



# **SURF LIFE SAVING SYDNEY STRATEGIC PLAN 2020-2022**

**BOM AND COMMITTEE FINALISATION DRAFT.**

**JUNE 2020**

**TO BE ADOPTED IN JULY 2020**



## **PURPOSE OF THE PLAN**

**To define Surf Life Saving Sydney's fit within the broader perspective of the organisation.**

**Provide guidance for decision making, club and officer behaviours while defining important priorities for focus.**

**Part 1 – Strategic focus and our fit**

**Part 2 – Shorter term priorities for next 2-3 years**



## STRUCTURE

### Vision

- The desired future – our contribution

### Purpose

- Why we exist - Our role in making it happen

### Values

- The values that drive our behaviour and the way we act

### Priorities

- What we will focus on to help achieve our vision and purpose



# OUR LINK TO THE ORGANISATIONAL VISION AND PURPOSE



## VISION AND PURPOSE

**Vision: Zero preventable deaths in Australian waters**

**Purpose: We save lives, create great Australians and build better communities**

### SLS Sydney Focus:

**Help clubs and lifesavers be their best while striving to prevent drowning and injury along the Sydney coastline.**

### SLS Sydney Focus:

**Develop skilled lifesavers & leaders while fostering club and community collaboration and connection.**



**VALUES CREATION.  
HOW WE BEHAVE.**

## VALUES

Values are aspirational and guide organisational behaviour

A good culture is where the behaviours match the rhetoric

The current SLSA values include:

- **Safety**
- **Trust**
- **Respect**
- **Caring**
- **Responsibility**





## VALUES

**What the SLSA values mean to SLS Sydney.**

**Safety** – FIRST. We develop a culture of safety with our members and with the public

**Trust** – We develop trust through our actions. Protecting the flags and beaches on the frontline and by being open and honest with each other behind the line.

**Respect** – People come to the beach for fun. We respect the public, the ocean and each other. We act with integrity and model respectful behaviour.

**Caring** - We support and exhibit concern for people on and off the beach. We value life and well-being.

**Responsibility** – We are compliant, accountable and deliver and what we say we will.





**PRIORITIES.  
WHAT'S IMPORTANT FOR US  
RIGHT NOW.**



## 2020-22 PRIORITIES

### Priority 1

Making it easy for volunteers, staff and the community to contribute to the movement:

- Identifying pain points
- Being a thought leader on change
- Be solution focused and leaders on what needs improving
- Advocating for it to be easier and better

### Priority 2

Growing and developing what we do best – saving lives

- Knowing our data
- Develop growth priorities and strategies
- Bring others along
- Provide greater service in better ways
- Connecting, collaborating and advocacy internally and externally



## **ISSUES – TECHNOLOGY** (ISSUES DEFINED BY PRESIDENTS AND BOM)

**PRIORITY 1 MAKING IT EASY FOR VOLUNTEERS, STAFF AND THE COMMUNITY TO CONTRIBUTE TO THE MOVEMENT**

### **Whole of Surf life online:**

- **Education, Lifesaving**
- **Attendance**
- **Workflows**
- **Membership card or identification system**
- **Member engagement**
- **Course bookings**
- **Access to information**
- **Standardised technology use for forms, member news, file sharing, nomination**
- **Leveraging current data within Surfguard and membership systems**
- **Training components**
- **My surf life online**
- **Whole of surf life online: paperless**
- **New membership software by SLSA**
- **RFID for competitors**
- **Nipper app technology -WWC**



## **ISSUES – MEMBERSHIP** (ISSUES DEFINED BY PRESIDENTS AND BOM)

### **PRIORITY 1 MAKING IT EASY FOR VOLUNTEERS, STAFF AND THE COMMUNITY TO CONTRIBUTE TO THE MOVEMENT**

- **Membership development and growth**
- **Retention of members particular in the middle - 26+ focus**
- **Making volunteering easy – mapping the value chain**
- **Flexible membership + patrol**
- **Understanding satisfaction**
- **Lifting programs around Inclusiveness + diversity + disability**
- **Succession planning of officers and roles**
- **Addressing burnout of volunteers – removing barriers that make it hard to volunteer**



