



STRATEGIC & OPERATIONAL PLAN 2023-2025

Version 1 - August 2023



OUR STRATEGIC PLAN

Surf Life Saving Sydney (SLSS) 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 SLSS is to coordinate lifesaving activities including: club based patrols & support services, surf sports events, youth leadership, 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 over 6,400 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.

SLSS is a vibrant volunteer community & emergency service organisation, with over 18,840 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;

OUR VISION

The future we want



OUR PRIORITIES

Our focus to help achieve our vision, purpose & values



OUR PURPOSE

Our role in making it happen



OUR ACTIVITY

What we do

GOVERNANCE	ADMINISTRATION
FINANCE	EDUCATION
LIFESAVING	MEMBER SERVICES
SURF SPORTS	YOUTH & JUNIOR

OUR VALUES

The behaviours that drive our culture



OUR STRUCTURE

Our officers & committees that drive what we do





OUR VISION

Zero preventable deaths in Australian waters.

OUR FOCUS

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



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OUR PURPOSE

We save lives, create great Australians & build better communities.

OUR 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

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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 three-year focus areas for each of our directors and officers for 2023-2025.

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.

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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.

Ongoing Development Priorities for SLSS Board 2023/24

The following priorities continue to be the focus of the SLSS Board.

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• Chair Constitution Committee• Chair Life Members & Honours 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

EDUCATION

DIRECTOR OF FINANCE

DIRECTOR OF EDUCATION

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"> Provision of quality training & assess. services Promotion of key pathways & ongoing development & maintenance of skills for frontline operations
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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"> 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
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COMMITTEES & MEETINGS

<ul style="list-style-type: none"> Finance Audit & Compliance Committee Branch Council Financial Reporting 	<ul style="list-style-type: none"> Lifesaving & Education Committee Education Management Team Area trainer & assessor meetings
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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"> Trainers & Assess. conference (pre / post season) Reendowment & upgrade programs Facilitators workshops SM Patrol Captain Courses Trainer & Assessor courses Other programs based on lifesaving needs Community education liaison
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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"> Education Committee Officers Area Education Coordinators Lifesaving Office Manager Assessors Chief Training Officers & training officers Award Candidates State Education Director, staff & committee
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OUR ACTIVITY

LIFESAVING

MEMBER SERVICES

DIRECTOR OF LIFESAVING & SUPPORT OPERATIONS

DIRECTOR OF MEMBER SERVICES

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"> Member engagement and growth Member Recognition and Retention Promotion of safety & wellbeing Develop healthy clubs & services Promote Inclusiveness and Diversity
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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"> Membership categories management Recognition programs Member support response team Safety education & audits Succession plan Talent management programs Member protection programs & management Safety & welfare promotion
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COMMITTEES & MEETINGS

<ul style="list-style-type: none"> Lifesaving & Support Ops Committee Lifesaving Awards Selection District liaison 	<ul style="list-style-type: none"> Member Services Committee Life Member Committee Womens Advisory Group
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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"> Awards of Excellence (member/ club co-ordination) Life Members Recognition/Celebrations Member Protection Officer training Quick Chats Club Development Sessions
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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"> Club Membership Officers State Member Services & staff Club Captains Talent pool State CEO MPO requirements Life Membership Committee Lifesaving & Support Operations Committee External Member protection Diversity groups
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OUR ACTIVITY

SURF SPORTS

YOUTH & JUNIOR

DIRECTOR OF SURF SPORTS

DIRECTOR OF YOUTH & JUNIOR

INTENT OF ROLE

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| <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 • Youth development and growth |
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ROLES & RESPONSIBILITIES

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| <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 • Youth engagement |
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COMMITTEES & MEETINGS

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| <ul style="list-style-type: none"> • Surf Sports Committee • Technical Committees • Selection Committee | <ul style="list-style-type: none"> • Junior Development Committee • Youth Leadership Committee |
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PROGRAMS & CONFERENCES

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| <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 • 15-17 Young Leaders program • Youth Development Camps • Youth recognition and rewards |
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KEY STAKEHOLDERS

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|---|---|
| <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 2023/24 as development areas for the Board and Committees.

GOVERNANCE		ADMINISTRATION	
President <ul style="list-style-type: none"> Create alignment with values, purpose and plan and membership – update BOM strategic focus and calendar Implement improved engagement of Public Safety in National Parks Work closer with SLSNSW / SLSA to ensure our clubs are consulted to their needs Deputy President <ul style="list-style-type: none"> Continue Ramsgate transition strategy Grow and enhance partnership engagement 		<ul style="list-style-type: none"> Continue developing the operations manual to capture our corporate knowledge Embed Office 365 for digital communication and storage Refresh By-Laws and Constitution and align with Australian Standards Co-ordinate Social Media planning and engagement Introduce stronger governance for Council, Board, Committee performance through the BoardPro software platform 	
FINANCE		EDUCATION	
<ul style="list-style-type: none"> Review investment strategy Continue to develop a relevant chart of accounts Identify needs to club Finance Director 		<ul style="list-style-type: none"> Roll out of new Beach Management qualification PUA20119 transition for BM TAFs and TAFs requiring HLTAID001 	
LIFESAVING		MEMBER SERVICES	
Lifesaving <ul style="list-style-type: none"> Facilitate required funding an equipment available for call out teams responding to Floods/ Fire actions Better Member engagement through: <ul style="list-style-type: none"> - Developing Leadership roles / pathways within Branch - Opening Branch LSOCX operations to the membership and encouraging participation - Patrol Captain Interclub patrolling - Engaging the membership from a Branch Space not just a club Support Operations <ul style="list-style-type: none"> Develop Support Operations Hub at Malabar Station all EB RWCs at Malabar Station RWC in Botany Bay with particular emphasis on Yarra Bay to Cruwee Cove Further roll out of eBikes Full Integration of SR30 with Support Operations Continue working toward 30 Duty Officers Maintain high level of service during Summer Peak Period 		<ul style="list-style-type: none"> Drive culture of safety roll out across functional areas Develop advisory groups with a focus on women, inclusive and member engagement Grow club member service focus and engagement Roll-out healthy club checklist Conduct a round of Quick Chats for greater member engagement an increase quality of services witin clubs Deliver 2 x Club Development Days - F2F Promote Member Recognition and AoE 	
SURF SPORTS		YOUTH & JUNIOR	
<ul style="list-style-type: none"> Deliver a great athlete and parent experience at the Branch Championships Run a successful Branch Championships Continue to utilise Live heats for all carnivals in the Sydney Branch Identify development opportunities for all sections of surf sports in 23/24 season to grow participation in specified section and/or age groups. 		<ul style="list-style-type: none"> 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

