

Memorandum

To: All SLSNSW Members
From: Joel Wiseman, SLSNSW Director of Lifesaving
Date: 20/06/2022
Pages: 9
Subject: Expression of Interest – SLSNSW ALBERT Steering Committee and Operational Teams

Background

The Australian Lifesaving Boat Emergency Rescue Training (ALBERT) originated in Cudgen Headland SLSC on the Far North Coast (FNC) Branch and delivers inflatable rescue boat (IRB) training and education.

The purpose of the ALBERT program is to enhance the skills and experiences of lifesavers through collaborative and consistent training, utilising a mix of drill-based activities, dedicated coaching and scenario-based training. The program does not deliver awards or qualifications but rather focuses on upskilling current award holders through providing professional development opportunities for participants to share their experience and develop skills with a hands-on approach in a dynamic environment.

The ALBERT program grew organically from its initial concept on the FNC through the hard work and dedication of members in delivering programs across various Branches within NSW. In 2020 a Steering Committee (SC) was introduced to provide strategic direction and leadership to help guide the growth of the program. Over the past two years the program has expanded to reach almost every Branch in NSW and the SC has identified a need to introduce some operational working groups to complement the strategic focus of the SC.

Members of the SC were originally appointed for two-year terms and SLSNSW is now calling for expressions of interest for the next two (2) year term for both SC and the operational working groups.

SLSNSW are seeking suitably qualified members to fulfil the following roles for an initial tenure of two (2) years:

Steering Committee

Role	Requirements
Chair	Appointed by Director of Lifesaving
Deputy Chair	Branch Director of Lifesaving or Similar
Independent Member	IRB experience (Crewperson, Driver, Trainer or Assessor)
Independent Member	IRB experience (Crewperson, Driver, Trainer or Assessor)
Member – Education Standing Committee	Branch Director of Education with relevant IRB experience
Secretariat – Administration	SLSNSW Staff member appointed by Public Safety Manager (Lifesaving Operations Coordinator)

Operational Teams

SLSNSW are seeking suitably qualified members to fulfil the following roles for an initial tenure of two (2) years:

Role	Requirements
Leader, Program Delivery	ALBERT and IRB Training experience
Leader, Program Development	Branch Director of Lifesaving or similar
Program Delivery Team Member*	IRB experience (Crewperson, Driver, Trainer or Assessor)
Program Development Team Member*	Experience in one or more of graphic design, media, editing, content writing

* The Program Delivery Team Member and Program Development Team Member roles are non-specific and we're looking to recruit members with experience and skill sets to contribute in a wide range of areas including, but not limited to:

Program Delivery	Program Development
Head Coach	Resource creation: <ul style="list-style-type: none"> - Trainer delivery materials - Host guides and other information - Post-course materials for participants
Trainers/Coaches for programs including: <ul style="list-style-type: none"> - Centre of Excellence - Local Area Training Initiative - Search and Rescue/Call Out Teams 	Video/multi-media development
Content & technique	Writer – collate and produce educational materials
Risk and Safety	
Trainer recruitment & development	

How to apply

To be considered for these roles, your application should include:

- A written response outlining your suitability and experience to the role/s and responsibilities outlined within the Terms of Reference (*three pages maximum*).
- An up-to-date resume that clearly details your skills and experience relevant to the specific role/s that you are applying for.
- An indication of the role/s you are most interested in contributing to

Applicants seeking more information about the role and its responsibilities are encouraged to contact Terry Barber, SLSNSW Lifesaving Operations Coordinator, Public Safety at tbarber@surflifesaving.com.au.

Applications close: **Friday 29 July 2022**

Terms of Reference – Steering Committee

1. PURPOSE

The ALBERT Steering Committee provides leadership, strategic direction and advice to the Surf Life Saving New South Wales (SLSNSW) Director of Lifesaving and staff on the ALBERT program, its delivery, training and future direction of the program.

2. ROLE

To assist the SLSNSW Director of Lifesaving and staff through development of ALBERT's strategic capability requirements, priorities and delivery of the ALBERT program within SLSNSW.

The Committee will consider the following elements:

- **Strategic plan** – programs are delivered in accordance with the organisations strategic and capability plans;
- **Capability monitoring** – identification of changes to capability framework and monitoring of innovation and technology opportunities to achieve strategic and capability plans;
- **Risk management** – oversight of risk management to identify, manage and monitor the strategic risks of the program; and
- **Program/Project monitoring** – monitor and report to the Director of Lifesaving regarding the delivery of ALBERT programs and compliance with internal policies, procedures and standard operating procedures.

