



Surf Life Saving Sydney Strategic Plan 2014-2017

**Version 1.3
21 October 2015**

About Us

Mission - Why Do We Exist?

To save lives, create great Australian and build better communities

Strategic Priorities and Key Branch Projects

The SLS Sydney Plan aligns with Surf Life Saving Australia's 2020 Strategic Directions and the nine strategic directions that support this framework

Strategic Priority 2015/16	Key Season 2014/15 Focus	Responsibility
1. Saving Lives 24/7	<ul style="list-style-type: none"> • Data Dashboard to be developed and reported quarterly • Prepare for review of service agreements • Focus on blackspot drowning prevention • Conduct at least one SAREX program with services • Establish links with emergency management groups 	Director of Lifesaving and Education
2. Healthy Clubs	<ul style="list-style-type: none"> • Develop membership data dashboard • Undertake recognition review and develop mature framework • Implementation of Club Quality Program 	Director of Member Services
3. Government Recognition	<ul style="list-style-type: none"> • Monitor implication of local government mergers • Political strategy night and speak with Presidents 	President / Deputy President
4. Financial Security	<ul style="list-style-type: none"> • Finance strategy for Community Ed and Professional staff to be developed • Treasure workshop/ plan / induction (auditors, foundation speaker, bequests etc) 	Director of Finance
5. Effective Branch Movement	<ul style="list-style-type: none"> • Develop strategy for greater gender equity • Communications plan and social media plan to be developed • Undertake By-law review • Develop professional staffing strategy • Manage strategic focus and practice best practice governance 	Director of Administration Deputy President
6. Involving all Australian	<ul style="list-style-type: none"> • Develop next steps for school education • Explore youth retention strategies and share with clubs • Clarity on state and national strategy and support resources 	Director of Member Services

7. Learning for Life	<ul style="list-style-type: none"> • Training needs analysis – define our key target programs for 2015 • Link with national member pathway strategies 	Education Manager
8. Active for Life	<ul style="list-style-type: none"> • Developing Participation Strategies – define participation numbers and rates • Link community to SLS events • Meet benchmarks for publication of results • Explore financial support for SLSS open carnivals 	Director of Sport
9. Innovating SLS	<ul style="list-style-type: none"> • Sharing and problem solving strategy • Undertake two innovative projects (Drone and Rock Fishing) • Promote sharing of resources 	Director of Member Services Director of Admin and Deputy President

Service areas

Surf Life Saving Sydney has the following key service areas:

- Business Services
- Lifesaving
- Education
- Sport
- Youth
- Member Services

About Us

Surf Life Saving Sydney Branch has a number of core activities:

- Administration hub
- Events
- Programs and education
- Leadership development (R&D, quality standards)
- Rescue Services

Our key stakeholders include:

- Clubs and members
- Sponsors
- Local Government Councils
- Emergency Service Organisations
- Surf Life Saving NSW and Australia
- Public

Implementation Plan

Item / Month	September	October	November	December	January	February
Strategic Focus	5 Effective Branch Movement – Review of strategy and Governance	5 Effective Branch Movement - Communications and engagement	2. Healthy clubs – What does good look like?	1 Lifesaving 24/7 Drowning prevention – black spots, data dash, LSA's, EM links	5 Effective Branch Movement – HR, recognition and best people in the job	9 Innovating SLS
Branch Council		Adoption of Strategic Priorities What does a successful club look like?		Data Dashboard Presentation		Idea sharing agenda
Board of Management	Review of Governance Report – developing a more strategic culture Scope By-Law review. Scope data dash	How do we ensure we have engaging meetings? What is our communication strategy and social media strategy?	Data Dashboard developed across all areas to identify health and sickness Leveraging the use of Surfguard for reporting	Safe Summer period Expansion and service delivery	Recognition – how to thank and recognise members – nominations for AEO tips Succession planning and getting the best people in the job – professional staff strategy to be developed	Interim Report on Drone and Rock Fishing initiative Explore shared services
Surf Sports		Participation First Beach only carnival	Explore data		Succession Plan to be developed	Share innovation and ideas
Lifesaving / Education			Training Needs Analysis	1.0 Black spots targeting	Succession Plan to be developed	Share innovation and ideas

Item / Month	September	October	November	December	January	February
				LSA Strategic Workshop		
Junior			Explore data		Succession Plan to be developed	Share innovation and ideas
Member Services			Conduct Club Quality Program Workshop		Succession Plan to be developed	Share innovation and ideas

Item / Month	March	April	May	June	July	August
Strategic Focus	3 Government Recognition	4 Financial Security	6 Involving all Australians	8 Active for Life	7 Learning for Life	5 Effective Branch Movement
Branch Council		Politics and Surf Life Saving – how to get the best from Local Government		Election Meeting		AGM Consider Finance Workshop
Board of Management	Government and political recognition Planning for Awards of Excellence and recognition	Review of finance and risk strategy Fundraising and sponsorship / grants speaker	Equity review and affirmative action planning Community education and youth	Participation rates, community linkage strategy / review	Community Education strategy review – finance options	Strategic workshop to update plan Results – what do our results look like? Combined Club Conference
Surf Sports						
Lifesaving / Education	Secure links to Emergency Service Groups					Conduct SAREX
Junior						
Member Services					Membership Pathways project	

