

# Surf Life Saving Tasmania Strategic Plan

2015 to 2020

# Mission

To save lives, create great Australians and  
build healthy & safe communities.

# Who we are

- Surf Life Saving Tasmania (SLST) is the State's peak volunteer aquatic and coastal safety drowning prevention and rescue authority, performing thousands of rescues, preventative actions and first aid treatments every year.
- Our primary role is to save lives in the water and undertake proactive evidenced based preventative actions by providing education, advocacy, water safety and lifesaving services.
- SLST is made up of 14 Surf Life Saving Clubs (SLSC), 7 Volunteer Marine Rescue (VMR) groups, 3 Support Services and over 2,700 volunteer members. Nationally it is part of 160,000 members and 310 Surf Life Saving Clubs, making it one of the largest volunteer organisations in Australia.
- In Tasmania, SLST has kept people safe since 1926 and is committed to expanding this service as the peak volunteer organisation in water safety into the future.
- SLST is a unique peak not-for-profit and volunteer emergency service.
- SLST is a charitable community service based organisation who is financially responsive to fundraising, sponsorship and Government grants.

# Who we are

- SLST, through evidenced based drowning intervention strategies, operates a wide range of lifesaving support operations, education programs, a 365 day Emergency Response System and volunteer marine rescue.
- SLST provide a broad range of accredited/ endorsed lifesaving, education, surf sports and member services activities, events and programs.
- We stand for life. We protect life. We promote healthy life. We save life.
- Our organisations culture prides itself on providing members with a sense of belonging, education, skills and the opportunity to give back to the community. We are inclusive and welcome all Australians of all multicultural backgrounds, abilities, beliefs and ages.
- We are the State's preferred lifeguard (contract lifesaving) service through our Australian Lifeguard Service (ALS).

## Our purpose

- SLST exists to save lives in the water and we are committed to reducing preventable drowning in the Tasmania community and for the states visitors.
- The Tasmanian mainland coastline has 1,269 accessible beaches, with no Tasmanian living more than 10 minutes from a body of water and these waters can be a dangerous place. SLST is committed to all aspects of water safety.
- Every year, lifesavers watch over people who visit Tasmanian beaches and waterways.
- We undertake rescues and preventative actions, perform first aid and educate the community about water safety.
- SLST provides surf sports as a way to get active, get fit, get involved and develop better lifesavers.

# Our Key Stakeholders



Stakeholder/Partners	Relationships/ Role
Members, SLSC's, VMR's	Advocacy, support, programs, events, training, standards, policies, brand
State Government	Advocacy for water safety issues, advice, state wide services
Surf Life Saving Australia, other states/ territories	Collaboration, information sharing, program delivery, policies, procedures, standards, brand
Marine & Safety Tasmania	Collaboration, assist with education, programs and safety, course delivery
Department of Education , Independent, Private and Catholic Schools	Training, advice, risk management, programs
Department of Police Fire & Emergency Management	Search & rescue, combined SAREX's, natural disaster support (tsunami, flood, fire)
Communities, Sport & Recreation	Advocacy for water safety issues, advice, state wide services, community participation programs, safe aquatic environments
Department of Primary Industry Parks Water and Environment - Marine Mammal Conservation	Marine mammal stranding, entanglement support, water safety
Migrant, Indigenous, Disability sectors	Training, advice, risk management, programs
Australian Maritime Safety Authority – National Volunteer Marine Search & Rescue Committee	Recognised State Authority for volunteer marine search & rescue, standards and procedures, collaboration and information sharing
Local Government	Life saving services, advice, risk management
Tasmanian community	Water safety, advice, education, training, events, programs
Tourism sectors - Operators, guides	Training, advice, risk management
Community groups - Triathlons, Regattas, Canteen, community events/ programs	Water safety, risk management, advice, programs
Like organisations – Royal Life Saving Society Tas, Australian Resuscitation Council, Swimming Tasmania, AUSTSWIM, International Life Saving	Collaboration, information sharing

