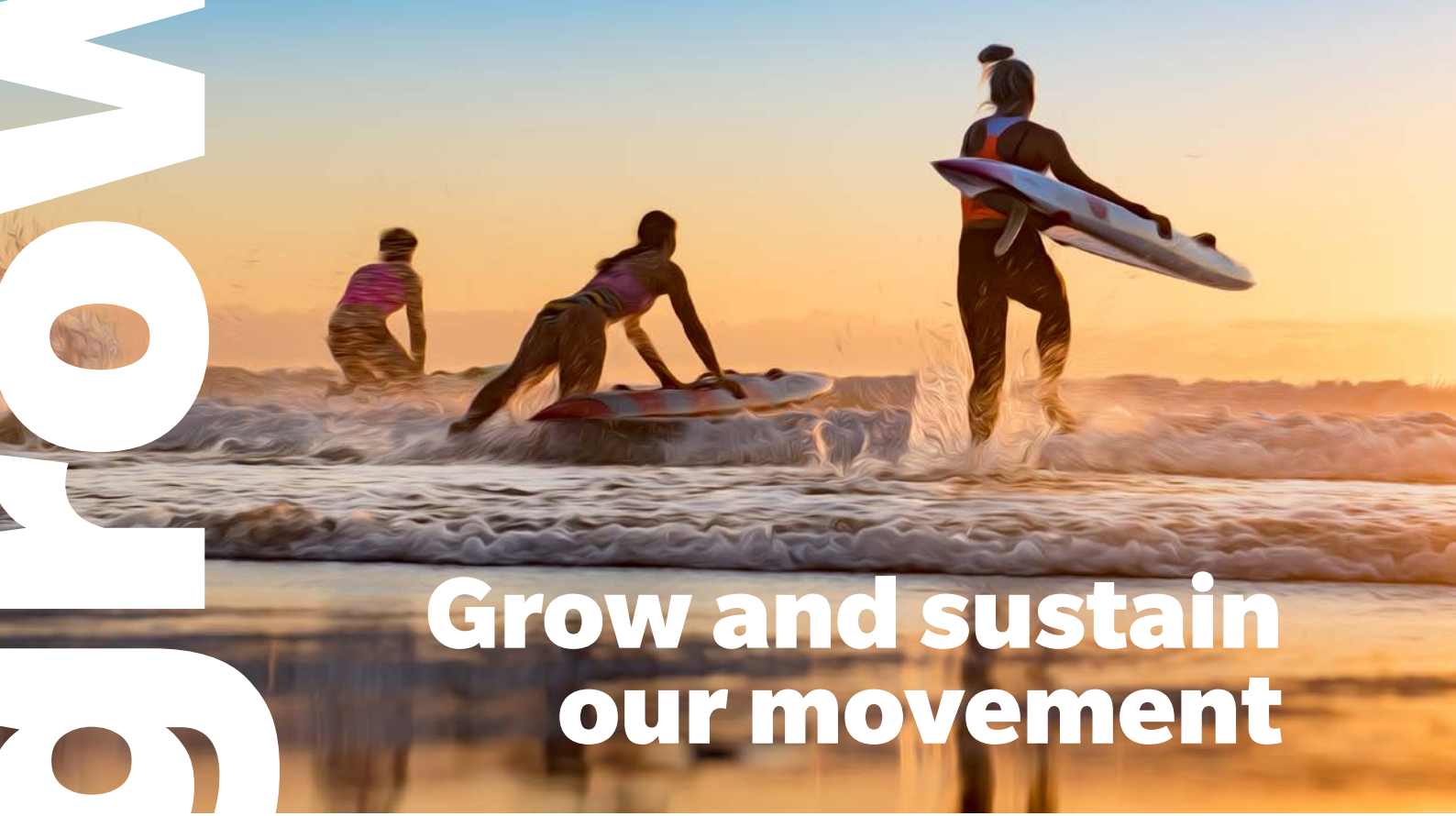
3

Additional local actions

Consider whether there are any additional actions that your club or branch can take to support the intent of the plan at a local levels. Some ideas include:

- > Conducting a gap analysis of members' patrolling skills
- > Collaborating with other clubs or branches around skill development and knowledge sharing
- > Delivering ongoing training for emergency call out teams
- > Connecting and engaging with local emergency services
- > Attending community events





Grow and sustain our movement

1

Understand the goals

This pillar is all about:

- > Improving member satisfaction through leadership development and improved IT and communications
- > Addressing skill gaps and promoting the transferability of skills outside of Surf Life Saving
- > Maintaining our focus on member safeguarding and welfare

2

What you can do

To help deliver on this pillar, clubs and branches can:

- > Encourage participation in SLSNSW's leadership programs for all club management team members, frontline leaders and emerging leaders – more information to come in late 2021
- > Ensure all patrol captains have completed Supplementary Training for Patrol Captains
- > Identify a club Safeguarding Champion to roll out new safeguarding measures; list this person as an Officer on SurfGuard
- > Ensuring that your club and branch has an identified MPIO and Complaints Manager (these roles can be shared across clubs or branches)

3

Additional local actions

Consider whether there are any additional actions that your club or branch can take to support the intent of the plan at a local levels. Some ideas include:

- > Reviewing the club or branch website to ensure that information relating to Codes of Conduct, the Member Protection Policy, complaints and grievances and Child Safe are up to date and easily accessible
- > Conducting a gap analysis of member skills and creating a calendar of professional development
- > Exploring enhanced opportunities for access to member welfare

1

Understand the goals

This pillar is all about:

- > Improving our presence and relevance in our local communities
- > Being more welcoming and inclusive to both new and existing members

2

What you can do

To help deliver on this pillar, clubs and branches can:

- > Consider whether they have the capability to explore new community education opportunities in their local area; if so, nominate a contact to work with the SLSNSW Community Education Team
- > Actively seek to enhance their inclusion and share and celebrate their successes and progress with the SLSNSW Membership Team

3

Additional local actions

Consider whether there are any additional actions that your club or branch can take to support the intent of the plan at a local level. Some ideas include:

- > Reviewing websites and social media plans to ensure that the club's presence and relevance in the community is maximised
- > Appointing a Media Officer
- > Developing a calendar of communications
- > Developing a marketing plan
- > Engaging with diverse communities
- > Establishing a mentoring program
- > Delivering an annual member induction

engage



Engage
the community



Strategic enablers

Understand the goals

This pillar describes the key corporate and administrative activities that are essential to enable SLSNSW, as an individual entity, to deliver the strategic plan. For example:

- > Improving our financial sustainability
- > Cementing our role as the peak NSW coastal aquatic rescue agency
- > Improving our technological foundation to enable innovation, agility and greater return on investment
- > Structuring our workplace to support our strategic direction and attract and retain the right people

Under this pillar, clubs and branches are encouraged to think about the specific strategic enablers that will support their club or branch to deliver on any actions they have defined in the previous four core pillars.

Additional local actions

Consider whether there are any additional actions that your club or branch can take to support the intent of the plan at a local level. Some ideas include:

- > Reviewing your club or branch financial model and consider if the approaches to generating revenue to support your goals and objectives can be developed further
- > Engaging with the SLS Grant Seeking Unit to seek grants for projects and club enhancements to improve what you can deliver to members and the community
- > Reviewing your organisational structure to ensure you are attracting and retaining talented people onto your committees and working groups
- > Conducting an annual club health check (e.g. using Sport Australia's Game Plan portal)