## **ISSUES – ADMINISTRATION** (ISSUES DEFINED BY PRESIDENTS AND BOM)

### **PRIORITY 1 MAKING IT EASY FOR VOLUNTEERS, STAFF AND THE COMMUNITY TO CONTRIBUTE TO THE MOVEMENT**

- **Administration help for clubs**
- **Making volunteering easy for administrators**
- **Business process defined and easy to follow**
- **Identifying club pain points**
- **PDF or online forms that are easy to access and use**
- **User friendly admin systems**
- **Easy access to information - one stop shops**
- **Better search functional for admin**
- **Greater skilled administration**
- **Branch structure that meets what we do**
- **Paid position to reflect what we wish to achieve**
- **Dynamic constitution and By-laws that meets current situation**
- **Induction for people into their roles – remove the sink or swim**



## **ISSUES – LIFESAVING** (ISSUES DEFINED BY PRESIDENTS AND BOM)

### **PRIORITY 2 - GROWING AND DEVELOPING WHAT WE DO BEST – SAVING LIVES**

- **Extend support services to areas, times and methods for best effect**
- **Develop flexible “workforce” strategies**
- **Develop National Park strategy/ legislative recognition of service provision**
- **Emergency services: how do we bring members along?**
- **Leverage of existing member management experience to leadership roles**
- **Explore pop up or flexible surf clubs**
- **Define what expanding beyond the flags means and create alignment**
- **Mobile surf clubs – vehicles + support operations patrols**
- **Expand our life saving clubs**
- **Pursue ways to educate the community**
- **Engaging in interaction with the non-aquatic community**
- **Engaging aquatic activities**
- **Develop ideas around swimming at unpatrolled areas.**
- **Extending support services: welfare, funding, support operations.**
- **Explore centre of educational excellence**
- **More involved and engaged sponsors**



## **PART 2**

# **BUSINESS AS USUAL (BAU) CHECK**

**THE BAU DOCUMENT DEFINES EACH DIRECTOR ROLE AND THE PORTFOLIO THEY  
MANAGE. THE HIGHLIGHTS INDICATE GAPS IN CURRENT SERVICE PROVISION.**