# Principles

- SLST is committed to strategic policy alignment with Surf Life Saving Australia and other emergency services to achieve outcomes of shared significance.
- We pursue our mission to save lives, create great Australians and build better healthy and safe communities.
- We adopt the ethos of innovation, continuous improvement across our organisation with shared responsibility and accountability.
- We continually enhance our capacity and resources to build our support to our members and always expand our charitable services to the community.
- We provide career pathways for our members and opportunities in the wider community.
- We respond to the needs of our membership, the community and the Government as the peak body and are actively engaged with our stakeholders to advance and promote best practice and outcomes.
- We are an inclusive organisation and reflect the diversity of the Tasmania community.
- We build capacity and enhance relationships to support SLSCs and VMR's.

# Principles

- We retain flexibility to respond to opportunities and threats that arise, as the needs of key stakeholders can change.
- We cherish our history and tradition over the past 100 years and are excited about innovations over the next 100.
- We act with integrity.
- We put the needs of our state-wide membership first.
- We respect and value the contributions of our members.
- Our SLSC and VMR members are the core of our organisation and are vital to our success.
- We are focusing on partnership with groups who have shared agendas, visions, aims and goals.
- Our strategic direction is to continue to be recognised as the peak body.

# Reporting Framework

- The Annual Report details SLST's activities, performance against benchmarking and KPI's and provides audited financial statement. This is tabled for adoption by the State Council at the Annual General Meeting.
- SLST's managers detailed performance analysis is overseen by the CEO and approved by the Board of Directors.

# Strategic Priorities

The SLST Strategic Plan aligns with *Surf Life Saving Australia's 2020 Strategic Directions* and the nine strategic directions that support this framework:

- 1) Saving Lives 365
- 2) Healthy Surf Life Saving Clubs and Volunteer Marine Rescue groups
- 3) Government Recognition
- 4) Financial Security
- 5) Effective State Organisation
- 6) Involving all Australians
- 7) Learning for Life
- 8) Active for Life
- 9) Innovating Surf Life Saving

## Strategic Priority 1 – Saving lives 365

### Key goals:

- Save lives by providing a safe coastal and aquatic environment throughout Tasmania
- Reduce the rate of preventable drowning in Tasmania
- Continue to be recognised as the peak volunteer aquatic and coast safety body.
- Extend lifesaving coverage across coastal and aquatic environments to match community needs and the expectation of all stakeholders
- Provide quality lifesaving services across Tasmania to advance drowning prevention and lifesaving activities
- Be recognised as a vital link in the State's Emergency Services response network

### Key Strategies:

1. Develop integrated lifesaving and emergency rescue services based on needs and capabilities, which are delivered by clubs, VMR's, support operations, volunteers and salaried staff, utilising best practice systems and technologies.
2. Provide a state-wide aquatic volunteer lifesaving emergency rescue and safety capability 365 days of the year.
3. Quality assurance and risk programs, systems and support to ensure best practice lifesaving services
4. Be rescue ready for emergencies and integrated into state, regional and local emergency management systems.
5. Educate and train **great** lifesavers by ensuring they are kept apprised on best practices and procedures.
6. Educate the community about water safety and provide training in lifesaving skills.
7. Contribute to the delivery of the Australian and Tasmanian Government's Water Safety Strategies.
8. Review and analysis data on beaches/ waterways, identify, establish systems and programs and evaluate to deliver a safer aquatic environment.

