



5 Years 2025 - 2030

Strategic Plan



Our Mission & Objectives

Mission:

To save, protect and care for our members & community.



Focus on Members

The most important asset of our organisation are our members. Supporting and developing members is key in our decision making and allocation of resources. We provide an inclusive environment that develops skills and supports experiences that are rewarding.

Engage with Community

Engagement with our community is critical to our success. We will deliver through active involvement and support

Maintain & Build Relationships

Building and maintaining strong relationships to foster connections with our members and the wider community are key to our sustainability

What we value

- Club History
- Members
- Community
- Relationships



Our Beliefs

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WE BELIEVE

Our everyday actions change lives, build stronger communities and create great Australians



WE BELIEVE

We are iconic, we are proud and what we do makes a difference



WE BELIEVE

Our community relies on us to protect life, promote life and save life



WE BELIEVE

Our volunteers are core to Surf Life Saving and vital to our success



WE BELIEVE

That honesty, integrity and respect are essential to creating a healthy culture



WE BELIEVE

Strong leadership, responsiveness and flexibility are critical in our changing environment



WE BELIEVE

A happy, caring and fun environment will attract and retain the people we need

For our Members

What we aim to be for our members:

INFORMATION & SUPPORT - We provide comprehensive support and a range of information for members.

RELATIONSHIPS - Building and maintaining strong relationships fostering connections with members.

EDUCATION & TRAINING - Providing education in conjunction with all levels of SLS. We will provide training and opportunities to enhance life skills both on and off the beach.

CONNECTION TO BROADER SLS MOVEMENT - We provide a link for members to relevant stakeholder within Surf Lifesaving. A voice representing our members.

COMMUNITY INVOLVEMENT - An avenue to volunteer and engage with the club, community activities, groups and organisations.



For our Members

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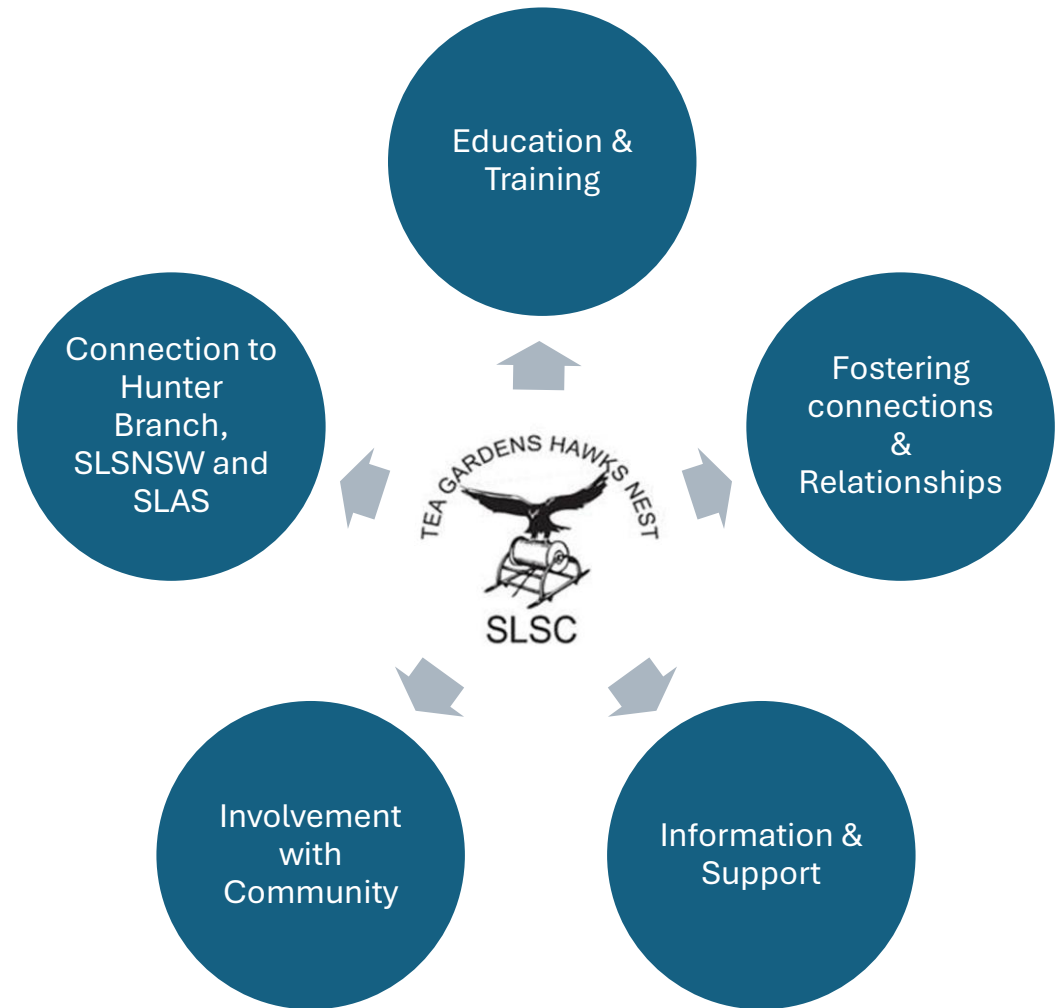
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Our Accountabilities