Strategic Priority 1 – Saving lives 24/7

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
1.1 Provide a branch-wide lifesaving emergency rescue and safety capability 24/7 365 days of the year.	<ul style="list-style-type: none"> • (CLUB) What's our scope and operational area? Branch role vs club role? What's the scope and our role in night operations? • What are our out of area response locations? Do we have a clear scope of operations • What are our black spot areas (NSW Advice from Project Blue Print) 	<ul style="list-style-type: none"> • Define our service area of operation and scope • Call out teams are up-to-date in Surfguard • Up to date Patrol Service Agreement (has a primary and secondary area) • Support operations fulfill LSA requirements <p>Strategic Question: How do are support ops reduce drowning numbers</p>	Director of Lifesaving and Education – High	<ul style="list-style-type: none"> • Call out system in place • All clubs have service agreements with scope in place
1.2 Develop integrated lifesaving and emergency rescue services based on needs and capabilities, which are delivered by clubs, support operations, volunteers and paid staff, utilising best practice systems and technologies.	<ul style="list-style-type: none"> • How do we analysis our data? Needs analysis • What do we do in Malabar, Little Bay, Nth of Wanda? • What is our shark safety risk management strategy? • How do we manage and respond to secondary patrol areas\? 	<ul style="list-style-type: none"> • Work with clubs on KPI's • Up-skilling of lifesavers via our Advanced Awards Program? And by.....? • Group scenarios, field days, exercises, open, welcoming and inclusive support operations groups • Review integration options SMBBM and SMAR with support ops • Shark policies and procedures <p>Strategic Input: Club interaction for club service agreements to review how patrols operate</p>	Director of Lifesaving and Education – Medium	<ul style="list-style-type: none"> • Service agreements due this year (Working on April 2016) • Drowning down from 15 to 5 • Covered Shark Policies and Procedures at start of season conference

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
1.3 Be rescue ready for emergencies and integrated into state, regional and local emergency management systems.	<ul style="list-style-type: none"> • What are our local emergency management systems? • What other areas does this include? Eg public access defibs 	<ul style="list-style-type: none"> • Support operations, duty officer and call out systems are in place • Define what our out of hours call out at a club level looks like? • Branch integrated on Local Area Emergency Management groups • Provide clubs with profiles of their local duty officers • Conduct SAREX Exercises 	Director of Lifesaving – High	<ul style="list-style-type: none"> • Well established call out system and support operations team • Roll out of new roster system
1.4 Educate and train great lifesavers by ensuring they are kept updated on latest practices and procedures.	<ul style="list-style-type: none"> • How do we create/develop better patrol captains? • Is the standard of our lifesaver suitable? • Do we need to conduct other events such as IRB weekend? 	<ul style="list-style-type: none"> • Advanced Awards Calendar developed each year (summer and winter) 	Director of Lifesaving and Education – Medium	Beach Management program
1.5 Educate the community about water safety and provide training in lifesaving skills.	<ul style="list-style-type: none"> • Can we do more with our patrols? Community info workshops? • How do we use media better? Do we need a media / safety strategy? • Black spots, rock fisherman program? What's our role here? • What are the strategies? What's our role? 	<ul style="list-style-type: none"> • Define our role and develop strategy • Work closely with other orgs and emergency service organizations • Local council meetings • Obtain NSW drowning and rescue data for Sydney Branch and update regularly • Present and examin data to Council Meetings 	Management / Lifesaving - High	Rock Fisher safety program under development
1.6 Contribute to the delivery of the Australian and NSW Government's Water Safety Strategies.				
1.7 Gather data on beaches and establish systems and programs to deliver a safer aquatic environment.				

Strategic Priority 2 – Healthy Clubs

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
2.1 Provide members with a full range of opportunities and pathways within the Surf Life Saving movement.	<ul style="list-style-type: none"> Do we have any documents that show the pathways? <ul style="list-style-type: none"> Award structure pathway? NSW has a very loose development pathway How do we develop our upcoming club captains and CTO's etc? 	<ul style="list-style-type: none"> Define our mentor arrangements More structured developed and opportunities advertised Develop a branch pathways structure/ development / succession Conduct a workshop in each of the three groups – 26plus / youth and upcoming leaders 	Lifesaving / Sport and Development Member Services High	Planning to conduct three workshops for 26 plus / youth / upcoming leaders
2.2 Provide Surf Life Saving Clubs with coordinated support and access to resources to work towards continuous improvement of their club operations. 2.4 Enhance resources for Surf Life Saving Clubs and their services.	<ul style="list-style-type: none"> Do we know what the club priorities are? Vs Branch priorities 	<ul style="list-style-type: none"> Define our data dashboard – what does good look like? Examine our data eg: <ul style="list-style-type: none"> Total active members Number of awards Proficiency numbers Total retention numbers etc Schedule data presentation timetable for Branch Council Review the relevance and Implementation NSW Quality Club Program Program how we use resources such as Age Managers 	Member Services High <i>Trent Note: Committee to provide specific workshop topics and simplify process down to a practical level for clubs</i>	Aspirational bronze level – quality clubs programme for FEB16 Key project for Nov15 Club Sustainability program to be started in 2015/16 Specific resources from branch point of view to assist

