



SURF LIFE SAVING
NEW SOUTH WALES

LIFESAVING

REIMAGINED



Our Strategic Plan 2021-24

Surf Life Saving NSW is one of the most iconic, highly trusted and visible volunteer organisations in New South Wales with 76,000 members and 129 surf life saving clubs.

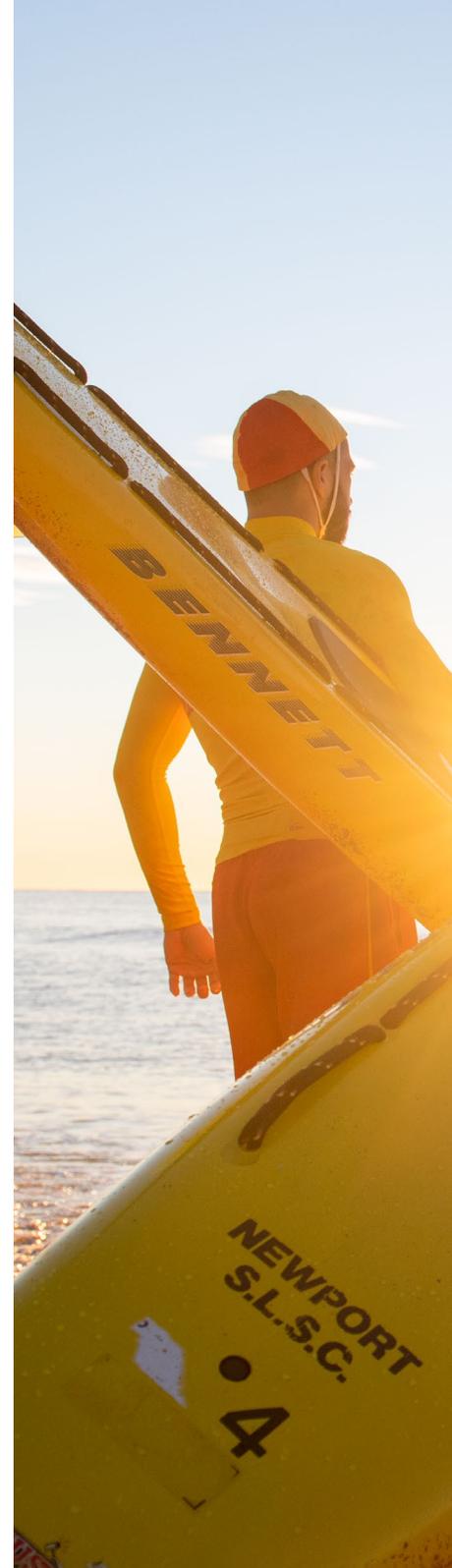
Throughout summer, more than 20,000 volunteer lifesavers patrol NSW's beaches, giving their ever-increasingly limited time to protect both their local communities and visiting beachgoers. Outside of the red and yellow flags, the requirement for our call out teams to respond year-round to emergency situations across the coastline, dropping their daily lives to don the red and yellow is ever increasing. Surf Life Saving NSW, as the newest gazetted emergency service, is present and is playing a key role in emergency response outside of our traditional scope of operations.

And we are so much more than just a traditional lifesaving entity or traditional emergency service. We are also a sporting organisation, an educator, a community hub and a family to many. We acknowledge we are all these things and that they work together to make us who we are, what we stand for and where we are headed.

We make this tangible impact, and a meaningful difference in our communities because we believe in the Vision of the organisation. Behind the impressive statistics for rescues, patrol hours, awards and participation, there is a diverse team of passionate volunteers without whom Surf Life Saving does not exist. And it is our role as a state body to support the work of these volunteers – and to position the organisation in a way that will enable them to succeed.

With the world changing rapidly around us – socially, economically and technologically – and arguably accelerated by the recent COVID-19 pandemic, there has never been a greater need for Surf Life Saving NSW to be more flexible, more agile and more innovative, to meet the evolving needs and expectations of our members and our communities.

To meet this challenge, we need to reimagine Surf Life Saving to ensure our continued relevance and value to the NSW community.