- Compliance to internal and external Policies, Procedures & Standard Operating Instructions
- Auditing – Assets and Finance
- Member Protection & Welfare
- Stakeholder engagement – Council, Government, SLS bodies
- Risk Management, reporting and communication
- Grants and financial management
- Annual review of Strategic plan by committee (End of season process). Presented in annual report for the AGM.

Governance



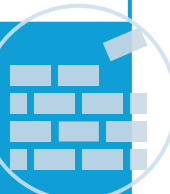
- Meeting required standards
- Training & competence
- Emergency capability
- Deliver on LSA (Life Saving Agreement) commitments
- Risk Management
- Health and fitness
- Data collection and analysis
- Support technology transitions
- Options for Surf Sports
- Understanding members needs

Life Saving capability

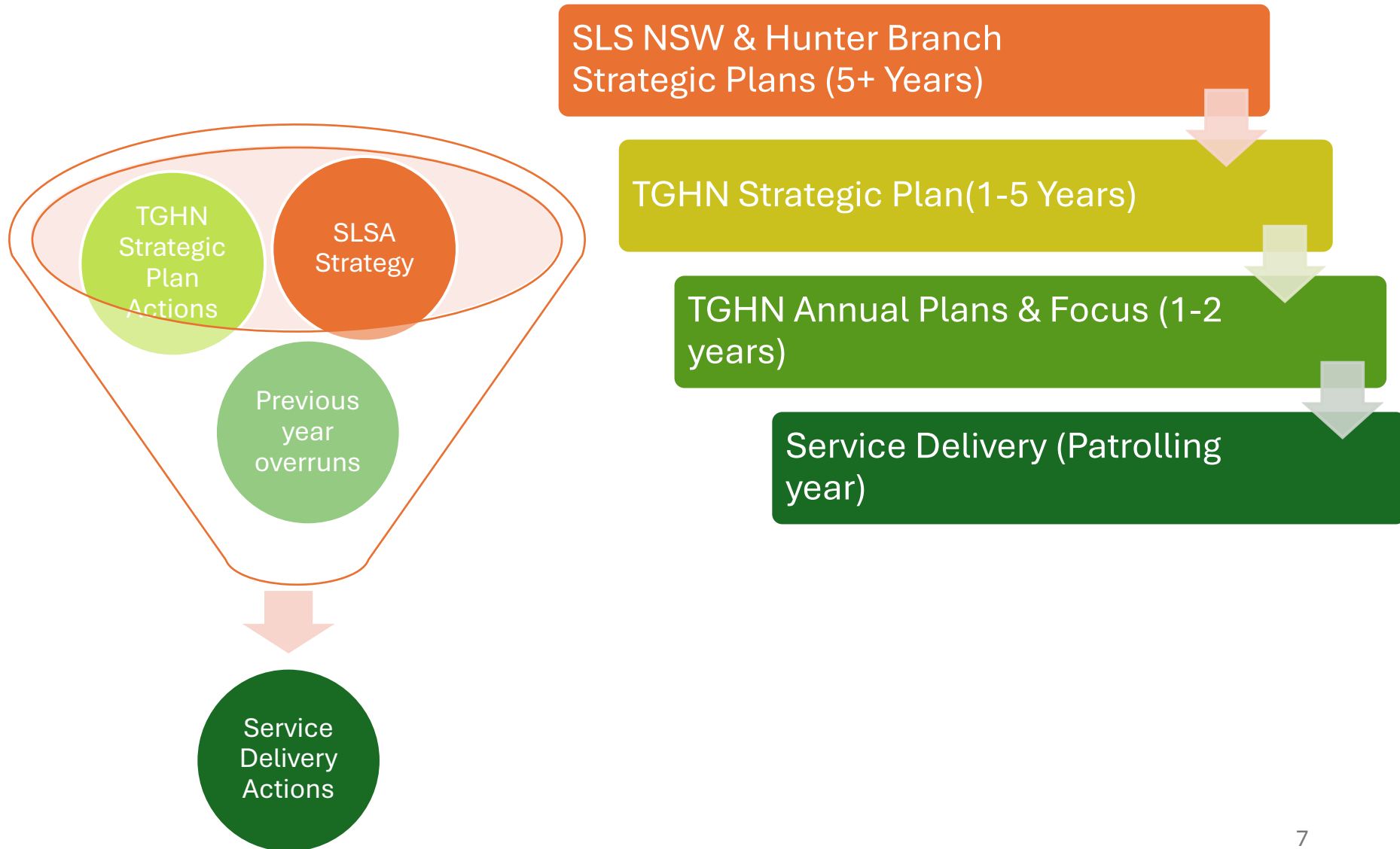


- Asset Maintenance & Security
- Asset Risk Management
- Contractor Management – Insurance, conflicts of interest, engaging suppliers, competitive quotes etc
- Community availability & access
- Social events, health & fitness
- Energy Efficiency
- Waste Management – Recycling
- Inclusive facilities

Facilities & Assets



Planning & Delivery Process



Focused on Members - Actions

2025 / 2026

Ongoing Actions

- Maintain and build memberships across categories
- Mentoring and succession planning of key roles
- Finalise and communicate position descriptions

New Initiatives

- Develop effective induction and onboarding of new members
- Identify and attend suitable surf sports branch events for juniors, seniors and masters
- Explore opportunities to expand Surf sports to potentially include Rowing and IRB Racing if members demand exists. Assets, teams, fund raising, SLS qualifications etc
- Create targeted surveys and feedback opportunities for members (Annual minimum)
- Communicate opportunities for volunteering within the club
- Develop and communicate annual training calendar
- Develop a strategy to improve support and engagement of Nippers parents with Nipper's activities

2026 / 2027

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles

New Initiatives