## Strategic Priority 2 – Healthy Surf Life Saving Clubs and Volunteer Marine Rescue groups

### Key Strategic goals:

- For Surf Life Saving Clubs (SLSC) and Volunteer Marine Rescue (VMR) groups to provide a safe and positive environment
- Develop viable and sustainable SLSCs and VMR's
- For SLSCs and VMR's to be vibrant community hubs
- Grow relevant membership each season
- For SLSCs and VMR's to maintain and secure assets
- Value members by providing them with recognition, direction and support to enable them and build capacity

### Key Strategies:

1. Provide members with a broad range of opportunities and pathways within the Surf Life Saving organisation.
2. Provide SLSCs and VMR's with coordinated support and access to resources to work towards continuous improvement of their respective operations.
3. Grow membership, identify retention areas including 14-22 ages and foster inclusive membership practices.
4. Provide enabler programs and resources for SLSCs and VMR's and their services.
5. Promote recognition of volunteers efforts to the wider community and external stakeholders.
6. Promote opportunities for SLSCs and VMR's to improve their facilities to match community needs/ expectations and be accessed by a broad range of community members.
7. Advocate for the security of tenure for SLSCs and VMR's for lease of land and facilities with local government and Crown lands.
8. Total compliance with our Risk Management Policies with a focus on Work Health & Safety and Working with Vulnerable People legislation.

## Strategic Priority 3 – Government Recognition

### Key Strategic goals:

- Remain to be the recognised peak volunteer body for aquatic and coastal public safety and emergency services
- Grow Government recognition and funding to further our charitable purpose in water safety
- Strengthen our relationship with all levels of Government to promote the value of the organisation
- Expectation the Australian Lifeguard Service (ALS) remains as the first choice provider of outsourced professional lifeguard services

### Key Strategies:

1. Advocate to the Government on the priorities of the organisation and its members to the delivery of water safety.
2. Promote and reinforce our value to the community to all levels of Government.
3. Develop relevant engagement plans to foster Government support for key projects and operations.
4. Work with Government to create policies to achieve support for water safety.
5. Actively collaborate with Government agencies and allied organisations to further our goals and objectives.
6. Secure ongoing Government and other (private & public sector) funding for core services, projects and programs.
7. Revise and develop systems, standards and policy positions to deliver our peak body responsibilities.
8. The Australian Lifeguard Service to provide contracted lifeguard services as and when required for evidenced based intervention strategies.

## Strategic Priority 4 – Financial Security

### Key Strategic goals:

- Continue to build capacity to be financially secure and sustainable into the future ensuring good stewardship and fiscal responsibility
- Source additional and recurrent revenue from a variety of revenue streams for water safety and strategic priorities
- Fee for service programs and training support the objectives of SLST
- Surf Life Saving fundraising initiatives are in place and aligned to our objectives

### Key Strategies:

1. Implementation and monitoring of a Future Investment Policy with short and long term goals that will support the organisation's current and future needs.
2. Maintain, monitor and measure Investment Policy strategies.
3. Monitor and evaluate Risk Management systems, identify action plans and value add outcomes.
4. Increase reliable revenue streams from a diverse range of sources.
5. Ensure appropriate funding and other assistance for core services and programs.
6. Provide a range of targeted support to the SLSCs and VMR's to meet regulatory and compliancy requirements.
7. Generate and grow the revenue from commercial training activities and services aligned with goals and objectives.
8. Assess identified needs to support SLSCs and VMR's to ensure they are financially secure into the future assessed against KPI's

## Strategic Priority 5 – Effective State Organisation

### Key Strategic goals:

- Deliver a strategic unified effort to leverage the collective intelligence and skills of our people
- Optimise our resources and maximise the movement's capacity to deliver our future goals
- Maximise our capacity to receive support from our key stakeholders
- Achieve greater transparency across the entire organisation
- Ensure the organisation operates as one with clear roles, responsibilities and accountabilities
- Foster continuous improvement across the organisation

### Key Strategies:

1. Operational plans are aligned to our Strategic Plan, decisions and business management processes.
2. Ensure consistent messaging to our key stakeholders and build strong strategic relationships.
3. Evaluate and optimise service delivery by maximising our available resources and reducing duplication.
4. Revise our Human Resources policies and procedures to enable SLST to deliver this Strategic Plan.
5. Ensure up-to-date information is communicated to our members and provide mechanisms for feedback.
6. Resources are sustainable to match operational delivery.
7. Effective Governance practices and systems are in place across the organisation.
8. Deliver continuous improvement across the organisation.
9. Explore opportunities to streamline regulatory, reporting and compliancy requirements.
10. Identify, implement and evaluate growth opportunities.