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
		booklets, Guidelines for safer surf clubs, Club Guide		with the development of clubs around this area Use of MS
2.3 Increase membership, improve retention and foster inclusive membership practices	<ul style="list-style-type: none"> • What's our growth rate now? Why do we need to grow? • What is our retention rate? What does good look like? • What activities help retention (Bronte Comments re Surfing Program etc) 	<ul style="list-style-type: none"> • Define our data requirements • Define what good looks like • Review our data and develop strategies <p><i>Trent Note: Come up with targeted development, retention and recruitment strategies that support club. Work with SLS-NSW to support this</i></p>	Member Services Lifesaving / Education and Development Medium	Project – we need to develop and track a true retention rate (dashboard activity) How do we exploit / use Surfguard Data
2.5 Encourage and promote recognition of volunteer's efforts to the wider community and external stakeholders.	<ul style="list-style-type: none"> • Do we change the Life Membership Committee to become the Branch Recognition Panel and add to their scope Aust Honours etc? • Do we have a list of all possible awards for our members (internal and external) • How do we become more prominent in State Awards? 	<ul style="list-style-type: none"> • Develop a Branch recognition framework (existing Awards of Excellence) for each operational area and external awards such as Australian Honors • Review the AOE process • What rewards do we provide outside our AOE (eg Official of the Month, Rescue of the Month – what else do we do?) 	Member Services High	Planned to undertake a review of AOE. Renamed the Life Members Committee to Life Members and Honors Committee

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
2.6 Enhance opportunities for Surf Life Saving Clubs to improve their facilities.	<ul style="list-style-type: none"> • Do we have a list of club future development plans? • How do we support SLSNSW for state development funding? • What access do we have to grant righting expertise 	<ul style="list-style-type: none"> • Determine future revenue streams from SLS • Where are clubs struggling with WHS? 	Member Services Medium	WHS Reviews with clubs Grant Opportunities and how we assist clubs completing them or upskilling them
2.7 Continue to advocate for the security of tenure for Surf Life Saving Clubs.	<ul style="list-style-type: none"> • What are our lobbying priorities? • How do we support organization advocacy 	<ul style="list-style-type: none"> • SLSNSW working with Crown Lands • Develop a list of advocacy questions • Do we develop an engagement list by Branch Officer (Develop list and engagement questions) New Club Officer induction etc 	Management and Club Presidents Medium	SLSNSW due to release report Develop club / branch officer engagement plan

Strategic Priority 3 – Government Recognition

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
3.1 Advocate to the Government on the priorities of the organisation and its members.	<ul style="list-style-type: none"> What is our political agenda? What are we advocating for? 	<ul style="list-style-type: none"> Use of Districts with unified strategy Engage Presidents to ensure representations that they reflect organizations published strategies 	Admin Low – President	Work with SLSNSW and SLSA to align organizational priorities
3.2 Promote and reinforce our value to the community to all levels of Government.	<ul style="list-style-type: none"> What are the community expectations? What do they see as our value? 	<ul style="list-style-type: none"> Highlight our achievements to the community Producing data that we have and highlighting to community (promote our value) Develop and engage Increase and manage government reps our AOE and Official Functions 	Admin Med – President	Secure consistent messaging across branch / club
3.3 Develop engagement plans to foster Government support for key projects and operations.	<ul style="list-style-type: none"> Engage with SLSNSW to ensure messaging is aligned 	<ul style="list-style-type: none"> Identify key projects and operations (black spot funding etc) Support key projects and initiatives (add to submissions, recognize our supportive politicians) Grant writing – identify grant opportunities, develop, support and submit 	Admin Low – President	Work with SLSNSW and SLSA to align organizational priorities
3.4 Actively collaborate with Government agencies and allied organisations to	<ul style="list-style-type: none"> Who are our allied organizations? Who 	<ul style="list-style-type: none"> Identify existing relationships and partnerships Define how/if we add value 	Admin Low – President	Work with SLSNSW and SLSA to align organizational priorities

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
further our goals and objectives.	already has a partnership with these	<ul style="list-style-type: none"> • Define gaps in relationships • Conduct needs analysis (ie rock fishing and black spots) 		
3.5 Secure ongoing Government funding for core services, projects and programs.	<ul style="list-style-type: none"> • Engage with SLNSW to ensure messaging is aligned 	<ul style="list-style-type: none"> • Identify appropriate (valued add) projects • Lobby and secure funding • Show how it adds value • Recognise funding of core service projects • and programs via our local members • Follow-up unsuccessful applications 	Admin Low – President	Work with SLNSW and SLA to align organizational priorities
3.6 Proactively develop systems, standards and policy positions to deliver our peak body responsibilities.	<ul style="list-style-type: none"> • Can we leverage off changes to legislation to add value???? 	<ul style="list-style-type: none"> • Legislative compliance program – club quality program? 	Admin Low – President	In progress
3.7 The ALS to provide contracted lifeguard services as and when required.	<ul style="list-style-type: none"> • What is our position regarding ALS vs LG lifeguard services 		Admin Low – President	