- Specific and detailed advertisements for opportunities to volunteer. Radio, newspaper, website, social media, schools, noticeboards
- Review member participation in surf sports and expand if member demand and overall support exists. Funding, participation, coaching etc
- Develop plans to finance and expand gear shed to meet membership growth and surf sport requirements. (Benchmark against other clubs for best practice design)

2027 / 2028

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles

New Initiatives

- Support expansion of surf sports competition up to and including board racing, Rowing and IRB Racing
- Develop strategies to sustain growth of surf sports activities include a 5-year plan for ongoing growth of surf sports
- Execute plans to expand gear shed to meet membership growth and surf sport

2028 / 2029

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles

New Initiatives

2029 / 2030

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles

New Initiatives

Focused on Members - Actions

2025 / 2026

Ongoing Actions

- Maintain and build memberships across categories
- Mentoring and succession planning of key roles
- Finalise and communicate position descriptions for all key committee and support positions

New Initiatives

- Focus on spreading and developing skills across patrols to balance SLS capability across all teams with a focus on leadership roles (PC and IRB)
- Attraction of/and retention of yearly callout team with a focus of local members
- Improve ECOT assets and team capability for tasking 24/7.
- Develop a capital plan for next 5 years covering building, equipment and surf sports assets to support delivery of other strategies

2026 / 2027

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles
- 5-year capital planning

New Initiatives

- Rollout mental health awareness training to members based off SLS Programs
- Engage with future leader opportunities within SLSNSW and promote internally.
- Participate in regional SAREX when planned
- Create a process for members to be recognised by members and communicate accomplishments internally. Consider for nomination at Branch and SLSNSW level
- Review accomplishments at each committee meeting