3. OBJECTIVES

The objectives of the ALBERT program are to:

- Coordinate and conduct inflatable rescue boat (IRB) training that improves the capacity, skills and response capabilities of surf lifesavers;
- Deliver IRB training to complement search and rescue (SAR) operations;
- Maintain and grow cross club, branch and state relationships using the ALBERT network and its training program;
- Provide effective communication through SLSNSW to coordinate future ALBERT Programs; and
 - Explore and trial new methods for training requested from SLSNSW and SLISA.
 - Expand the ALBERT program by facilitating additional Branch Based trainers.
 - Evaluating program data for trends and points of action required.
 - Cultivating hosting options within NSW.
 - Supporting/enabling the two operational groups to ensure they're on track to achieve deliverables
 - Monitor strategic direction of the program ensuring goals and KPIs are met

4. COMMITTEE MEMBERSHIP

Role	Requirements
Chair	Appointed by the Director of Lifesaving
Deputy Chair	Branch Director of Lifesaving
Independent Member	IRB experience (Crewperson, Driver, Trainer or Assessor)
Independent Member	IRB experience (Crewperson, Driver, Trainer or Assessor)
Member – Education Standing Committee	Branch Director of Education with relevant IRB experience
Secretariat – Administration	SLSNSW Staff member appointed by Public Safety Manager (Lifesaving Operations Coordinator)

Committee members, except for the Secretariat, shall be required to seek reappointment for their positions on a biennial basis.

5. RELATIONSHIPS TO OTHER COMMITTEES

The ALBERT Steering Committee supports the Lifesaving Standing Committee in carrying out its duties in line with the organisation's Strategic Plan. Some matters considered by this committee may require referral to the SLSNSW Board for endorsement, consistent with decision making responsibilities. The Chair of the ALBERT Steering Committee will present to the SLSNSW Lifesaving Standing Committee on committee progress and priorities. Other committees may be engaged in certain instances as determined by the SLSNSW Director of Lifesaving.

6. DECISION MAKING

The ALBERT Steering Committee does not replace specific decision-making responsibilities of the SLSNSW Board, Committees or Staff, but is a forum for consideration, discussions, and endorsement of matters before a formal delegation is exercised.

The ALBERT Steering Committee has authority to:

- Present opportunities for adoption to the SLSNSW Director of Lifesaving, or Public Safety Manager that align with the organisations strategic plan and in accordance with the ALBERT Steering Committee terms of reference; and
- Recommend matters to the SLSNSW Director of Lifesaving Operations Manager, Public Safety and Public Safety Manager, where the matter is outside the approved strategic plan, which have long-term, wide-spanning implications to SLSNSW and its members.

When making decisions, members must:

- Maintain an enterprise view of matters coming before the Committee. The aim of any discussions is to reach a consensus, so that the Chair can summarise the collective decisions;
- Maintain confidentiality, allowing the Committee to fully discuss issues before making decisions. Issues arising should be debated vigorously within the confidential setting of Committee meetings;
- Support all decisions that are made collectively by members (within the organisation and publicly);
- Note decisions made by the Committee are final and are not to be reversed. They will need to be actioned accordingly, monitored and followed up on. In practice, decisions of the Committee are

the responsibility of all Committee members, regardless of whether they are present when the decision is actioned.

7. ROLES AND RESPONSIBILITIES OF MEMBERS

CHAIR

The Chair is responsible for:

- Convening ALBERT Steering Committee Meetings;
- Confirming meeting agenda;
- Managing the business of the Committee;
- Addressing the SLSNSW Director of Lifesaving, Operations Manager, Public Safety and Public Safety Manager on the activities and progress of the committee;
- Presenting any recommendations and providing context for any advice provided on key issues as required;
- Assisting the committee in reaching agreement on agenda items requiring decisions; and
- Ensuring consultation with or referral of business to other committees as appropriate.

DEPUTY CHAIR

In the event of the Chair being temporarily unavailable to carry out the role, the Deputy Chair will perform the role of the Chair. The Deputy Chair will assume the roles and responsibilities of the Chair, for the period of acting and will be accountable for the decisions made while acting as the Chair.

COMMITTEE MEMBERS

Committee members are responsible for:

- Attending meetings;
- Raising matters to be considered by the ALBERT Steering Committee;
- Preparing for committee meetings by reading all papers prior to meeting;
- Seeking advice where necessary to aid their understanding of matters to be discussed;
- Participating in Committee discussions and providing clear and unambiguous advice to the Chair on matters under consideration;
- Acting in accordance with the organisational policies, procedures and standard operating procedures;
- Treating other committee members with consideration and respect according to the Code of Conduct; and
- Supporting the decisions of the Chair outside of the committee, and respecting confidentiality.