**Our plan to save
lives and build
better communities**

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The plan

Our plan *Lifesaving Reimagined* centres on the transformational shifts that we believe the organisation needs to make in order to secure our continued relevance and growth. There is a wealth of business-as-usual activity which takes place alongside these strategic priorities by both staff and volunteers – these activities are equally critical to our success and are documented in the SLSNSW business plan.

This strategic plan has been developed following extensive consultation with members, staff and external partners and we are incredibly thankful for every individual who contributed their time and their thoughts to this process.

Through this consultation we identified not only the strategic challenges and opportunities which drove the content of this plan, but also the need for greater alignment with Surf Life Saving Australia's (SLSA) strategic pillars; for a greater focus on strategic measures; and for a plan which had meaning and relevance to clubs and branches as well as to the state body. We believe that these needs are now firmly addressed in the presentation of this plan and its supporting resources, and that synergies will be realised by closely aligning.

Aiming for agility

Placing the member at the centre of every decision we make sets the foundation for improving trust and collaboration across the organisation, and it will continue to be core to our organisational culture as we embark on the delivery of our new strategic plan.

As our member insights grow with every engagement and with every consultation, we must be able to react to these. Building agility into our strategic plan will allow us to change the path we are taking to achieve our goals. As such, you will see our measures and activities refined throughout the life of this plan.

A collaborative effort

Everything that Surf Life Saving is and delivers happens on patrols, on emergency call outs, in Surf Life Saving clubs and on local beaches. We know that the priorities in this strategic plan cannot be delivered by Surf Life Saving NSW alone.

As such, we are asking clubs and branches in NSW to join us on this journey over the next three years – to be open to the idea of reimagining our activities, to contribute often, both formally and informally, to the direction of the organisation, and to feel empowered to request the support or to make the decisions which will help our organisation be a great place to join and stay.

On behalf of the SLSNSW Board, I am excited and privileged to present *Lifesaving Reimagined: Our plan to save lives and build better communities 2021-24*.

George Shales OAM
SLSNSW President

Join us on this journey over the next three years

Our Vision

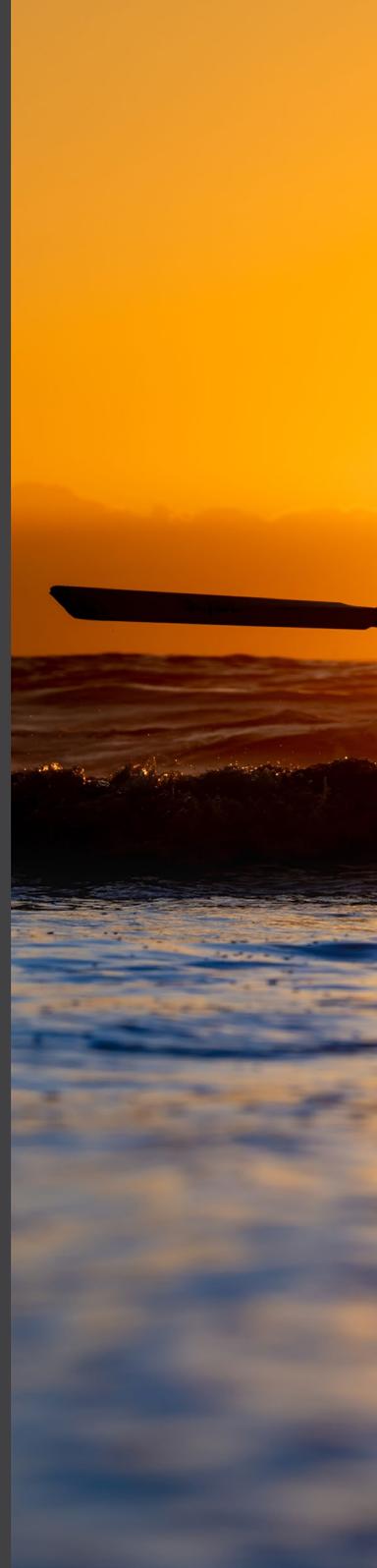
Zero preventable deaths
on the NSW coastline.