Strategic Priority 4 – Financial Security

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
4.1 Implementation of a Future Investment Policy with short and long term goals that will support the organisation's current and future needs.	<ul style="list-style-type: none"> What is our short term and long term investment objectives 	<ul style="list-style-type: none"> Explore storage and training facility as part of future fund 	Finance – Director of Finance Medium	Underway with the finance committee
4.2 Maintain an Investment Policy.	<ul style="list-style-type: none"> What are our investment priorities 	<ul style="list-style-type: none"> Define policy (finance committee?) Develop strategy for 3 year "bath tub" Implement a risk management policy 		
4.3 Implementation of a Risk Management Policy.	<ul style="list-style-type: none"> Do we have a risk assessment identification process? 	<ul style="list-style-type: none"> Define revenue streams and review. 		
4.4 Increase reliable revenue streams from a diverse range of sources.	<ul style="list-style-type: none"> Do we need to define financial objectives? 	<ul style="list-style-type: none"> Define core service priorities Development of annual budget 		
4.5 Provide funding and other assistance for core services and programs.	<ul style="list-style-type: none"> Need to define Foundations cash flow projections 	<ul style="list-style-type: none"> Define how we add value and support 		
4.6 Provide support to the Clubs and Branches to meet regulatory and compliancy requirements.	<ul style="list-style-type: none"> How do we add value to club finance officers? Do Public Officers fit in here? How do we reduce compliance workload and stop burnout?? 	<ul style="list-style-type: none"> N/A? Consider Club Finance Officer workshop <ul style="list-style-type: none"> Auditors advice Foundation and fundraising speaker 		

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
4.7 Grow the revenue from the Australian Lifesaving Academy commercial training business.	<ul style="list-style-type: none"> • What's our role here in selling commercial services? 	<ul style="list-style-type: none"> ○ Bequests and management • Consider common finance systems for clubs and branch? • Consider an induction workshop at start of season for compliance/ include Public Officers 		
4.8 Increase distributions to Clubs and Branches to ensure they are financially secure into the future.	<ul style="list-style-type: none"> • How do we plan for club rebuilds? Strategic partnership with Government etc? 			

Strategic Priority 5 – Effective Branch Movement

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
5.1 Provide united and consistent messaging to our key stakeholders and build strong strategic relationships.	<ul style="list-style-type: none"> How do we measure whether our messaging is consistent? What can we do to strengthen strategic relationships? 	<ul style="list-style-type: none"> Ensure we are well co-ordinated, have good people on our team and have clear plans and messaging. Ensure that strategic planning is a standard agenda item at meetings Survey with stakeholders to measure performance. Establish a critical issues 'board' or list What is our planning cycle? 	<p>BOM / High</p> <p>Director of Admin / High</p> <p>Director of Admin / Med</p> <p>Director of Admin / Med</p> <p>BOM / High</p> <p>Deputy President</p>	<p>The planning process has gained some success in consistency</p> <p>Strategic Plan is now a standard agenda item at BOM and Council meetings</p> <p>Verbal and anecdotal evidence is positive</p> <p>No progress – the concept needs more detail</p> <p>Currently monthly. Developing a topic schedule for Council meetings</p>
5.2 Continuously improve efficiencies and optimise service delivery by maximising our available resources and reducing duplication.	<ul style="list-style-type: none"> What does our professional staffing structure look like going forward? CEO? GM? Development Officer? Do we do a LEAN review of our systems? 	<ul style="list-style-type: none"> Define our systems and processes Conduct ongoing reviews and continuous improvement – prioritise key areas of inefficiency 	<p>BOM / Med</p> <p>Director of Admin / Med</p>	<p>Evaluating quality clubs process</p> <p>Staff review at end of August</p>

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
<p>5.3 Align our Strategic Plan with operational plans, decisions and business management processes.</p>	<ul style="list-style-type: none"> • Is NSW / SLSA providing clarity around local roles in implementing plan? • What is NSW / SLSA status in implementing plan (let's not reinvent the wheel) 	<ul style="list-style-type: none"> • Align branch plans with SLSNSW and SLSA plan • Define branch / committees and club roles in implementing the plan 	<p>BOM / High</p> <p>BOM / High Deputy President</p>	<p>Underway with this plan</p>
<p>5.4 Develop our Human Resources policies and procedures to enable the Branch to deliver this Strategic Plan.</p>	<ul style="list-style-type: none"> • Does our management model need to change, in order to deliver the strategic plan? 	<ul style="list-style-type: none"> • Examine the BOM and committee structure and evaluate whether they are structured in a way that will deliver the key areas of the strategic plan • Have we got the right people on the bus in the right seat? Develop succession planning and strategic selection. • Define our induction requirements for our officers and directors • Review how we performance manage our key officers 	<p>BOM / High</p> <p>BOM / High</p> <p>Director of Admin / Med</p> <p>BOM / High</p>	<p>Established a Director for Member Services</p> <p>Seeded the idea of participation in SLSS with a few key people</p> <p>Hold new president meetings in September</p> <p>Performance management by the President seems effective</p>

