

SURF LIFE SAVING SYDNEY

# STRATEGIC & OPERATIONAL PLAN 2020-2022

---



# OUR STRATEGIC PLAN

Surf Life Saving Sydney is the administrative arm of Surf Life Saving for the fifteen Surf Life Saving Clubs & various support operation stretching from North Bondi south to Burning Palms in the Royal National Park.

The role of SLS Sydney is to coordinate lifesaving activities including; club based patrols & support services, surf sports events, junior member growth & development along with support to members.

Our team of trainers, assessors & facilitators provide our surf lifesavers with an extensive & integrated award structure; Our Junior Activities (nipper) programs cater for 7,600 junior members, who range in age from 5 to 13 years & is a stepping stone for many of our surf lifesavers & champion competitors of the future.

Surf Life Saving in Sydney is a vibrant volunteer community & emergency service organisation, with 18,433 volunteer members providing the Sydney community with a world class water safety service.

This strategy has been developed in close collaboration & partnership with clubs, the Board & officers & staff.

This document provides guidance on;

2





## SURF LIFE SAVING SYDNEY FOCUS

Help Clubs & Lifesavers be their best while striving to prevent drowning & injury along the Sydney coastline.

3

### OUR VISION

Zero preventable deaths in Australian waters





# OUR PURPOSE

We save lives, create great Australians & build better communities



4

## SURF LIFE SAVING SYDNEY FOCUS

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



# OUR VALUES

Our values are aspirational & guide our directors, officers & members. We know that a good culture is where the behaviours match the rhetoric & we strive to incorporate these values in our day to day operations.

- Safety
- Trust
- Respect
- Caring
- Responsibility

What the SLSA values mean to Surf Life Saving Sydney.

## SAFETY - FIRST

We develop a culture of safety with our members & with the public.

## TRUST

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

## RESPECT

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

## CARING

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

## RESPONSIBILITY

We are compliant, accountable & deliver & what we say we will.

# OUR PRIORITIES

## PRIORITY 1

**Making it easy for volunteers, staff & the community to contribute to the movement**

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

**Issues captured around this priority include:**

TECHNOLOGY	MEMBERSHIP	ADMINISTRATION
<p>Whole of Surf life online;</p> <ul style="list-style-type: none"> <li>• Education, Lifesaving</li> <li>• Attendance</li> <li>• Workflows</li> <li>• Membership card or identification system</li> <li>• Member engagement</li> <li>• Course bookings</li> <li>• Access to information</li> <li>• Paperless forms</li> <li>• Standardised technology use for forms, member news, file sharing, nominations</li> <li>• Leveraging current data within SurfGuard &amp; membership systems</li> <li>• New membership software by SLSA</li> <li>• RFID for competitors</li> <li>• Nipper app technology</li> </ul>	<ul style="list-style-type: none"> <li>• Membership development &amp; growth</li> <li>• Retention of members particular in the middle - 26+ focus</li> <li>• Making volunteering easy - mapping the value chain</li> <li>• Flexible membership + patrol</li> <li>• Understanding satisfaction</li> <li>• Lifting programs around Inclusiveness + diversity + disability</li> <li>• Succession planning of officers &amp; roles</li> <li>• Addressing burnout of volunteers - removing barriers that make it hard to volunteer</li> </ul>	<ul style="list-style-type: none"> <li>• Administration help for clubs</li> <li>• Making volunteering easy for administrators</li> <li>• Business process defined &amp; easy to follow</li> <li>• Identifying club pain points</li> <li>• PDF or online forms that are easy to access &amp; use</li> <li>• Easy access to information - one stop shops</li> <li>• Better search functionality for administration</li> <li>• Greater skilled administration</li> <li>• Branch structure that meets what we do</li> <li>• Paid positions to reflect what we wish to achieve</li> <li>• Dynamic constitution &amp; By-laws that meets current situation</li> <li>• Induction for people into their roles - remove the sink or swim</li> </ul>

# OUR PRIORITIES

## PRIORITY 2

### Growing & developing what we do best - saving lives

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

### Issues captured around this priority include:

7

- 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



# OUR ACTIVITY

The key functional areas that support our operations, the intent of roles along with responsibilities & stakeholders:

GOVERNANCE		ADMINISTRATION	
President & Deputy President		Director of Administration	
<b>Intent of Role</b>			
<ul style="list-style-type: none"> <li>• Drive strategic direction</li> <li>• Monitor best practice governance</li> <li>• Assess governance risk</li> <li>• Development alignment with plans &amp; policy</li> <li>• Executive people management</li> </ul>		<ul style="list-style-type: none"> <li>• Smart administration practices</li> <li>• Management of office &amp; administration staff</li> <li>• Management of healthy communication strategies</li> </ul>	
<b>Roles &amp; Responsibilities</b>			
<ul style="list-style-type: none"> <li>• Strategic plan &amp; strategic focus</li> <li>• Business calendar</li> <li>• BAU Plan</li> <li>• Public relations &amp; media</li> <li>• Government relations</li> <li>• SLSA &amp; SLSNSW strategic issues</li> <li>• Management team development</li> </ul>		<ul style="list-style-type: none"> <li>• Organisational correspondence</li> <li>• Organisational communication</li> <li>• Constitution &amp; regulation management</li> <li>• Management of technology systems</li> <li>• Brand management</li> <li>• History development &amp; recording</li> <li>• Affiliation requirements</li> <li>• Website &amp; social media strategy</li> <li>• Job / role descriptions</li> </ul>	
<b>Committees &amp; Meetings</b>			
<ul style="list-style-type: none"> <li>• Chair of Branch Council</li> <li>• Chair of Board of Management</li> <li>• State Council</li> </ul>		<ul style="list-style-type: none"> <li>• Administer Branch Council</li> <li>• Administer Board of Management</li> <li>• Life Member &amp; Honours Committee</li> <li>• Constitution Committee</li> </ul>	
<b>Programs &amp; Conferences</b>			
<ul style="list-style-type: none"> <li>• Planning workshops</li> <li>• Presidents workshops</li> <li>• Governance workshops</li> <li>• Partner management</li> <li>• Officer induction</li> </ul>		<ul style="list-style-type: none"> <li>• Awards of Excellence</li> <li>• Club administration programs</li> <li>• Building maintenance &amp; renovation</li> <li>• Surfguard workshops &amp; training</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 &amp; 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 &amp; Board Members</li> <li>• External stakeholders / sponsors</li> <li>• Public Officer</li> </ul>	



# OUR ACTIVITY

FINANCE		MEMBER SERVICES	
Director of Finance		Director of Member Services	
<b>Intent of Role</b>			
<ul style="list-style-type: none"> <li>• Financial management, risk &amp; compliance</li> <li>• Investment strategy &amp; management</li> <li>• Compliance with financial regulations</li> <li>• Grant management</li> <li>• Property &amp; assist management</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise &amp; development members</li> <li>• Manage talent</li> <li>• Promotion of safety &amp; wellbeing</li> <li>• Develop health clubs &amp; services</li> <li>• Diversity &amp; inclusions</li> </ul>		
<b>Roles &amp; Responsibilities</b>			
<ul style="list-style-type: none"> <li>• Preparation &amp; monitoring of budgets</li> <li>• Audit systems &amp; compliance management</li> <li>• Recording of assets</li> <li>• Building, strata &amp; property management</li> <li>• Club resourcing, grants &amp; funding strategy &amp; assistance</li> <li>• Expenditure approval &amp; compliance</li> <li>• Banking systems &amp; strategies</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 &amp; audits</li> <li>• Succession plan</li> <li>• Talent management programs</li> <li>• Member protection programs &amp; management</li> <li>• Grievance management</li> <li>• Safety &amp; welfare promotion</li> </ul>		
<b>Committees &amp; Meetings</b>			
<ul style="list-style-type: none"> <li>• Finance Audit &amp; Compliance Committee</li> <li>• Sponsorship Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Member Services Committee</li> <li>• Youth Advisory Committee</li> <li>• Branch Council attendance</li> </ul>		
<b>Programs &amp; Conferences</b>			
<ul style="list-style-type: none"> <li>• Sponsorship identification &amp; recruitment</li> <li>• Fundraising</li> <li>• Investment</li> <li>• Building maintenance &amp; renovation</li> <li>• Obtaining Grants (NSW, EMA, DHL, State Govt etc)</li> <li>• Finance Workshop / Public Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Life Members Dinner</li> <li>• Mental Health Frist 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</li> <li>• 15-17 Young Leaders program</li> </ul>		
<b>Key Stakeholders</b>			
<ul style="list-style-type: none"> <li>• Branch Council</li> <li>• Club Finance Directors</li> <li>• Branch Officers</li> <li>• Finance Committee</li> <li>• Accounting staff</li> <li>• External stakeholders / sponsors</li> <li>• SLS Foundation/.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</li> <li>• State Member Services &amp; 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> <li>• Diversity groups</li> </ul>		