Our Mission

Save lives, create great
Australians and build
better communities.

Our Purpose

We equip, empower,
develop and support our
people to deliver vital
aquatic rescue and safety
services to save lives
across the NSW coastline.







we believe...



our community relies on us to protect and save lives



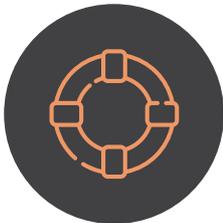
an inclusive, welcoming and respectful environment will attract and retain the people we need



our volunteers are core to Surf Life Saving, our history and our future



supportive leadership, agility and flexibility are critical in our changing environment



our everyday actions change lives and build stronger communities



we should be proud to be called iconic as what we do makes a difference



save

By 2024

- 1.1 We will be better structured and resourced to respond as an emergency service organisation within NSW emergency management arrangements.
- 1.2 Our coastal safety services and capability will take advantage of relevant emerging technologies and with new research and data on beach usage.
- 1.3 More lives will be being saved through our preventative activities targeted to at-risk communities.

Measures by 2024

- › The number of coastal drownings will be decreasing.
- › Every club will have an evidence-based Life Saving Agreement, reflecting their level of risk.
- › Funding levels for club operations, support operations and drowning prevention strategies will be retained, or will have increased.
- › Interactions to educate at-risk communities about beach safety will have increased.

Related Activities

- › Provide clubs and branches with clarity about SLSNSW's role in the emergency services sector.
- › Identify ways in which the delivery of our emergency incident support operations can be optimised.
- › Expand our coastal surveillance network enabling us to better respond to emergency situations.
- › Encourage our stakeholders to implement recommendations from our Coastal Insights project.
- › Future-proof our Coastal Radio Network.
- › Expand member and club access to UAV operations.
- › Increase our interoperability with other Emergency Service Organisations.
- › Implement targeted drowning prevention strategies for high-risk groups and locations.

lives

By 2024

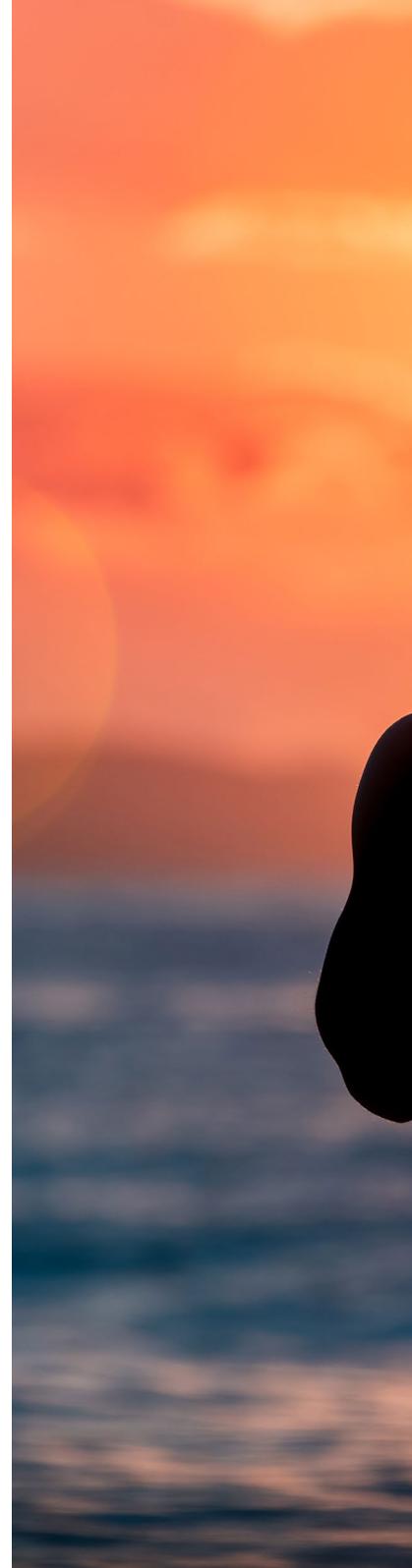
- 2.1 Members will be more satisfied with their volunteering experience – leadership development and enhanced IT and communication systems will help drive this.
- 2.2 Members will have all the skills needed to perform their roles – the transferability of skills within and outside of Surf Life Saving will be promoted.
- 2.3 Our member safeguarding and welfare systems will be among the best in the sector.