SECRETARIAT

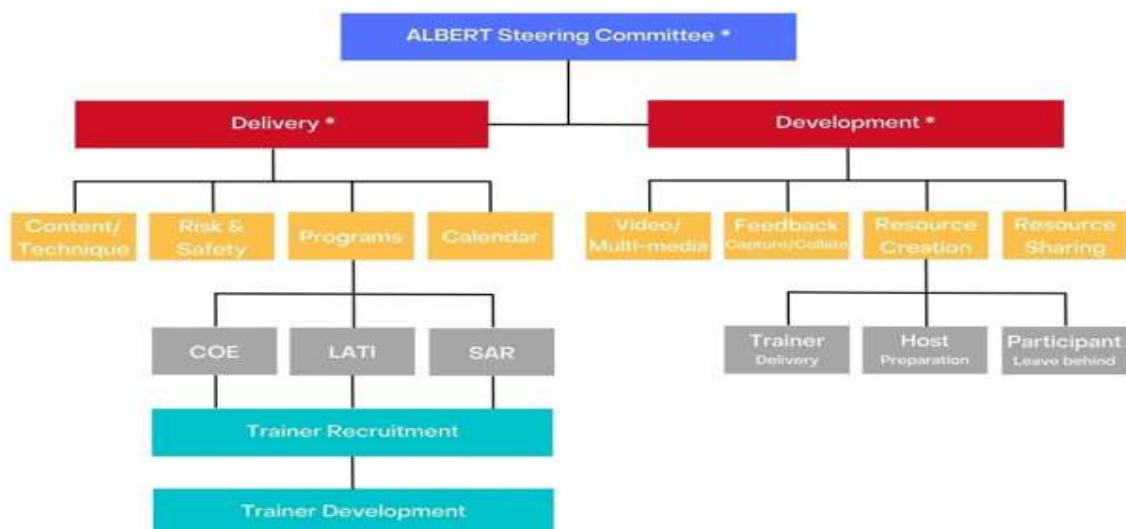
The Secretariat is responsible for:

- Scheduling ALBERT Steering Committee meetings at the specified frequency;
- Ensuring the venue is booked and available and all necessary facilities for the meeting are available;
- Ensuring stakeholders are aware of the protocols for the preparation of committee papers and enforcing them where necessary;
- Preparing and circulating the business agenda, papers and minutes;
- Providing timely feedback to the originators of the agenda items to enable supporting papers to be prepared and distributed to members and advisers;
- Coordinating status reports on outstanding action items; and
- Assisting presenters with the provision of visual aid equipment, as necessary.
- Interfacing with Branches on Hosting and Delivering the program.
- Reporting progress on items to the Public Safety Manager, and where required SLSNSW Director of Lifesaving
- Preparing an annual budget (in conjunction with the Chair) for approval by Public Safety Manager and Operations Manager, Public Safety
- Develop and implementation of an ALBERT project plan in consultation with the Chair and the Public Safety Manager

DEVELOPMENT AND OPERATIONAL TEAMS

Areas of Focus

- Video / Multi Media – preparation and presentation
- Feedback – capture, collection and collating of survey and training data
- Resource creation – assist in the development of training resources
- Resource Sharing
- Interface – with other training areas and teams
- Trainer Delivery – assist in the development of new trainers and maintenance of existing personnel
- Engage new areas of delivery, including onboarding of new host locations
- Create candidate resources
- Development of Training Modules



8. MEETINGS

SCHEDULING

ALBERT Steering Committee meetings will be held quarterly, with additional meetings scheduled as appropriate when coordinating the lead up to programs, discussing key milestones or emerging issues. The committee will meet via tele or video conference and are likely to hold face to face meetings when ALBERT programs are undertaken.

RULES AND QUORUM

No decisions shall be made by the ALBERT Steering Committee unless a quorum of members are present. A quorum shall comprise of the Chair and at least 3 other members.

Members are appointed in their individual capacity and are not permitted to delegate their attendance at meetings to representatives. Subject matter experts may, from time to time, be required to provide subject matter expert advice to the committee and will not have a voting right.

The Secretariat must be advised if members of the committee are unable to attend, as soon as practicable prior to the meeting.

In all cases when considering any matter, the ALBERT Steering Committee shall use its best endeavours to achieve consensus and the Chair will only put a matter to a vote if it is considered that such a consensus cannot be achieved. A decision will be passed if a majority of members present support the decision. At the request of a committee member, any dissenting views and abstentions regarding a decision shall be recorded in the minutes.

General observers and observers with a particular purpose, such as invitees to make presentations, may be admitted by the Chair to meetings, although the Chair may exclude them at certain times if it is considered that the committee needs to meet in closed session.

