

SURF LIFE SAVING NSW STRATEGIC PLAN

Strengthen & Consolidate

2025-2030



NEW SOUTH
WALES



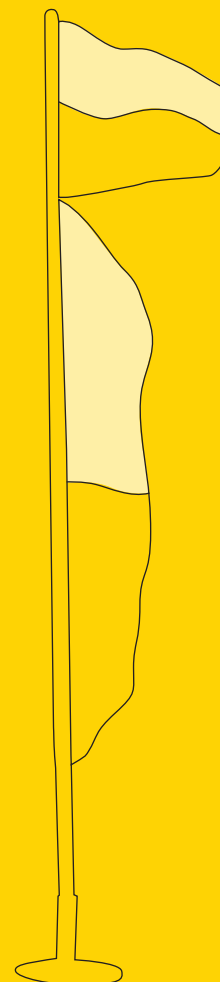
OUR STRATEGY

Surf Life Saving NSW continues to be one of the most recognised, iconic and trusted volunteer emergency service and community organisations in NSW. With a growing membership of over 82,000, including 21,000 frontline surf lifesavers, the organisation protects lives between the red and yellow flags, responds beyond traditional boundaries into hazardous unpatrolled locations, and plays an integral part in multi-agency responses to emergencies such as floods, bushfires and search and rescues.

Leveraging the support we receive from the NSW Government, major partners and the generous general public, we remain committed to our core purpose of coastal safety alongside our role as an emergency service, a youth movement, an education provider, a major state sporting organisation, and a hub for the communities in which we sit. We will continue the fight to reduce the devastating toll that preventable coastal drownings have on families and the community.

In defining our priorities for the next five years, we were informed and directed by our previous Strategic Plan, *Lifesaving Reimagined*, which aimed to address an evolving and challenging volunteer landscape and operational environment. The focus then was on challenging and disrupting traditional models of lifesaving service delivery. We explored new ways of doing things, implemented new technology and developed new policies and processes to simplify club operations, cut red tape, expand flexible volunteering options and strengthen our governance to retain reputational trust and accountability.

The outcomes of the previous plan were enabled through engaged, committed and skilled volunteers and resulted in the organisation's growth in both size and scope. They will be the platforms on which SLSNSW will strengthen and consolidate our role, our purpose and our value to NSW communities and our membership, ensuring stability, relevance and sustainability, all the time acknowledging our core purpose, We Are Lifesavers.



The plan is informed by our membership and will be delivered in partnership with our membership. It focuses on navigating uncertainty as a result of global geopolitical influences, cost of living pressures, competition for operating revenue and pressures on volunteering, and on maintaining our position as the lead coastal aquatic rescue service in the state.

On behalf of the Surf Life Saving NSW Board, I present our Strategic Plan, 'Strengthen and Consolidate' – a plan which acknowledges our core purpose of being lifesavers, a plan that puts members and clubs at the heart of our strategic focus, and a plan which will strive for zero preventable deaths on the NSW coastline.



Peter Agnew AM, ESM
President
Surf Life Saving NSW

OUR PURPOSE

We are life savers.

OUR MISSION

Turn the tide on
coastal drowning.

OUR VISION

Zero preventable
deaths on the
NSW coastline.



OUR BELIEFS



Our individual communities rely on us to protect and save lives



An inclusive, welcoming and respectful environment will attract and retain the people we need



Each of our volunteers are core to Surf Life Saving, our history and our future



Supportive leadership, agility and flexibility are critical in our changing environment



Our everyday actions change lives and build stronger communities



We should each be proud to be called iconic as what we do makes a difference

OUR GUIDING PRINCIPLES



AT ALL LEVELS:

- **We prioritise** member satisfaction in every decision we make
- **We strive** at every opportunity to increase efficiency and effectiveness, reduce red tape and continuously improve
- **We are cognisant** of the impact of change on our people and proactively support them though it
- **We value** consultation and feedback and the role this plays in achieving our shared goals
- **We are data - and evidence-driven** - our strategies are grounded in objective analysis



The achievement of SLSNSW's Vision and Mission is dependent on

- ... targeted drowning prevention measures where they're needed most.
- ... the active participation, engagement and retention of its members.
- ... clubs being healthy.

- ... the frontline receiving the support it needs from the branch, state and national entities.
- ... us being where we're needed, when we're needed.