Measures by 2024

- › Volunteer satisfaction will be being measured on an annual basis and will be improving.
- › A Child Safe scorecard will have been developed, demonstrating continual progress.

Related Activities

- › Identify and address the most common pain points for members in contributing to the organisation.
- › Champion and implement smart IT and communication systems that make it easy for volunteers to access information and interact in their area of interest.
- › Implement best practice change management strategies for new systems and procedures.
- › Identify and address capability gaps across the organisation.
- › Implement SLSNSWs Leadership Development Framework.
- › Explore alternative, more efficient, and more sustainable ways to achieve VET outcomes.





**develop
& support**



grow &

By 2024

- 3.1 Our membership will be growing – improved flexibility throughout the organisation will enable more members to share the load.
- 3.2 Organisational role clarity, efficiency and trust will have improved.
- 3.3 More members will be participating in sport pathways resulting in more capable and rescue ready lifesavers.

Measures by 2024

- › Active membership will have increased.
- › More clubs will have succession plans in place for key leadership positions.
- › Organisational trust will be being measured on an annual basis.
- › An accurate sports participation measure will be defined and will be improving.

Related Activities

- › Develop and implement an organisation-wide, evidence-based, recruitment and retention plan.
- › Adopt, facilitate and promote ‘flexible volunteering’ across all areas of operations.
- › Identify and implement process improvements to reduce red tape, duplication and inefficiencies.
- › Promote and model continuous improvement in organisational governance across SLSNSW
- › Develop alignment plans to assist state, branches and clubs to understand their role in supporting our operations and functions.
- › Develop and implement a clear surf sports pathway to create progressive opportunities and supportive systems for all levels of competitors, coaches and officials.

sustain

By 2024...

- 4.1 Through our marketing, media, education and partnership activities, we will have even greater presence and relevance in our local communities all year round.
- 4.2 Our clubs, branches and SLSNSW will be more welcoming and inclusive, both to new and existing members.

Measures by 2024

- › Interactions to educate communities about beach safety will have increased.
- › The value of our media coverage and our social media reach will have increased.
- › Inclusion indicators will be being measured on an annual basis and will be improving.
- › Diversity on club, branch and state management teams will have improved, reflecting the membership they represent.

Related Activities

- › Work closely with community partners to create new community engagement and education programs and tools that can be utilised by clubs and branches.
- › Leverage National Water Safety Day as an opportunity to engage and educate local communities.
- › Include media engagement in alignment plans to ensure harmonisation of media coverage.
- › Address inclusion as a core component of the recruitment and retention plan.

engage the community



strategic enablers

By 2024...

- 5.1 Our financial sustainability will have improved.
- 5.2 Our role as the peak NSW coastal aquatic rescue agency will be cemented through our positioning, our profiling and our presence.
- 5.3 Our solid technological foundation will allow us to innovate, be agile, adopt new emerging technologies and deliver a greater return on investment.
- 5.4 Our workplace will be structured to support our strategic direction and priorities. It will attract and retain skilled and passionate staff committed to supporting the membership, to collaborative working across entities, to good governance and to high-quality management.

Measures by 2024

- › We will have improved our revenue diversification.
- › We will have secured new and enduring funding streams.
- › Employee engagement indicators will have improved.
- › The satisfaction of our external stakeholders will be being measured.

Actions

- › Develop and implement a plan to better leverage our assets to generate maximum returns.
- › Identify the UN Sustainable Development Goals that SLSNSW is committed to and develop a plan to work towards them.
- › Assist clubs to ensure security of tenure and fit for purpose buildings.
- › Develop and implement an Enterprise Digital Strategy that feeds in to and assists all areas of the business, branches and clubs.
- › Ensure sustained representation on all key emergency management and political forums.



Placing the member at the centre of every decision we make will continue to be core to our organisational culture.



NEW SOUTH WALES

www.surflifesaving.com.au