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
<p>5.5 Ensure up-to-date information is communicated to our members and provide mechanisms for feedback.</p>	<ul style="list-style-type: none"> • How do we leverage our communications systems? 	<ul style="list-style-type: none"> • Develop a communications strategy (and social media strategy) • Define our management process for replying to organisational requirements – drive for timely responses from us and our stakeholders. • Establish direct lines of communication in order to improve feedback. 	<p>Director of Admin / High</p> <p>BOM / High</p> <p>BOM / High</p>	<p>Engagement has improved. Our website and Facebook page are in good shape. Smart applications are being rolled out. Action lists measure timely responses to stakeholders. The Newsletter has limited impact given other technology.</p>
<p>5.6 Put effective Governance practices and systems in place across the movement.</p>	<ul style="list-style-type: none"> • What are the next key priorities in updating the constitution and bylaws? 	<ul style="list-style-type: none"> • Develop a stronger strategic focus at a Board level • Continue to review our structure to ensure adequate skills sets for future needs • Revisit Pitcher Partners Report and listed governance challenges • Develop an implementation plan for our strategic plan 	<p>Director of Admin / High</p> <p>BOM / High</p> <p>Deputy President BOM / High</p>	<p>Amended constitution in place. By-Laws will be reviewed during the next three months.</p>

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
5.7 Deliver continuous improvement across the organisation.		<ul style="list-style-type: none"> Define our continuous improvement timetable and key actions required 	Deputy President / Low	No timetable in place – need more clarity on this in order to achieve progress. Planning process in place to help with devp
5.8 Explore opportunities to streamline regulatory, reporting and compliancy requirements.	<ul style="list-style-type: none"> How do we measure our performance in regulatory and reporting compliancy? 	<ul style="list-style-type: none"> Develop our review and compliance framework. Review our technology strategy Obtain annual feedback from stakeholders 	Director of Admin / Med Director of Admin / Low	A review with reference to a 'branch style' quality clubs framework to be explored. Considering whether a formal form of feedback from stakeholders is productive

Strategic Priority 6 – Involving all Australians

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
6.1 Promote inclusiveness and engagement of all members of the community to be involved in Surf Life Saving.	<ul style="list-style-type: none"> • Do we develop an affirmative action plan? • What is our role within the community? • Who are our community partners? • What avenues of engagement should be looked at? 	<ul style="list-style-type: none"> • Define areas of underrepresentation and key target areas • Develop strategies to address underrepresentation 	Low Await NSW strategy Juniors BJD/Dir/Sec/Deputy/BJD SS	
6.2 Improve access for people with disabilities, people from culturally and linguistically diverse communities (CALD) and the Indigenous community.	<ul style="list-style-type: none"> • What programs can we leverage off in this area? • Who is under-represented currently? • What is Sydney Branches role? 	<ul style="list-style-type: none"> • Define existing programs conducted by clubs • Promote, share and enhance club programs 		
6.3 Increase education programs to members of the NSW community, including regional and remote communities.	<ul style="list-style-type: none"> • How do we leverage off existing programs? • What are the education programs the community are seeking or meet a community need • What is the forum for us to launch 	<ul style="list-style-type: none"> • Define existing club assistance programs 		
6.4 Deliver targeted water safety education programs specifically to high-risk communities.	<ul style="list-style-type: none"> • What is the national and state agenda 	<ul style="list-style-type: none"> • Define our value add to existing organizational programs 	Director of Lifesaving and Education Medium	

<p>6.5 Support volunteering and participation in our organisation by encouraging increased flexibility in volunteering opportunities</p>	<ul style="list-style-type: none"> • What are the needs of our volunteers? • What are the barriers to volunteering? • Who is the target audience? • What is the role of the branch? 	<ul style="list-style-type: none"> • Define how we reduce duplication and use smart technology 	<p>All Medium</p>	
<p>6.6 Recognise and harness the participation of young people.</p>	<ul style="list-style-type: none"> • What should our recognition look like • Youth based engagement? • How do we develop youth • How do we retain youth on a wider scale? • Should we be running youth specific activities across the branch? 	<ul style="list-style-type: none"> • Patrol XChange • Conduct youth leadership camps • Explore SLSA international opportunities 	<p>Director of Member Services Medium</p>	<p>JAC Training Dev Camp Review</p>

Strategic Priority 7 – Learning for Life

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
7.1 Deliver endorsed surf education programs that are recognised within the school curricula.	<ul style="list-style-type: none"> • Community Education strategy – SLSNSW Support? • What financial support do we have? • Professional support? 	<ul style="list-style-type: none"> • Keep updated with SLSNSW activity in this area • Keep in contact with SLSNSW 	Management and Education	
7.2 Provide clear educational and developmental pathways for members.	<ul style="list-style-type: none"> • Do we have currently developed pathways? • Do we have a support ops included 	<ul style="list-style-type: none"> • Follow SLSA Project Caterpillar underway 	Education / Youth	
7.3 Increase our capacity of trained people to operate, deliver and manage our services so they maintain relevant skills maintenance	<ul style="list-style-type: none"> • What are our current award numbers? • What areas do we need to target additional awards in? 	<ul style="list-style-type: none"> • Conduct a Training Needs analysis to define key awards to target • Presentation of key award data 	Education High – Education Manager	Award numbers well kept – key targets undefined
7.4 Provide lifelong opportunities for our members to be employable and develop valuable skills.	<ul style="list-style-type: none"> • How does this link to career path? • Which awards are we not offering 	<ul style="list-style-type: none"> • Map opportunities career path 	Education Low – Education Manager	
7.5 Provide accessible and flexible training opportunities to our members.	<ul style="list-style-type: none"> • What online resources exist? What are the gaps? 	<ul style="list-style-type: none"> • Continue to develop a flexible program for members (advanced awards etc) 	Education Med – Education Manager	Open program currently provided

