

SURF LIFE SAVING SYDNEY

STRATEGIC & OPERATIONAL PLAN 2020-2023



Version 3 - Updated July 2022

OUR STRATEGIC PLAN

Surf Life Saving Sydney is a coordination and representative body 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 on what we say we will.

OUR PRIORITIES

The following two priorities are SLS Sydney three-year focus areas for each of our directors and officers 2020-2023.

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

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

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Major Development Priorities for SLS Sydney Board 2022/23

The following priorities have been identified for Board focus at the Branches annual planning day and will be the focus during the 2022/23 season.

1. Communicate with our stakeholders better

We'll develop more targeted communication processes using coordinated technologies to allow officers, members and external stakeholders to have better access to information relevant to them and to decrease information that does not relate to them.

2. Develop a Branch wide Culture of Safety

We'll focus on our value of 'Safety First' by developing activity that enhance safe behaviours across our membership.

3. Shift our leadership to a more strategic focus

We'll enhance our practices by focusing more on better leadership practices. This will include enhancing our business calendar, Board agenda, Branch Council involvement, action plans, dashboard, gender equity and greater understanding of community needs.

4. Drive our activity and club support through professional support

Protect our volunteers from burnout and support projects by increased professional support. We'll aim to reduce the branch reliance on financial support from clubs.

5. Capture our corporate knowledge to provide clarity to future officers

Clearly define our ways of working through the capture of ways of working, operations manuals, project plans and action plans.

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 • Partner and sponsor engagement 		<ul style="list-style-type: none"> • Organisational correspondence & communication • Constitution & regulation management • Management of technology systems • Website & social media strategy • Brand management • Annual Report and history development • Affiliation requirements • Job / role descriptions • Complaints management • ACNC and public officer requirements 	
Committees & Meetings			
<ul style="list-style-type: none"> • Chair of Branch Council • Chair of Board of Management • State Council • Sponsorship Committee 		<ul style="list-style-type: none"> • Administer Branch Council • Administer Board of Management • 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 (management co-ordination) • 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 • Government (local members at each level) • Other Branches 		<ul style="list-style-type: none"> • Branch Council • Directors of Administration • Branch Officers • Staff • Boards & Board Members • ACNC and Not for Profit Bodies 	

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"> Member engagement and recognition Manage talent Promotion of safety & wellbeing Develop health clubs & services Youth development and growth 		
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 Safety & welfare promotion 		
Committees & Meetings			
<ul style="list-style-type: none"> Finance Audit & Compliance Committee Branch Council Financial Reporting 	<ul style="list-style-type: none"> Member Services Committee Youth Advisory Committee Life Member Committee 		
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"> Awards of Excellence (member/ club co-ordination) Life Members Dinner Online member protection program Member Protection Officer training 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 & Support Operations		Director 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 Special skills maintenance approvals 	
Committees & Meetings			
<ul style="list-style-type: none"> Lifesaving & Support Ops 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"> • Maintaining 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 • Future Leaders Forum • Aquatic SAR Course
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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 22/23 as development areas for the Board and Committees.

GOVERNANCE

President

- Create alignment with values, purpose and plan and membership - update BOM strategic focus and calendar
- Implement improved engagement of Public Safety in National Parks
- Development of Public Relations/ media guidance

Deputy President

- Plan and execute Ramsgate transition strategy
- Develop new website
- Grow and enhance partnership engagement

ADMINISTRATION

- Develop role descriptions across portfolios
- Develop first draft of operations manual to capture our corporate knowledge
- Plan and development the move to use of Office 365 for digital communication and storage
- Refresh By-Laws and Constitution and align with Australian Standards
- Co-ordinate Social Media planning and engagement

FINANCE

- Review investment strategy
- Continue to develop a relevant chart of accounts
- Identify needs to club finance director

EDUCATION

- Roll out of new Beach Management qualification
- PUA20119 transition for BM TAFs and TAFs requiring HLTAID001

LIFESAVING

- Increase Cohort operating assets to pre-COVID strength
- Continue with Peak Period Operations. With emphasis across 4 districts and heightened planning process
- Station a JetSki out of Ramsgate during Peak period
- Drones - upskill our pilots for night operations
- Implementation of our eBikes as RRU
- Maintain high standards of training and conduct within DO Cohort
- Manage and support SR30 change management

MEMBER SERVICES

- Drive culture of safety roll out across functional areas
- Develop three advisory groups with a focus on youth, women and member engagement
- Grow club member service focus and engagement
- Roll-out healthy club checklist and two priorities for club of the year
- Conduct a life member event (lunch/dinner)

SURF SPORTS

- Restructure Branch Championships to meet stakeholder expectations
- Roll out live heats for Sydney events
- Leverage advisor group and engage with stakeholders

JUNIOR DEVELOPMENT

- Undertake a number of specialist junior clinics to support membership in the areas of pool rescue, water safety, sports development, and coaching
- Expand existing camp development program
- Implement coaching accreditation
- Explore connection with Dragon Boat competition

OUR STRUCTURE

Board of Management, Committee Officers and Staff

