

**SLST'S VISION:**

**Zero preventable deaths in Tasmanian waters.**

**SLST'S MISSION:**

**Save lives, create great Australians and build stronger communities.**

**SLST'S PURPOSE:**

**To enable all Tasmanians and visitors to enjoy our aquatic environments safely.**

**SLST'S CORE VALUES:**

**1 SAFETY**

**2 DIVERSITY**

**3 INCLUSIVENESS**

**4 TEAMWORK**

**5 RESPECTFULNESS**

**OUR STRATEGIC THEMES:**

**Everyday Lifesavers** - Building community resilience by encouraging individuals to take more responsibility for themselves

**SLS Anywhere** - Developing flexibility for our people and the community in how they interact with SLST

**Resource Ready** - Implementing only those activities that are supported by the required financing, capacity and capability

 **STRATEGIC PILLARS**

**SAVE LIVES**

**Outcome By 2025...**

- 1.1 Our lifesaving service coverage will match risk assessments and community needs.
- 1.2 We will be better structured and resourced to respond as an emergency service organisation within the Tasmanian Emergency Management Arrangements.
- 1.3 Our Rescue Services and capability will have evolved to align with emerging technology and with new research and data on usage.
- 1.4 More lives will be being saved through our preventative activities targeted to at-risk communities.
- 1.5 Proactively manage the impacts of climate change with a focus on the use of aquatic environments by the community and adapting our service provision to continue to protect the public.

**Measures By 2025:**

- The number of preventable aquatic drownings will be decreasing.
- Every club/unit/service will have an evidence-based Lifesaving Service Agreement, reflecting their level of risk.
- Funding levels for club/unit operations, support operations and drowning prevention strategies will be retained, or will have increased.

**DEVELOP AND SUPPORT OUR PEOPLE**

**Outcome By 2025...**

- 2.1 Members will be more satisfied with their volunteering experience – leadership development and improved IT and communication systems will help drive this.
- 2.2 Members will have relevant 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 are effective and compliant.

**Measures By 2025:**

- 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.
- Effective and timely communication tools.
- Leadership activities/pathways.

**GROW AND SUSTAIN OUR MOVEMENT**

**Outcome By 2025...**

- 3.1 Our clubs/units will be well organised, welcoming and vibrant community hubs.
- 3.2 Our membership will be growing – improved flexibility throughout the organisation will enable more members to share the load.
- 3.3 Organisational role clarity, efficiency and trust will have improved for clubs, units and SLST.
- 3.4 More members will be participating in sport pathways resulting in more capable and rescue ready lifesavers.
- 3.5 Advocate for the development and maintenance of fit-for-purpose, location sympathetic and advanced design SLS facilities

**Measures By 2025:**

- Active membership will have increased by 10%.
- More clubs/units 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 to increase the number of rescue ready lifesavers.
- Retention rate from Nippers to Opens will have increased by 15%.

**ENGAGE THE COMMUNITY**

**Outcome By 2025...**

- 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/units and SLST will be more welcoming and inclusive, both to new and existing members focusing on gender, age, disability and cultural diversity.
- 4.3 Partnerships with the aquatic industry, community groups and government to develop effective aquatic safety media campaigns.

**Measures By 2025:**

- Interactions to educate communities about aquatic safety will have increased by 50%.
- 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 and state voluntary Boards, Committees, and Advisory Groups will have improved, reflecting the membership they represent.

**STRATEGIC ENABLERS**

**Outcome By 2025...**

- 5.1 Our financial sustainability will have improved.
- 5.2 Our role as the peak Tasmania's aquatic rescue agency will be cemented through our positioning, our profiling and our presence.
- 5.3 Our operational efficiency and technological stability will have improved.
- 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 good governance and to high-quality management.
- 5.5 Our communication will be timely, effective and efficient.


**Measures By 2025:**

- We will have improved our revenue diversification.
- We will have secured new and enduring funding streams.
- Our strategic plan will have been fully delivered.
- Employee engagement indicators will have improved.
- The satisfaction of our external stakeholders will be being measured.
- Communication satisfaction will be measured via member survey