		<ul style="list-style-type: none"> • Using online resources to min face to face • Inter district training and sharing of resources 		
7.6 Develop continuous monitoring mechanisms to improve the quality of education practices.	<ul style="list-style-type: none"> • Do we link this to our RTO / NSW quality standards? • How do we keep up-to-date with changes to RTO standards? • Link to club quality program? 	<ul style="list-style-type: none"> • Define our quality systems in place and ensure that it is simple and user friendly • Send list of qualified (compliant trainers and assessors) 	Education High – Education Manager	Good meeting review processes in place
7.7 Commit to the ongoing adoption of evidence based practice in our education and training programs, and resources.	<ul style="list-style-type: none"> • How do we keep up-to-date with state and national programs 	<ul style="list-style-type: none"> • Ensure we are using the most up-to-date resources and procedures 	Education	Monitor SLISA Project Caterpillar

Strategic Priority 8 – Active for Life

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
8.1 Increase participation in our sport and recreational activities at a grassroots level through structured and appropriately tiered programs	<ul style="list-style-type: none"> • Do we know our current participant rate • What does a good participation rate look like? What numbers should we be aiming for? • Special events for non sls members at carnivals - targeting local swim clubs, schools, athletic clubs 	<ul style="list-style-type: none"> • Provide a range of surf sports events that encourage participation from all levels of membership and ability. 	Director of Sport	Commencement of recording Participation rates across all levels and ages of competition. Further implementation of a diverse range of events for 2015/16 season including: endurance ski race, beach only carnival. Further masters carnival and further branch training days
8.2 Bolster developmental pathways and opportunities for our athletes, coaches, officials and administrators through the stages of their sporting life.	<ul style="list-style-type: none"> • What are the existing pathways? • How do we promote them? • We should conduct official forums • Promote new coaching framework and NSW high performance / EAP Programs and development 	<ul style="list-style-type: none"> • Encourage all athletes, coaches, officials and administrators to enhance their skills and ability by participating in a broad range of development opportunities 	Director of Sport	Further combined training days. Officials being selected for the NSW High Performance Officials Course. Introduction of the new Coaching Framework

8.3 Establish best practice event management for the delivery of surf sports events.	<ul style="list-style-type: none"> • Who can we partner with to learn new best practice techniques? • Triathlon clubs etc 	<ul style="list-style-type: none"> • Continue to refine and improve surf sports event planning and managements practices 	Director of Sport	Introduction of endurance ocean ski race in partnership with Paddle NSW. Partnership with Sydney Northern beach in beach only carnival
8.4 Actively invest in sustained participation by supporting members in a welcoming and safe environment.		<ul style="list-style-type: none"> • Provide best practice risk management and safety processes at surf sports events 	Director of Sport	Underway with Safety Co-ordinations and Implementation of Vests etc
8.5 Deliver surf sports events to our members which appeal to a broad participation base.	<ul style="list-style-type: none"> • Do we have key target groups? Who are they? 	<ul style="list-style-type: none"> • Continue to consult the broad membership on contemporary event programming needs 	Director of Sport	By continuing to provide a series of diverse carnivals and support events over a broad range of ages and abilities.
8.6 Strengthen development and high performance opportunities in surf sport events and activities.	<ul style="list-style-type: none"> • Do we conduct an officials four 	<ul style="list-style-type: none"> • Provide surf sports events that provide for high level competition by encouraging participation from many athletes from within and outside the Branch. 	Director of Sport	The introduction of development of our high profile athletes through increased support and training opportunitie
8.7 Work collaboratively with other agencies to contribute to a healthy community.	<ul style="list-style-type: none"> • Do we go to a couple of major events from other sports to see how they are conducted • What agencies do we target first? 	<ul style="list-style-type: none"> • Provide expert assistance in the areas surf sports administration and aquatic safety to other agencies conducting events. 	Director of Sport	Partnership with Paddle NSW in the endurance ocean ski race and Hydrothon in an endurance iron person event.

