

SURF LIFE SAVING SYDNEY

STRATEGIC & OPERATIONAL PLAN 2020-2022

Updated for the 2021/22 Season



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;

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SURF LIFE SAVING SYDNEY FOCUS

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

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OUR VISION

**Zero preventable
deaths in
Australian waters**



OUR PURPOSE

We save lives, create great Australians & build better communities



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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"> • Education, Lifesaving • Attendance • Workflows • Membership card or identification system • Member engagement • Course bookings • Access to information • Paperless forms • Standardised technology use for forms, member news, file sharing, nominations • Leveraging current data within SurfGuard & membership systems • New membership software by SLSA • RFID for competitors • Nipper app technology 	<ul style="list-style-type: none"> • Membership development & 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 & roles • Addressing burnout of volunteers - removing barriers that make it hard to volunteer 	<ul style="list-style-type: none"> • Administration help for clubs • Making volunteering easy for administrators • Business process defined & easy to follow • Identifying club pain points • PDF or online forms that are easy to access & use • Easy access to information - one stop shops • Better search functionality for administration • Greater skilled administration • Branch structure that meets what we do • Paid positions to reflect what we wish to achieve • Dynamic constitution & By-laws that meets current situation • Induction for people into their roles - remove the sink or swim

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:

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

OUR ACTIVITY

FINANCE		MEMBER SERVICES	
Director of Finance		Director of Member Services	
Intent of Role			
<ul style="list-style-type: none"> Financial management, risk & compliance Investment strategy & management Compliance with financial regulations Grant management Property & assist management 	<ul style="list-style-type: none"> Recognise & development members Manage talent Promotion of safety & wellbeing Develop health clubs & services Diversity & inclusions 		
Roles & Responsibilities			
<ul style="list-style-type: none"> Preparation & monitoring of budgets Audit systems & compliance management Recording of assets Building, strata & property management Club resourcing, grants & funding strategy & assistance Expenditure approval & compliance Banking systems & strategies 	<ul style="list-style-type: none"> Membership categories management Recognition programs Member support response team Safety education & audits Succession plan Talent management programs Member protection programs & management Grievance management Safety & welfare promotion 		
Committees & Meetings			
<ul style="list-style-type: none"> Finance Audit & Compliance Committee Sponsorship Committee 	<ul style="list-style-type: none"> Member Services Committee Youth Advisory Committee Branch Council attendance 		
Programs & Conferences			
<ul style="list-style-type: none"> Sponsorship identification & recruitment Fundraising Investment Building maintenance & renovation Obtaining Grants (NSW, EMA, DHL, State Govt etc) Finance Workshop / Public Officer 	<ul style="list-style-type: none"> Life Members Dinner Mental Health Frist Aid Program Online member protection program Member Protection Officer training Critical incident debriefings 18-25 development program 15-17 Young Leaders program 		
Key Stakeholders			
<ul style="list-style-type: none"> Branch Council Club Finance Directors Branch Officers Finance Committee Accounting staff External stakeholders / sponsors SLS Foundation/.Grant Seeking Unit ATO ASIC Insurance agency Leasing agencies 	<ul style="list-style-type: none"> Club Membership Officers State Member Services & staff Club Captains Talent pool State CEO MPO requirements Life Membership Committee LSEC External member protection Diversity groups 		

OUR ACTIVITY

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

OUR ACTIVITY

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

Intent of Role

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

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

<ul style="list-style-type: none"> • Surf Sports Committee • Technical Committees • Selection Committee 	<ul style="list-style-type: none"> • Junior Development Committee
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Programs & 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 & Aussie Champs • Coach & Official Education • Coaching clinics • High performance camps • Boat sweep accreditation 	<ul style="list-style-type: none"> • Age managers course • Nipper manager course • Technical official course • Under 13 Camp • Under 11 Camp
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Key Stakeholders

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

The following priorities have been identified for season 2021/22 as development areas for the Board and Committees.

COVID Management is considered priority across all sections.

GOVERNANCE

- Create alignment with values, purpose and plan and membership
- Development of Public Relations and Media strategy
- Plan and execute Ramsgate transition strategy
- Development of legislative and recognition framework for Public Safety in National Parks

ADMINISTRATION

- Develop standard corporate & digital communication templates
- Implement Task Time Tracking
- Develop role descriptions across portfolios
- Develop website and social media strategy

FINANCE

- Review investment strategy
- Review strata / property management
- Conduct finance workshop
- Banking centralization to be completed

EDUCATION

- Analyze education data and identify training needs
- Monitor workload of TAF compliance and provide recommendations
- Roll out new UOC changes in ARTC and SRC

LIFESAVING

- Review and update Patrol Operations Manual to increase it relevancy and effectiveness
- PC development. Improved Incident Management Strategies and liaising with other Beach users
- Build on current RNP Service levels - permanent RWC, UAVs
- Greater Public Holiday / Summer coverage in Botany Bay / Blackspots

MEMBER SERVICES

- Promote Safety education and audits through the iAudit App
- Instigate SLSS MS Committee and Advisors
- Implement Youth Program Resources
- Assist Clubs refinishing Diversity and inclusion programs
- Increase Recognition Opportunities
- Assist in developing MS teams within Clubs - All clubs to have MS Officer
- Review and deliver a new approach to SLSS Club of the Year..
- Instigate a new Healthy Club checklist
- Ensure Clubs MPIO's are all up to date with required status - ongoing

SURF SPORTS

- Manage COVID event issues
- Explore micro events to provide competition access this season

JUNIOR DEVELOPMENT

- Provide online age managers development program
- Develop a carnival organisation manual
- Continue and grow inclusive nippers
- Continue to develop pathways from nippers to patrollers
- Explore Junior Sponsorship