The ALBERT Steering Committee shall make decisions/recommendations only on such matters as are listed on the agenda for the meeting, unless the members present at the meeting agree otherwise. Other business can be raised for discussion at a meeting with the approval of the majority of members present. A register of attendance shall be taken by the Secretariat at every committee meeting.

CONFLICTS OF INTEREST

If a member of the ALBERT Steering Committee becomes aware of a potential, apparent or actual conflict of interest arising in their exercising the functions of a member, the member must notify the Chair immediately and fully disclose all relevant information relating to such a conflict. Upon notification, the Chair shall determine what steps are reasonably required to resolve or otherwise deal with the conflict.

If the Chair becomes aware of a potential, apparent or actual conflict of interest arising in exercising his/her functions, the Chair must notify the Secretariat immediately and fully disclose all relevant information relation to such a conflict.

FORWARD WORK PLAN

A forward work plan will be maintained to provide assurance to members of visibility of upcoming issues for consideration and ensure responsible line areas adequate time for papers. The forward work plan identifies specific opportunities for the ALBERT Steering Committee to focus on strategic issues which have, or may potentially have, impacts upon the organisation.

AGENDAS

The Secretariat will develop a draft agenda incorporating items from the committee's forward work plan for clearance by the Chair prior to each meeting. Emerging or high-risk issues or those with a significant implication on the organisation must be escalated to the SLSNSW Director of Lifesaving by the Chair.

PAPERS

The Secretariat will provide a call for papers following clearance of the agenda by the Chair.

Meeting papers must be submitted to the Secretariat no later than six working days prior to each scheduled meeting. Late submission of items will only be accepted following approval by the Chair. The Secretariat will provide a level of quality assurance on papers submitted, ensuring adequate consultation has occurred, consistency in the use of relevant templates, and correction of typographical and grammatical errors. The Secretariat has the power to reject papers where adequate consultation etc has not occurred.

Meeting agenda and papers are circulated by the Secretariat to members no later than four working days prior to each scheduled meeting. Members are responsible for printing their own meeting papers.

MINUTES

Minutes shall be taken by the Secretariat at every ALBERT Steering Committee meeting. Minutes of meetings shall summarise discussions and record any decisions taken or recommendations made by the Committee and do not purport to be a transcript of proceedings.

Draft minutes, decisions and action items will be circulated to the Chair for clearance within one week following the meeting, where practicable. Cleared minutes will be circulated to the SLSNSW Director of Lifesaving, Operations Manager, Public Safety and Public Safety Manager and committee members within

two weeks following the meeting. Minutes will be tabled for member endorsement at the next meeting of the ALBERT Steering Committee.

OUT-OF-SESSION ITEMS

All matters requiring discussion and/or endorsement by ALBERT Steering Committee should be dealt with as part of a scheduled meeting. Urgent issues may be considered out-of-session, with the approval of the Chair.

Out-of-session items will be circulated to members by the Secretariat. Members are required to respond to the Secretariat within the stated timeframes. An item will be considered endorsed if a majority of members respond in support of the item.

Out-of-session items will be formally noted and minuted at the next available scheduled meeting.

9. COMMUNICATIONS

All ALBERT program communiques to members associated with Surf Life Saving NSW, is to be delivered by Surf Life Saving NSW (via Secretariat) through either the Public Safety or Media team's various communication channels.

The Chair and committee members of the ALBERT Steering Committee are required to build collaborative working relationship with NSW Branches and Clubs. Therefore, appropriate communication channels must be adhered to with appropriate engagement through the Branch prior to formal engagement with a Surf Life Saving Club. The Secretariat shall be responsible for communication with Branch and Clubs, as and when required.

10. BUDGET

SLSNSW will provide budget for the delivery of the ALBERT program in 2022/23. This funding will be reviewed annually and is to be applied to items requested by the Steering Committee and agreed to in writing by the Public Safety Manager.

- Funds must only be applied in pursuit of the ALBERT objectives outlined in this Terms of Reference;
- Funds must only be applied in accordance with SLSNSW charitable fund requirements and any applicable grant or contract requirement;
- Funds will only be released on production of a tax invoice or a receipt;
- Funds remain the property of SLSNSW, including unused funds;
- Any sponsorship opportunity of the ALBERT program must be discussed with the Public Safety Manager initially and then any other relevant SLSNSW Staff, as and when required;
- The ALBERT Steering Committee or ALBERT Program are not authorised to generate funds from SLISA or SLSNSW intellectual property.

11. PERFORMANCE AND CONTINUOUS IMPROVEMENT

The ALBERT Steering Committee will undertake an annual self-assessment in consultation with the SLSNSW Director of Lifesaving, Operations Manager, Public Safety and Public Safety Manager. This process will include a review of the terms of reference and the forward work plan, in conjunction with the organisational strategic plan and budgets.