Strategic Priority 9 – Innovating SLS

Key Strategies:	Strategic Questions	Key Actions	Responsibility/ Priority	Status
9.1 Recognise our members for innovative achievements.	<ul style="list-style-type: none"> • What is the forum for innovative ideas to be raised to branch 	<ul style="list-style-type: none"> • AOE Recognition in current awards list • Branch recognition strategy 	Director of Member Services Medium	Submitted full list of SLSNSW AOE nominations
9.2 Provide our members with opportunities to connect with each other and share innovative ideas.	<ul style="list-style-type: none"> • Addressing of high priority issues from clubs? • Are there more cross-club social opportunities eg networking group 	<ul style="list-style-type: none"> • Develop a specific forum and conference series to address high priority or strategic initiatives • Regular agenda items at branch council meetings 	Director of Member Services Medium	Rock Fisher Safety Committee
9.3 Invest and develop innovative information technology to educate and communicate with our members and stakeholders.	<ul style="list-style-type: none"> • What are our <ul style="list-style-type: none"> ○ communication channels ○ communications messages ○ frequently • Do we need a communication strategy? Social media strategy? 	<ul style="list-style-type: none"> • Updated Branch Website and social media page • Develop a Branch Communications Strategy 	Director of Member Services Medium	Rock Fisher App
9.4 Conduct and/or support research and development for advancements across the organisation.	<ul style="list-style-type: none"> • How do we scope the role of what should be researched and developed? 	<ul style="list-style-type: none"> • Sharing of innovative ideas as per 9.2 • Standing committee to address key / defined priorities 		Drone project underway

2014/15 Priorities

Strategic Priority	Key Season 2014/15 Focus	Responsibility
1. Saving Lives 24/7	Data analysis and dashboard	Director of Lifesaving and Education
2. Healthy Clubs	Implementation of Club Quality Program	Deputy President
3. Government Recognition	Political strategy night and speak with Presidents	President
4. Financial Security	Treasure workshop/ plan / induction (auditors, foundation speaker, bequests etc)	Director of Finance
5. Effective Branch Movement	Development of aligned plan and communications strategy	Director of Administration
6. Involving all Australian	Clarity on state and national strategy and support resources	Director of Junior Development
7. Learning for Life	Training needs analysis – define our key target programs for 2015	Education Manager
8. Active for Life	Developing Participation Strategies	Director of Sport
9. Innovating SLS	Sharing and problem solving strategy	Director of Member Services

Areas of Business as Usual

Business Services

Governance	Leadership	Strategic
<ul style="list-style-type: none"> Affiliation requirements Up to date constitution Up to date regulations Succession planning across all officers roles Risk Management Compliance with Legislation Safety and Risk Compliance 	<ul style="list-style-type: none"> Right people in the right roles Planning Collaboration and Teamwork Sponsor recognition and retention Tracking of plan and budget Advocacy for club/branch needs to higher authorities Formal handover of position holders "health checks" on other areas of management Staff / Officer reviews / KPIs 	<ul style="list-style-type: none"> Continuous Improvement Systems Social Responsibility Analysis of data Brand Management Multicultural development (cultural diversity plan) Public Relations Media Government Relations (local/state/federal members) Alignment of NSW/Aust plans History development CEO and paid staff capacity
Management/Systems	Recognition	Communications
<ul style="list-style-type: none"> Minute and agenda processes Performance Management Finance, Budget and Audit Systems Asset Management Contact lists Business calendar Web site management Job / role descriptions Grievance Procedure IT systems up to date 	<ul style="list-style-type: none"> Conduct awards of excellence night Australian Honours Awards Australian of the Year? Club of Year Life Members (Sydney, NSW, SLSA) Volunteer of the Year State Awards nominations Woman Staff 	<ul style="list-style-type: none"> Branch Council Club Presidents Branch Officers Staff Boards and Board Members Life Members NSW / SLSA State Council Public External stakeholders / sponsors Other Branches
Programs	Meetings	Conferences
<ul style="list-style-type: none"> Sponsorship identification and recruitment Fundraising Investment Building maintenance and renovation Obtaining Grants (NSW, EMA, DHL, State Govt etc) Club Administration Programs 	<ul style="list-style-type: none"> Branch Council President Meeting Board of Management Life Member Committee Finance Committee Constitution Committee Sponsorship Committee 	<ul style="list-style-type: none"> Planning workshops Presidents Conference Club Development Administration Conference Finance Workshop / Public Officer

Lifesaving

Governance	Leadership	Strategic
<ul style="list-style-type: none"> • Patrol Standards • Standard Operating Procedures • Safety and Risk Compliance • Government • Insurance requirements 	<ul style="list-style-type: none"> • Quality services • Service plans • Drowning prevention strategy • Club lifesaving “health checks” • Audit and compliance programs • Patrol Captain Leadership Programs 	<ul style="list-style-type: none"> • Engagement with Emergency Services, planning committees etc • Links with NSW & SLSA coastal safety campaigns • Expansion (or reduction) of service
Management/Systems	Recognition	Communications
<ul style="list-style-type: none"> • Audit and compliance systems (patrol inspections etc) • Emergency Response Systems • Analysis of statistics • Annual appointment of duty officers • SurfCom Management • Incident data recording • Injury reporting • Critical Incident systems 	<ul style="list-style-type: none"> • Meritorious Awards • Patrol Service Awards • National Medal • Lifesaver of the Year • Commendations • Support Operations Patrol recognition 	<ul style="list-style-type: none"> • L&E Committee Officers • Club Captains • Duty Officers • Surf Com Operators • Support Ski Operators • Local Government Lifeguard Managers • Local Government Lifeguards • Helicopter Rescue Service • State Board of Lifesaving
Programs	Meetings	Conferences
<ul style="list-style-type: none"> • Gear Programs (improvement, inspection, allocation) • Patrol Championships • Leadership programs for Patrol Captains / District Supervisors 	<ul style="list-style-type: none"> • Board of Lifesaving • Lifesaving Awards Selection • District 	<ul style="list-style-type: none"> • Pre , mid and post season club captain workshop • Support Operations field day • Gear stewards meeting (pre gear inspection)