# OUR ACTIVITY

LIFESAVING		EDUCATION	
Director of Lifesaving & Education		Manager of Education	
<b>Intent of Role</b>			
<ul style="list-style-type: none"> <li>Public safety &amp; drowning prevention strategy</li> <li>Lifesaving quality service provision &amp; compliance</li> </ul>		<ul style="list-style-type: none"> <li>Provision of quality training &amp; assess. services</li> <li>Promotion of key pathways &amp; ongoing development &amp; maintenance of skills for frontline operations</li> </ul>	
<b>Roles &amp; Responsibilities</b>			
<ul style="list-style-type: none"> <li>Service plans &amp; agreements</li> <li>Audit &amp; compliance systems (patrol inspections)</li> <li>Emergency response systems management</li> <li>Management of duty officers</li> <li>SurfCom management</li> <li>Jet ski management</li> <li>Incident data recording</li> <li>Lifesaver &amp; operational management</li> <li>Injury reporting</li> <li>Critical incident systems</li> <li>Patrol captain development</li> <li>Analysis of statistics provision of recommendations</li> <li>Special skills maintenance approvals</li> <li>Special event safety &amp; risk approvals</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 &amp; compliance / quality control</li> <li>Course booking systems &amp; allocation of assessors &amp; facilitators</li> <li>Trainer, Assessor, Facilitator nominations &amp; appointments</li> <li>Education calendars &amp; promotion programs</li> <li>Analysis of education data &amp; identification of training needs</li> </ul>	
<b>Committees &amp; Meetings</b>			
<ul style="list-style-type: none"> <li>Lifesaving &amp; Education Committee</li> <li>Lifesaving Awards Selection</li> <li>District liaison</li> </ul>		<ul style="list-style-type: none"> <li>Lifesaving &amp; Education Committee</li> <li>Education Management Team</li> <li>District trainer &amp; assessor meetings</li> </ul>	
<b>Programs &amp; Conferences</b>			
<ul style="list-style-type: none"> <li>Gear Programs (improvement, inspection, alloc.)</li> <li>Gear stewards meeting (pre gear inspection)</li> <li>Leadership programs for Patrol Captains / District Supervisors</li> <li>SAREX &amp; SO field days &amp; activities</li> <li>Pre, mid &amp; post season captain workshop</li> <li>Lifesaving competition</li> </ul>		<ul style="list-style-type: none"> <li>Trainers &amp; Assess. conference (pre / post season)</li> <li>Reendorment &amp; upgrade programs</li> <li>Facilitators workshops</li> <li>Basic Beach Management Course</li> <li>Spinal Course</li> <li>Trainer &amp; Assessor courses</li> <li>Beach to Bush</li> <li>Other programs based on lifesaving needs</li> <li>Community education liaison</li> </ul>	
<b>Key Stakeholders</b>			
<ul style="list-style-type: none"> <li>Lifesaving Committee Officers</li> <li>Lifesaving Office Manager</li> <li>Club Captains</li> <li>Duty Officers</li> <li>Surf Com Management Centre</li> <li>Support Ski Operators</li> <li>Surf Rescue 30</li> <li>Local Government Lifeguard Managers</li> <li>Helicopter Rescue Service</li> <li>State Lifesaving Director, staff &amp; committee</li> </ul>		<ul style="list-style-type: none"> <li>Education Committee Officers</li> <li>District education officers</li> <li>Lifesaving Office Manager</li> <li>Assessors</li> <li>Chief Training Officers &amp; training officers</li> <li>Award C&amp;idates</li> <li>State Education Director, staff &amp; committee</li> </ul>	