REDUCING DROWNING IN UNPATROLLED LOCATIONS

1

Leverage available data to identify high-risk unpatrolled locations and times

2

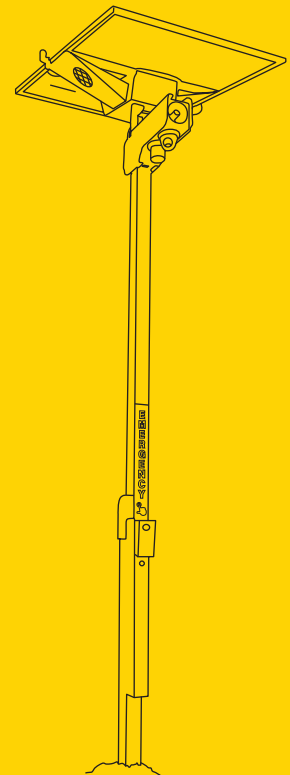
Deploy contemporary lifesaving and rescue technologies and equipment in high-risk unpatrolled locations for use by both SLS and the public

3

Explore non-traditional approaches to extending our patrolling capability

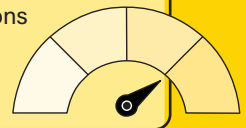
4

Implement targeted media and education strategies promoting patrolled locations and focussing on safety in unpatrolled locations



Measures and outcomes

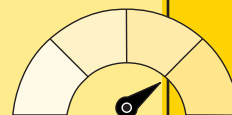
- Expanded surveillance of unpatrolled locations
- Increased access to public rescue equipment in unpatrolled locations
- Reduced rock platform related drownings
- Reduced drownings at unpatrolled beaches





Measures and outcomes

- Increased patrolling membership
- Improved junior, youth and active member retention
- Increased participation in sport activities
- Improved member satisfaction
- Improved gender parity in leadership roles



OUR FOCUS



SUPPORTING CLUB SUSTAINABILITY

1

Implement the Club Capability Program providing targeted support for priority clubs

2

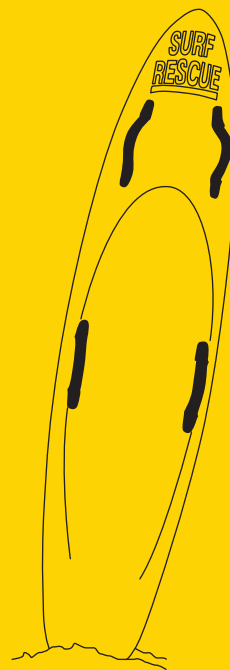
Better understand the indicators that lead to healthy clubs and implement a strategy to better support club health

3

Actively address obstacles which impact our clubs' success

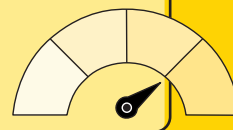
4

Proactively assist clubs to ensure the buildings they occupy continue to meet their changing needs

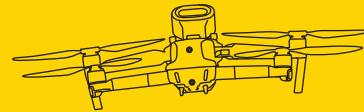


Measures and outcomes

- Increased capability in priority clubs
- Improved club health scores
- Increased participation in non-patrolling roles that support overall club health



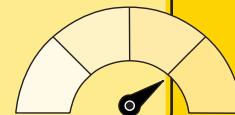
OPTIMISING STRUCTURES, RESOURCING AND DIGITAL INFRASTRUCTURE FOR OUR FRONTLINE



1. Implement new approaches to delivering volunteer functions that currently result in burnout, dissatisfaction, duplication or inefficiency
2. Enable clubs improved access to SLS assets and rescue services
3. Ensure our Emergency Management functions complement our frontline patrolling operations
4. Ensure fit-for-purpose digital infrastructure
5. Implement a fit-for-purpose internal communications strategy that facilitates effective communication and avoids overwhelm

Measures and outcomes

- Defined roles and responsibilities for branches and SLSNSW
- Reduced member burnout
- Reduced role dissatisfaction
- Increased number of clubs with access to UAV and RWC capability
- Implementation of an improved Incident Management System
- Improved member satisfaction with communication





ENSURING OUR ONGOING RELEVANCE AND VALUE TO THE COMMUNITY

1

To enhance our legislated responsibilities as a provider of nearshore aquatic safety and emergency service provision in NSW