## Strategic Priority 6 – Involving all Australians

### Key Strategic goals:

- Develop a more inclusive organisation for all Australians to participate in
- Make it easier for members of the community to give, get involved and be safe
- Encourage volunteerism and broaden the volunteer base across the state
- Our membership is reflective of community demographic diversity
- Our leadership reflects the diversity of our membership
- Create great Australians and build better communities

### Key Strategies:

1. Promote inclusiveness and engagement of all members of the community to be involved in Surf Life Saving.
2. Improve access and support for people with disabilities, people from culturally and linguistically diverse communities (CALD) and the Indigenous community.
3. Increase education programs to members of the Tasmanian community, including regional and remote communities.
4. Deliver targeted water safety education programs specifically to high-risk communities.
5. Support volunteering and participation in our organisation by encouraging increased flexibility in volunteering opportunities.
6. Promote leadership opportunities to all members with identified pathways both within and external to the state.
7. Recognise and harness the participation of young people.
8. Promote healthy lifestyles and fitness for life

## Strategic Priority 7 – Learning for Life

### Key Strategic goals:

- Provide high quality education and accredited training to our members and the community
- Ensure the importance of surf education programs are recognised by Tasmanian Education authorities and/ or relevant accredited training, educational bodies
- Promoting volunteerism as a pathway to employment
- Promoting evidence based practice

### Key Strategies:

1. Deliver endorsed surf education and aquatic programs that are recognised within the school curricula.
2. Provide clear educational and developmental pathways for members.
3. Increase our capacity of trained people to operate, deliver and manage our services so they maintain relevant proficiencies.
4. Provide lifelong opportunities for our members to be employable and develop valuable skills.
5. Provide accessible and flexible training opportunities to our members.
6. Develop continuous monitoring and evaluation mechanisms for the delivery of quality education practices.
7. Commit to the ongoing adoption of evidence based practice in our education and training programs, and resources.

## Strategic Priority 8 – Active for Life (get fit, get active, get involved)

### Key Strategic goals:

- Offer diverse sport and recreational pathways to people of all abilities
- Increase grassroots participation in sport and recreational activities at all levels of the movement
- Enhance the health and fitness of our members
- Promote healthy lifestyles and wellbeing in the community
- Foster the development of our state surf sport teams and athletes
- Invest in sporting pathways to ensure sustained participation, develop lifesaving skills and reward volunteers

### Key Strategies:

1. Grow participation in our sport and recreational activities at a grassroots level through structured and appropriately tiered programs.
2. Bolster developmental pathways and opportunities for our athletes, coaches, officials and administrators through the stages of their sporting life.
3. Establish best practice event management for the delivery of surf sports events.
4. Actively invest in sustained participation by supporting members in a welcoming and safe environment.
5. Deliver surf sports events to our members which appeal to a broad participation base.
6. Strengthen development and high performance opportunities in surf sport events and activities.
7. Work collaboratively with other agencies to contribute to a healthy community.

## Strategic Priority 9 – Innovating SLS

### Key Strategic goals:

- Continually improve what we do
- Be adaptive, flexible and move with change
- Remain relevant and connected to our members, the community and the Government
- Develop a culture where innovation thrives and is shared

### Key strategies:

1. Recognise our members for innovative achievements.
2. Provide our members with opportunities to connect with each other and share innovative ideas.
3. Invest and develop innovative information technology to educate and communicate with our members and stakeholders.
4. Ensure effective and targeted communication through technology with our members and stakeholders.
5. Seize the opportunities that technology brings to save lives on the water and keep the public connected no matter what the water activity
6. Allow the community to easy connect to the SLS
7. Conduct and/or support research and development for advancements across the organisation.