## STRATEGIC PILLARS

SAVE LIVES	DEVELOP AND SUPPORT OUR PEOPLE	GROW AND SUSTAIN OUR MOVEMENT	ENGAGE THE COMMUNITY	STRATEGIC ENABLERS
<p><b>Related Activities:</b></p> <ul style="list-style-type: none"> <li>• Provide clubs and units with clarity about SLST’s role in the emergency services sector.</li> <li>• Identify ways in which the delivery of our emergency incident support operations can be optimised.</li> <li>• Encourage our stakeholders to implement recommendations from our BeachSafe project.</li> <li>• Future-proof our Radio Network.</li> <li>• Expand member and club access to UAV operations.</li> <li>• Increase our interoperability with other Emergency Service Organisations.</li> <li>• Implement targeted drowning prevention strategies for high-risk groups and locations.</li> </ul> <p><b>What clubs/units can do...</b></p> <ul style="list-style-type: none"> <li>• Improve the volume and accuracy of data collected on patrol using the SLS Operations app.</li> <li>• Encourage participation in SLST’s ‘beyond the flags’ pathways for all members.</li> </ul>	<p><b>Related Activities:</b></p> <ul style="list-style-type: none"> <li>• Identify and address the most common pain points for members in contributing to the organisation.</li> <li>• Champion and implement smart IT and communication systems that make it easy for volunteers to access information and interact in their area of interest.</li> <li>• Implement best practice change management strategies for new systems and procedures.</li> <li>• Identify and address capability gaps across the organisation.</li> <li>• Implement SLSTs Leadership Development Framework.</li> <li>• Explore alternative, more efficient, and more sustainable ways to achieve VET outcomes.</li> </ul> <p><b>What clubs/units can do...</b></p> <ul style="list-style-type: none"> <li>• Encourage participation in SLST’s leadership programs for all club/unit management team members, frontline leaders and emerging leaders.</li> <li>• Ensure all Patrol Captains have completed Supplementary Training for Patrol Captains.</li> <li>• Identify a club/unit Safeguarding Champion to roll out new safeguarding measures; list this person as an Officer on SurfGuard.</li> </ul>	<p><b>Related Activities:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement an organisation-wide, evidence-based, recruitment and retention plan.</li> <li>• Adopt, facilitate and promote ‘flexible volunteering’ across all areas of operations.</li> <li>• Conduct an audit to identify and reduce red tape, duplication and inefficiencies.</li> <li>• Develop alignment plans to assist state and clubs/units to understand their role in supporting our operations and functions.</li> <li>• Develop and implement a clear surf sports pathway to create progressive opportunities and supportive systems for all levels of competitors, coaches and officials.</li> </ul> <p><b>What clubs/units can do...</b></p> <ul style="list-style-type: none"> <li>• Trial or adopt flexible patrolling options within the club/units.</li> <li>• Share issues, potential solutions and local innovations with SLST, working collaboratively across clubs/units to facilitate improvements.</li> <li>• Consider aligning club/unit strategic plans to the 4 SLS pillars.</li> <li>• Work closely with SLST and its Committees to ensure the scheduling of meaningful events/competitions.</li> </ul>	<p><b>Related Activities:</b></p> <ul style="list-style-type: none"> <li>• Work closely with community partners to create new community engagement and education programs and tools that can be utilised by clubs/units.</li> <li>• Leverage National Water Safety Day as an opportunity to engage and educate local communities.</li> <li>• Include media engagement in alignment plans to ensure harmonisation of media coverage.</li> <li>• Address inclusion as a core component of the recruitment and retention plan.</li> </ul> <p><b>What clubs/units can do...</b></p> <ul style="list-style-type: none"> <li>• Consider whether they have the capability to explore new community education opportunities in their local area; if so, nominate a contact to work with SLST.</li> <li>• Review websites and social media plans to ensure that the club’s/unit’s presence and relevance in the community is maximised.</li> <li>• Actively seek to enhance their inclusion and share and celebrate their successes and progress with SLST.</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Develop and implement a plan to better leverage our assets to generate maximum returns.</li> <li>• Identify the UN-Sustainable Development Goals that SLST is committed to and develop a plan to work towards them or exit them.</li> <li>• Assist clubs/units to ensure security of tenure and fit for purpose buildings.</li> <li>• Leverage new and improved technology and platforms.</li> <li>• Identify opportunities to maximise commercial outcomes for clubs/units and SLST.</li> <li>• Ensure sustained representation on all key emergency management and political forums.</li> </ul> <p><b>What clubs/units can do...</b></p> <ul style="list-style-type: none"> <li>• Clubs/units facilitate sharing information to their members from SLST/SLSA communications.</li> </ul>

 **OUR APPROACH TO RISK:** Risk is inherent in all our activities and manifests itself in many forms as we step forward in achieving our mission and vision, with potential to impact our volunteers, employees, supporters, suppliers and communities in which we operate. By understanding and managing risk, SLST will provide greater certainty and confidence to all impacted by our footprint. The effective management of risk is vital to the continued growth and success of our organisation.

## HOW WE GOVERN

BOARD	COMMITTEES	MANAGEMENT	TRACKING & REPORTING	AFFILIATIONS
Consisting of 9 members, with 5 members elected and 4 members appointed	A range of committees and working groups consisting of elected members and appointed subject matter experts	Employee base with skills in lifesaving, risk, safety, training, finance, governance, leadership, inspiration and management	Managed through our annual works program, reporting tool in alignment with our risk management framework	<ul style="list-style-type: none"> <li>• Surf Life Saving Australia</li> <li>• 22 Surf Life Saving Clubs and Marine Rescue Units</li> </ul>