# BUSINESS AS USUAL CHECK

## Surf Life Saving Sydney – Management of Business

Governance	Administration	Finance	Member Services
President and Deputy President	Director of Administration	Director of Finance	Director of Member Services
<b>Intent of Role</b>			
<ul style="list-style-type: none"> <li>Set strategic direction</li> <li>Drive best practice governance practices</li> <li>Assess governance risk</li> <li>Alignment with organisational policy and plans</li> <li>Executive people management</li> </ul>	<ul style="list-style-type: none"> <li>Smart administration practices</li> <li>Management of office and administration staff</li> <li>Management of health communication strategies</li> </ul>	<ul style="list-style-type: none"> <li>Financial management, risk and compliance</li> <li>Investment strategy and management</li> <li>Compliance with financial regulations</li> <li>Sponsor and grant management? External providers?</li> <li>Property and asset management</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and development members</li> <li>Manage talent</li> <li>Promotion of safety and wellbeing</li> <li>Develop health clubs and services</li> </ul>
<b>Roles and Responsibilities</b>			
<ul style="list-style-type: none"> <li>Strategic plan and strategic focus</li> <li>Business calendar</li> <li>BAU Plan</li> <li>Public relations and media – appoint spokespeople</li> <li>Government relations – appoint spokespeople</li> <li>SLSA and SLSNSW strategic issues</li> <li>Management team development</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Organisational correspondence</li> <li>Organisational communication</li> <li>Constitution and regulation management</li> <li>Management of technology systems</li> <li>Brand management</li> <li>History development and recording</li> <li>Affiliation requirements</li> <li>Website and social media strategy</li> <li>Job / role descriptions</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Preparation and monitoring of budgets</li> <li>Audit systems and compliance management</li> <li>Recording of assets</li> <li>Building, strata and property management</li> <li>Club resourcing, grants and funding strategy and assistance</li> <li>Expenditure approval and compliance</li> <li>Banking systems and strategies</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Membership categories management</li> <li>Recognition programs</li> <li>Member support response team</li> <li>Safety education and audits Note recent injuries</li> <li>Succession plan</li> <li>Talent management programs</li> <li>Member protection programs and management</li> <li>Grievance management</li> <li>Safety and welfare promotion</li> <li>Succession planning</li> </ul>
<b>Committees and Meetings</b>			
<ul style="list-style-type: none"> <li>Chair of Branch Council</li> <li>Chair of Board of Management</li> <li>State Councillor</li> </ul>	<ul style="list-style-type: none"> <li>Administer Branch Council</li> <li>Administer Board of Management</li> <li>Life Member Committee</li> <li>Constitution Committee</li> </ul>	<ul style="list-style-type: none"> <li>Finance Audit and Compliance Committee</li> <li>Sponsorship Committee</li> </ul>	<ul style="list-style-type: none"> <li>Member Services Committee</li> <li>Youth Advisory Committee – value to participants?</li> <li>Branch Council attendance</li> </ul>
<b>Programs and Conferences</b>			
<ul style="list-style-type: none"> <li>Planning workshops</li> <li>Presidents workshops</li> <li>Governance Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Awards of Excellence</li> <li>Club Administration Programs</li> <li>Building maintenance and renovation</li> <li>Surf Guard Workshops and training</li> <li>Public Officer</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship identification and recruitment</li> <li>Fundraising</li> <li>Investment</li> <li>Building maintenance and renovation</li> <li>Obtaining Grants (NSW, EMA, DHL, State Govt etc)</li> <li>Finance Workshop</li> <li>Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Life Members Dinner</li> <li>Mental Health First Aid Program</li> <li>Online member protection program</li> <li>Member Protection Officer training</li> <li>Critical incident debriefings</li> <li>18-25 Development Program – Review performance</li> <li>15-17 Young Leaders Program – Review performance</li> </ul>
<b>Key Stakeholders</b>			
<ul style="list-style-type: none"> <li>Branch Council</li> <li>Club Presidents</li> <li>Branch Officers</li> <li>Staff</li> <li>Boards and Board Members</li> <li>Life Members</li> <li>NSW / SLSA</li> <li>State Council</li> <li>Public</li> <li>External stakeholders / sponsors</li> <li>Other Branches</li> </ul>	<ul style="list-style-type: none"> <li>Branch Council</li> <li>Directors of Administration</li> <li>Branch Officers</li> <li>Staff</li> <li>Boards and Board Members</li> <li>External stakeholders / sponsors</li> </ul>	<ul style="list-style-type: none"> <li>Branch Council</li> <li>Club Finance Directors – No formal link</li> <li>Branch Officers</li> <li>Accounting staff</li> <li>External stakeholders / sponsors</li> <li>SLS Foundation</li> <li>Grant Seeking Unit</li> <li>ATO</li> <li>ASIC</li> <li>Insurance agency</li> <li>Leasing agencies</li> </ul>	<ul style="list-style-type: none"> <li>Club Membership Officers @ the club level</li> <li>State Member Services and Staff</li> <li>Club Captains</li> <li>Talent pool</li> <li>State CEO MPO requirements</li> <li>Life Membership Committee</li> <li>LSEC</li> <li>External Member Protection</li> </ul>