2027 / 2028

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles
- 5-year capital planning

New Initiatives

- Develop strategies to volunteer beyond patrolling. Communicate the volunteer opportunities and expectations as a member of the club (nippers, age groups, asset maintenance etc)

2028 / 2029

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles
- 5-year capital planning

New Initiatives

2029 / 2030

Ongoing Actions

- Maintain and build memberships across categories – Target 10% annual growth
- Mentoring and succession planning of key roles
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New Initiatives

Engage with Community - Actions

2025 / 2026

Ongoing Actions

- Support the range of existing local events the club already supports
- Offer and support the use of facilities to local communities

New Initiatives

- Special Needs programs - Identify what TGHNSLSC want to offer and/or have ability to offer to support
- Define and communicate a process to identify and understand the special needs of members (nippers/patrolling) as part of their onboarding
- Implement short sharp volunteer projects and communicate the opportunities to get involved beyond patrolling
- Proactive media article each month with support of NOTA
- Identify strategy to engage with local business and sponsors e.g. awards nights, general sponsorship
- Improved beach access ramps (pedestrian and vehicle) to be reviewed and plans for improvement developed.

2026 / 2027

Ongoing Actions

- Support the range of existing local events the club already supports
- Offer and support the use of facilities to local communities

New Initiatives

- Work collaboratively with other organisations to support existing / new local special needs programs
- Develop a special needs strategy with targeted actions within the club's capability
- Provide training to key members to understand and develop identified members with special needs
- Understand and cater for changing community demographic (diverse backgrounds)
- Develop internal and external marketing strategy utilising relevant internal or external expertise & funding (Grants etc)

2027 / 2028

Ongoing Actions

- Support the range of existing local events the club already supports
- Offer and support the use of facilities to local communities

New Initiatives

- Implement actions from special needs strategy
- Consider targeted programs to educate community members in surf safety for example training, signage, simplified English material etc
- Develop Schools surf safe program & strategy to encourage youth involvement at the local level. (School > Nippers > Patrols)
- Roll out targeted marketing program for sponsorship and engagement
- Community and local business engagement and networking strategies to be implemented

2028 / 2029

Ongoing Actions

- Support the range of existing local events the club already supports
- Offer and support the use of facilities to local communities

New Initiatives

- Consider sponsoring local community organisation or event. In kind partnership.

2029 / 2030

Ongoing Actions

- Support the range of existing local events the club already supports
- Offer and support the use of facilities to local communities

New Initiatives

Maintain & Build Relationships - Actions

2025 / 2026

Ongoing Actions

- Actively build and maintain strong relationships to foster connections with members and the wider community

New Initiatives

- Adopt a Councillor from Local Government Area to promote and support relationships with council and community
- Club to adopt and develop a strategy to foster relationships existing and new at all levels of government
- Directly engagement with local Duty officers to build better relationships and develop an ongoing engagement strategy

2026 / 2027

Ongoing Actions

- Actively build and maintain strong relationships to foster connections with members and the wider community

New Initiatives

- Leverage off learning from govt relationships to build a stronger financial and community engagement position and plan
- Work closely with Ambulance, Police, Helicopter Fire and Rescue Marine Rescue, SES and Bushfire brigade to ensure a greater understanding of chains of command
- Participate in regional SAREX when planned
- Understand expectations and needs from Hunter Branch SLSNSW in supporting additional patrolling hours e.g. dusk patrol and promote internally.

2027 / 2028

Ongoing Actions

- Actively build and maintain strong relationships to foster connections with members and the wider community

New Initiatives

- Develop a strategy to engage more directly with other local clubs. Use the Merewether model as a basis for plans.

2028 / 2029

Ongoing Actions

- Actively build and maintain strong relationships to foster connections with members and the wider community

New Initiatives

2029 / 2030

Ongoing Actions

- Actively build and maintain strong relationships to foster connections with members and the wider community

New Initiatives

Strategic Plan - SLSNSW

Our Vision

Zero preventable deaths on the NSW coastline.