2

Implement a 24/7 emergency response framework

3

Undertake research, development and lessons management that positions us at the forefront of contemporary lifesaving and rescue technologies, equipment and approaches

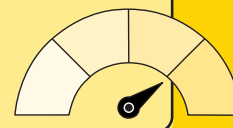
4

Protect and elevate our brand by leveraging emerging digital and media technologies



Measures and outcomes

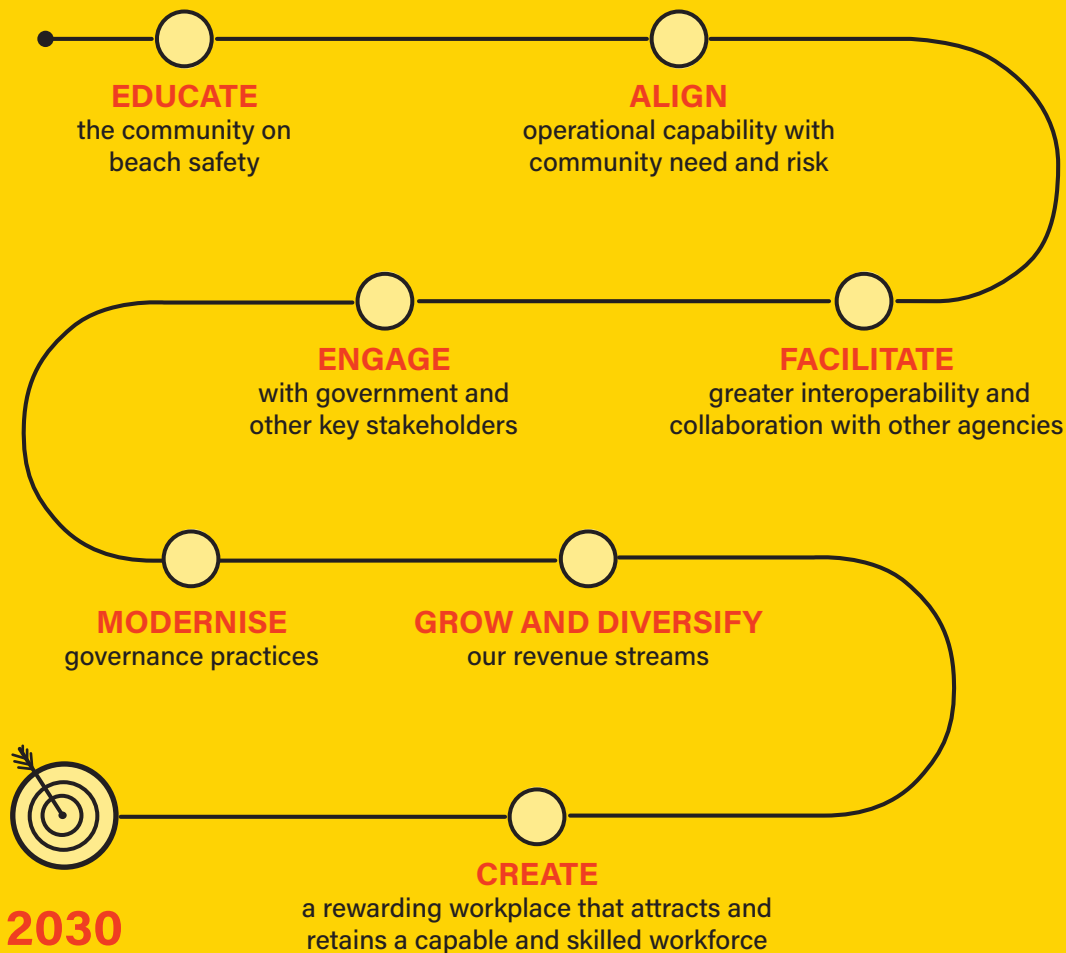
- Changes to Practice Note 15 that better reflect SLSNSW roles and functions
- SLSNSW acknowledged in key legislation for rock fishing safety
- Increased profile and presence at water safety forums
- Sustained media metrics



OUR KEY ENABLERS



The achievement of the strategy will only be possible with a continued focus on key enabling strategies. In particular, we will continue to:





**NEW SOUTH
WALES**