Lifesaving	Education	Surf Sports	Junior Development
Director of Lifesaving and Education	Manager of Education	Director of Surf Sports	Director of Junior Development
<b>Intent of Role</b>			
<ul style="list-style-type: none"> <li>Public safety and drowning prevention strategy</li> <li>Lifesaving quality service provision and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Provision of quality training and assessment services</li> <li>Promotion of key pathways and ongoing development and maintenance of skills for frontline operations</li> </ul>	<ul style="list-style-type: none"> <li>Skilled and physically fit lifesavers</li> <li>Provision engaging surf sports events</li> <li>Growth of surf sports</li> <li>Provision of quality coaches and officials</li> </ul>	<ul style="list-style-type: none"> <li>Provide fun and enjoyable participation</li> <li>Development and surf skills of children</li> <li>Develop and transition future lifesavers</li> </ul>
<b>Roles and Responsibilities</b>			
<ul style="list-style-type: none"> <li>Service plans and agreements</li> <li>Audit and compliance systems (patrol inspections)</li> <li>Emergency response systems management</li> <li>Management of duty officers</li> <li>Jet ski management</li> <li>Incident data recording – technology attention</li> <li>Lifesaver and operational – technology attention</li> <li>Injury reporting</li> <li>Critical incident systems – technology attention</li> <li>Patrol captain development -now with SLSNSW</li> <li>Analysis of statistics and recommend</li> <li>Special skills maintenance approvals</li> <li>Special event safety and risk approvals</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Accreditation of trainers, assessors &amp; facilitators</li> <li>Management of skills maintenance systems</li> <li>Management of advanced award program</li> <li>RTO compliance systems</li> <li>Audit and compliance / quality control</li> <li>Course booking systems and allocation of assessors and facilitators – technology attention</li> <li>Assessor / Facilitator nominations and appointments</li> <li>Education calendars and promotion programs</li> <li>Analysis of education data and identification of training needs – continue improvement</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Development and accreditation of Coaches/Officials</li> <li>Carnival management planning</li> <li>Carnival entry and admin strategy</li> <li>Carnival event calendar/Carnival program development – possible rescheduling</li> <li>Official nomination process</li> <li>Carnival agreements/ hosting agreement</li> <li>Carnival gear and equipment - tents</li> <li>Special event strategy</li> <li>Team selection process</li> <li>Result recording</li> <li>Officials nomination and appointment</li> <li>Scrutineering services</li> <li>Athlete development</li> <li>Hero and role model development</li> <li>Succession planning</li> </ul>	<ul style="list-style-type: none"> <li>Age managers programs and training</li> <li>Nipper manager development</li> <li>Member protection systems</li> <li>Working with children compliance</li> <li>Safety and risk management</li> <li>Succession planning</li> <li>Need to provide guidance to chairs given rapid turnover</li> </ul>
<b>Committees and Meetings</b>			
<ul style="list-style-type: none"> <li>Board of Lifesaving</li> <li>Lifesaving Awards Selection</li> <li>District liaison</li> </ul>	<ul style="list-style-type: none"> <li>Board of Lifesaving</li> <li>Education Management Team</li> <li>District trainer and assessor meetings</li> </ul>	<ul style="list-style-type: none"> <li>Surf Sports Committee</li> <li>Technical Committees</li> <li>Selection Committee</li> </ul>	<ul style="list-style-type: none"> <li>Junior Development Committee</li> </ul>
<b>Programs and Conferences</b>			
<ul style="list-style-type: none"> <li>Gear Programs (improvement, inspection, allocation)</li> <li>Leadership programs for Patrol Captains / District Supervisors - now with SLSNSW</li> <li>SAREX activities</li> <li>Pre, mid and post season club captain workshop</li> <li>Support Operations field day</li> <li>Lifesaving competition</li> <li>Gear stewards meeting (pre gear inspection)</li> </ul>	<ul style="list-style-type: none"> <li>Trainers and Assessors Conference (pre and post season)</li> <li>Reendorment and upgrade programs</li> <li>Facilitators Workshops</li> <li>Basic Beach Management Course</li> <li>Trainer &amp; Assessor courses</li> <li>Other programs based on lifesaving needs</li> <li>Community ed – currently only at club level</li> <li>SMAR</li> </ul>	<ul style="list-style-type: none"> <li>Carnivals</li> <li>Branch Championships (Masters, Open &amp; Juniors)</li> <li>Pool Championships</li> <li>IRB Events, Boat Series, Endurance Events</li> <li>Inter-Branch Championships</li> <li>State and Aussie Champs</li> <li>Coach and Official Education</li> <li>Coaching clinics – approach SLSNSW?</li> <li>High performance camps – approach SLSNSW?</li> <li>Boat sweep accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Age managers course</li> <li>Nipper manager course</li> <li>Technical official course</li> <li>Under 13 Camp – Risk if Doug leaves</li> <li>Under 11 Camp – Risk if Doug leaves</li> </ul>
<b>Key Stakeholders</b>			
<ul style="list-style-type: none"> <li>L&amp;E Committee Officers</li> <li>Lifesaving Office Manager</li> <li>Club Captains</li> <li>Duty Officers</li> <li>Support Ski Operators</li> <li>Surf Rescue 30</li> <li>Local Government Lifeguard Managers</li> <li>Helicopter Rescue Service</li> <li>State Board of Lifesaving</li> </ul>	<ul style="list-style-type: none"> <li>District education officers</li> <li>Lifesaving Office Manager</li> <li>Assessors</li> <li>Chief Training Officers and training officers</li> <li>Award Candidates</li> <li>State Director of Education and NSW Education staff</li> </ul>	<ul style="list-style-type: none"> <li>Committee officers</li> <li>Coaches</li> <li>Officials</li> <li>Competitors</li> <li>Team Managers</li> <li>SLSNSW / SLSA Surf Sports Director and Manager</li> </ul>	<ul style="list-style-type: none"> <li>Club nipper chairs and delegates</li> <li>Nipper parents</li> </ul>