Our Mission

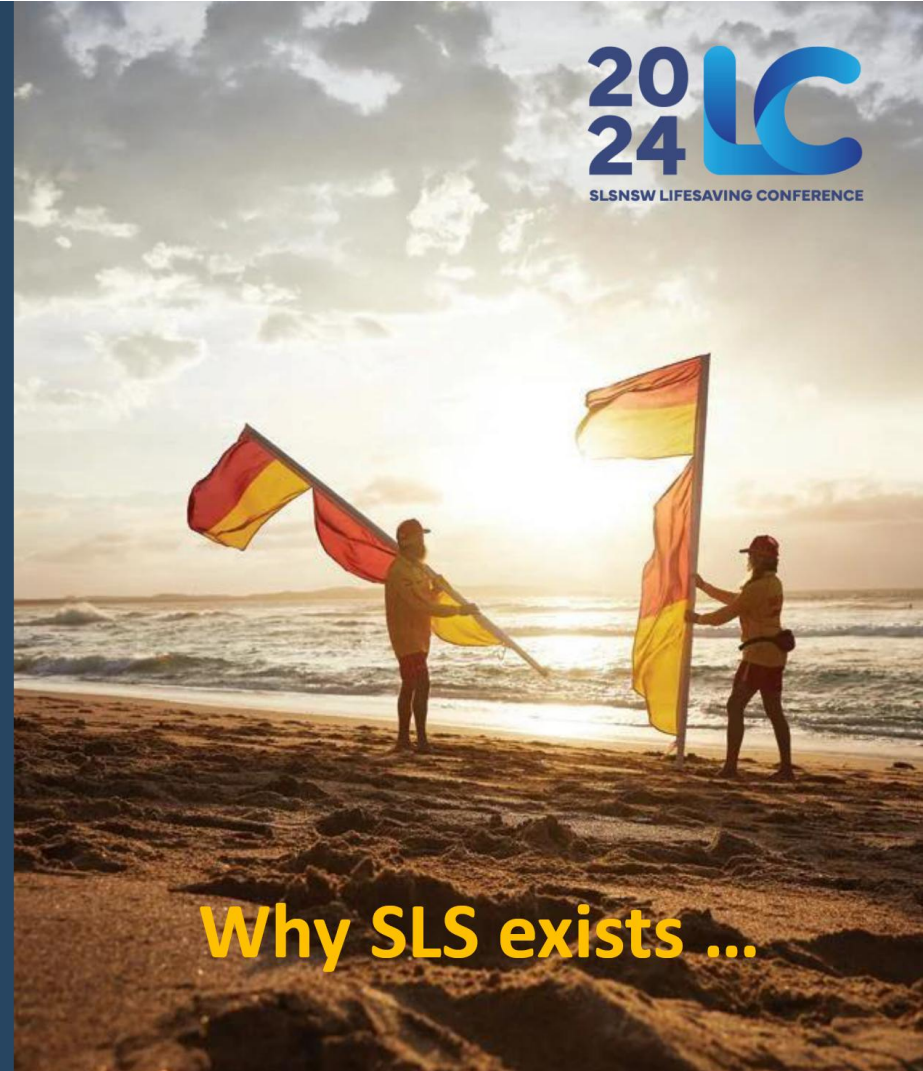
Save lives, create great Australians and build better communities.

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.

2024 LC
SLSNSW LIFESAVING CONFERENCE

Why SLS exists ...



Service Delivery Model



Service Delivery Model & EM Framework

	Club	Branch	State
Service Level	Between the flags Surf Rescue Ready	Rescue Services	Policy/Strategy/ Standards/Coordination
Members/ Teams	Club Emergency Call Out Teams Duty Officers/RWC/UAV/Rescue Services/Trainers/Wellbeing		Emergency Management State Duty Officers Public Safety Teams
Alignments	State Operations Group State Operations Centre/State Duty Officers/Duty Officers/LEMC & REMC reps/ECOT/RWC Operators/Search & Rescue Services (SAR)/SAREX/UAV Teams/Flood Operations Group/...		
State Support	SLSNSW Rescue Services underpinned by NSW Emergency Management Legislation/EM Arrangements/Standard Operational Procedures/Workplace Health & Safety/People & Culture/Member Support and Wellbeing/Surf Sports/Grants/Education and Training/Finance/...		