Education

Governance	Leadership	Strategic
<ul style="list-style-type: none"> • RTO Standards • Award Criteria and requirements • NSW Compliance Systems and administration • Safety and Risk 	<ul style="list-style-type: none"> • Well qualified members, trainers and assessors • Well structured and resourced programs • Promote pathways • Award targets? Training Needs Analysis 	<ul style="list-style-type: none"> • Community Education Programs • Education as a business • Central training collage / facility • Change management planning • Admin overload • Link lifesaving to education •
Management/Systems	Recognition	Communications
<ul style="list-style-type: none"> • Accreditation of Trainers, Assessors & Facilitators • Proficiency Systems • Advanced Award Program • RTO compliance systems • Audit and compliance / quality control • Course booking system • Assessor / Facilitator nominations and appointments • Education Calendar 	<ul style="list-style-type: none"> • Trainers • Assessors • Facilitators • Excellent Candidates • Service Awards 	<ul style="list-style-type: none"> • Branch Ed Officers • Assessors • Chief Training Officers and training officers • Award Candidates
Programs	Meetings	Conferences
<ul style="list-style-type: none"> • Basic Beach Management Course • Spinal Course • Trainer & Assessor courses • Beach to Bush • Other programs based on lifesaving needs 	<ul style="list-style-type: none"> • Board of Lifesaving • Education Management Team • District trainer and assessor meetings 	<ul style="list-style-type: none"> • Trainers and Assessors Conference (pre and post season) • Facilitators Workshop

Sport

Governance	Leadership	Strategic
<ul style="list-style-type: none"> • Competition Rules • Organisation requirements • Lifesaving requirements • Government Legislation • Insurance 	<ul style="list-style-type: none"> • Athlete Development • Growth in sport • Recruitment, retention and development, performance management of officials • Planning • Mentors 	<ul style="list-style-type: none"> • Other sports – canoeing, ocean swims, pool etc (priority development) • Community engagement of sport • Developing hero's and mentors • Attract major events • School Surf Leagues • Representative teams appointments • 3 year carnival plan
Management/Systems	Recognition	Communications
<ul style="list-style-type: none"> • Accreditation of Coaches and Officials • Carnival Entry System • Carnival Agreements/ Hosting agreement • Carnival gear and equipment • Carnival Calendar and program • Special Event Sign off • Team selection process • Result recording • Officials nomination and appointment • Scrutineering 	<ul style="list-style-type: none"> • Coaches • Officials • Competitors • Team Managers • Mentors • Sponsors 	<ul style="list-style-type: none"> • BOSS • Committees • Coaches • Officials • Competitors • Team Managers •
Programs	Meetings	Conferences
<ul style="list-style-type: none"> • Carnivals • Branch Championships (Masters, Open & Juniors) • Pool Championships • IRB Events • Boat Series • Endurance Events • Inter-Branch Championships • State and Aussie Champs • Coach and Official Education • Coaching clinics 	<ul style="list-style-type: none"> • Board of Surf Sports • Selection Committee 	<ul style="list-style-type: none"> • High Performance Camp • Officials Accreditation <ul style="list-style-type: none"> ○ Level One ○ Level Two ○ Level three • Boat Sweep Accreditation

Youth and Juniors

Governance	Leadership	Strategic
<ul style="list-style-type: none"> • Age manager requirements • Safety and Risk 	<ul style="list-style-type: none"> • Provide fun and enjoyable participation • Link into senior programs and develop transition 	<ul style="list-style-type: none"> • Retention of members transferring from junior to senior involvement • Pathway programs
Management/Systems	Recognition	Communications
<ul style="list-style-type: none"> • Member protection systems • Training and Education systems 	<ul style="list-style-type: none"> • Duke of Edinburgh Program • Sir Adrian Curlewis Award • Junior Lifesaver of the Year 	<ul style="list-style-type: none"> • BDJ Committee • Youth Panel • Parents
Programs	Meetings	Conferences
<ul style="list-style-type: none"> • Junior Development Programs • Youth (15-25) Leadership Development • 13-14 Development Camp • Nipper Carnivals 	<ul style="list-style-type: none"> • Board of Junior Development 	<ul style="list-style-type: none"> • Age Managers Workshops • Development Camp <ul style="list-style-type: none"> ○ Juniors (11/13) ○ Juniors U14 ○ Youth (15-17) ○ Young leaders (18-25)

Member Services

Governance	Leadership	Strategic
<ul style="list-style-type: none">• To be developed	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Management/Systems	Recognition	Communications
<ul style="list-style-type: none">•	<ul style="list-style-type: none">••	<ul style="list-style-type: none">••
Programs	Meetings	Conferences
<ul style="list-style-type: none">•	<ul style="list-style-type: none">•	<ul style="list-style-type: none">•