# OUR ACTIVITY

SURF SPORTS	JUNIOR DEVELOPMENT
Director of Surf Sports	Director of Junior Development

## Intent of Role

<ul style="list-style-type: none"> <li>• Skilled &amp; physically fit lifesavers</li> <li>• Provision engaging surf sports events</li> <li>• Growth of surf sports</li> <li>• Provision of quality coaches &amp; officials</li> </ul>	<ul style="list-style-type: none"> <li>• Provide fun &amp; enjoyable participation</li> <li>• Development &amp; surf skills of children</li> <li>• Develop &amp; transition future lifesavers</li> </ul>
---	--

## Roles & Responsibilities

<ul style="list-style-type: none"> <li>• Development &amp; accreditation of Coaches &amp; Officials</li> <li>• Carnival management planning</li> <li>• Carnival entry &amp; admin strategy</li> <li>• Carnival event calendar</li> <li>• Carnival program development</li> <li>• Official nomination process</li> <li>• Carnival agreements/ hosting agreement</li> <li>• Carnival gear &amp; equipment</li> <li>• Special event strategy</li> <li>• Team selection process</li> <li>• Result recording</li> <li>• Officials nomination &amp; appointment</li> <li>• Scrutineering services</li> <li>• Athlete development</li> <li>• Hero &amp; role model development</li> </ul>	<ul style="list-style-type: none"> <li>• Age managers programs &amp; training</li> <li>• Nipper manager development</li> <li>• Member protection systems</li> <li>• Working with children compliance</li> <li>• Safety &amp; risk management</li> </ul>
--	---

## Committees & Meetings

<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>
--	--

## Programs & Conferences

<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 &amp; Aussie Champs</li> <li>• Coach &amp; Official Education</li> <li>• Coaching clinics</li> <li>• High performance camps</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</li> <li>• Under 11 Camp</li> </ul>
---	---

## Key Stakeholders

<ul style="list-style-type: none"> <li>• Committee officers</li> <li>• Coaches</li> <li>• Officials</li> <li>• Competitors</li> <li>• Team Managers</li> <li>• State Surf Sports Director, staff &amp; committee</li> </ul>	<ul style="list-style-type: none"> <li>• Club nipper chairs &amp; delegates</li> <li>• Nipper parents</li> <li>• State Member Services Director, staff &amp; committee</li> </ul>
---	---

# OUR ACTIVITY DEVELOPMENT

The following priorities have been identified for season 2020/21 as development areas for the Board and Committees.

COVID Management is considered priority across all sections.

## GOVERNANCE

- Assessing governance risk
- Executive people development
- Develop a business calendar
- Conduct governance workshop
- Develop stronger links with government and develop Ramsgate programs

## ADMINISTRATION

- Review and develop healthy communication strategies
- Develop History recording strategy
- Develop role descriptions across portfolios
- Develop website and social media strategy

## FINANCE

- Review investment strategy
- Record assists
- Review strata / property management
- Develop grant and sponsor strategy
- Conduct finance workshop

## MEMBER SERVICES

- Promote safety education and audits
- Develop success plan
- Develop talent management program
- Review youth advisory committee
- Establish links with club membership officers and diversity program

## LIFESAVING

- Develop drowning prevention strategy
- Expand patrol captain development and programs
- Develop support ops exercise and lifesaving competition

## EDUCATION

- Analyze education data and identify training needs
- Monitor workload of TAF compliance and provide recommendations
- Liaise and lead next steps with SLSNSW regarding community education

## SURF SPORTS

- Explore growth in surf sports
- Athlete development and coaching clinics
- Develop heroes and role model strategy

## JUNIOR DEVELOPMENT

- Reduce and provide guidance regarding rapid turnover of junior chairs
- Success planning for camp management



# OUR STRUCTURE

Board of Management, Committee Officers and Staff

