SURF LIFE SAVING AUSTRALIA

WELLBEING FRAMEWORK


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ACKNOWLEDGMENTS

ACKNOWLEDGMENT OF COUNTRY

SLSA acknowledges the traditional custodians of country throughout Australia and the deep enduring connections to land, sea and community. We pay our respects to elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people.

GENERAL ACKNOWLEDGMENTS

Surf Life Saving Australia (SLSA) acknowledges and thanks all individuals and groups who have contributed their lived experience, professional expertise and diverse perspectives to the development of this Wellbeing Framework. We particularly recognise the invaluable input from the Mental Health Working Group, our committees, members, partners and all those who make Surf Life Saving (SLS) possible. Your voices and insights have been essential in shaping a framework that reflects the real needs of our lifesaving community.

The Framework draws on existing Wellbeing Frameworks, specifically Life Saving Victoria's Wellbeing and Mental Health Strategy 2023-2026 and the National Mental Health and Wellbeing Strategy for First Responder Organisations – developed in partnership with the Black Dog Institute and the Mental Health Commission of NSW. We acknowledge and commend the significant contributions of states and territories already demonstrating leadership in Mental Health and Wellbeing. This document was prepared by: Caitlin Thirwell, Rebecca Stolper, Dr Jaz Lawes, Pamela Simon, Shane Daw & Dr Samantha Fien.

PRESIDENTS ACKNOWLEDGMENT

In launching Surf Life Saving Australia's Mental Health Framework, we would like to acknowledge the significant impact and contribution of former President of SLSA, the late John Baker AM ESM (JB) to this project.

JB's tenure as President was marked by his passion and drive to deepen the organisation's focus on those who form the heartbeat of the movement, Surf Life Saving's 200,000 plus members. Leveraging his deep roots in surf lifesaving, JB was a strong advocate of surf life saving clubs playing the role of supportive communities for its members; recognising that the strength of the organisation relied on the wellbeing of its volunteers and in ensuring those on the frontline have the support needed in their role.

His leadership came during a period of growing awareness about the mental health challenges faced by surf lifesavers, including the effects of stress, trauma, and exposure to critical incidents while working on the frontline, and the vital importance of taking action to address this.

Through his strategic direction and passion, JB played a crucial role in helping frame mental and emotional wellbeing as integral to the movement's future, advocating for a cultural shift that values both the physical and psychological resilience of its people.

MESSAGE FROM THE CEO

It is with great pride that I introduce the Surf Life Saving Australia Wellbeing Framework. This is a significant milestone in our organisation's journey to prioritise the mental health and wellbeing of our members.

This framework is the result of extraordinary collaboration across our movement. I want to acknowledge and thank the Mental Health Working Group, our committees, members, and people whose lived experience, professional expertise, and deep care for our organisation and community have shaped this document. Their contributions reflect the very best of Surf Life Saving, which is based on a shared belief in looking after one another, building communities and providing safety.

Our members give so much of themselves, often in high pressure, emotionally demanding environments, to protect and serve the public. Whether responding to emergencies, undertaking preventative actions, mentoring others, or contributing behind the scenes, their wellbeing matters. It is not only foundational to their ability to serve the community, but also to their own quality of life.

This framework provides a nationally coordinated and systematic approach to strengthen mental wellbeing across our movement. It is designed to support the states and NT, Branches and Surf Life Saving Clubs. It embeds mental health education into our training, fosters psychologically safe cultures, and ensures timely support following critical incidents. It also strengthens our systems for continuous improvement and shared responsibility, ensuring that wellbeing is not just a conversation, but a core part of how we operate.

By embedding wellbeing into our leadership, culture, and everyday practice, we are building a stronger, more resilient Surf Life Saving community. One where every member feels seen, supported, and empowered to thrive.

This framework is a testament to what we can achieve when we work together, and it ensures we put our people first. Our vision for this framework is to provide a healthy and supportive culture for all Surf Life Saving members and our staff, where wellbeing is valued and promoted.

Let this framework be a guide for action to ensure every person in Surf Life Saving feels safe, supported and empowered to thrive.

Adam Weir

Chief Executive Officer
Surf Life Saving Australia

SLS WELLBEING FRAMEWORK

OVERVIEW

This framework provides national guidance to improve wellbeing across Surf Life Saving Australia (SLSA). It is designed to support the states, territories, branches, and clubs at every stage of their mental health journey.

GOAL

SLSA will actively participate in and share the responsibility for fostering an emotionally healthy and supportive environment across all states, territories, branches and clubs.

FRAMEWORK PRIORITIES

VISION

A healthy and supportive culture for all SLS members and staff, where wellbeing is valued and promoted.

GUIDING VALUES AND PRINCIPLES

THIS FRAMEWORK ALIGNS WITH SLS' CORE VALUES OF SAFETY, TRUST, RESPECT, CARING, AND RESPONSIBILITY.

A mentally healthy SLS community is built on the foundations of **belonging, inclusion, and respect**. It is a place where everyone is welcomed, accepted, and valued for who they are, regardless of background or identity.

Connection and community are central to fostering mutual understanding, care, and reciprocity across all levels of SLS. Members are encouraged to be **brave and curious**, to ask questions, explore ideas, and engage in open conversations within a culture of **non-judgmental listening and confidentiality**.

Creating a **supportive and trusting environment** creates honest, direct communication, supporting mental wellbeing by allowing members to share their experiences without fear. This is strengthened by a commitment to **collaboration and continuous improvement**, with open sharing between branches, territories, states,, groups, and mental health partners.

Most importantly, the community uplifts its members by **celebrating achievements**, promoting growth and recognising the value of collective effort to build a mentally and physically healthy, inclusive and connected SLS culture.

WHY THIS FRAMEWORK MATTERS

This framework presents a nationally coordinated, systematic approach to strengthening mental wellbeing across Surf Life Saving (SLS). It aims to establish consistent standards across all national, states, territories, branches, and clubs, serving as a best-practice model and seeking to enhance members' quality of life by recognising and supporting the impacts of volunteering and participating in SLS.

WHO IS THIS FRAMEWORK FOR?

This framework is intended to be used by national, state, territory, branch, and club leaders across SLSA. It seeks to provide clear directions to state, territories, and branches as they work toward building mentally healthy clubs, while outlining roles and responsibilities to drive consistent and coordinated action at every level of SLS. This framework is also for all members and staff who volunteer, work, and participate in the many facets of SLS, creating a safe and healthy space for everyone to enjoy.

WHAT IS THE SCOPE OF THIS FRAMEWORK?

This framework focuses specifically on promoting wellbeing across SLS. It acknowledges the vital connection between mental and physical health, complimenting existing safety measures by addressing the emotional, psychological, and social factors that contribute to the wellbeing of all SLS people. This framework is not intended to act as a clinical mental health policy, but rather, a strategic guide for creating mentally healthy environments across all levels of the organisation.

OUR VISION AND GOALS FOR WELLBEING

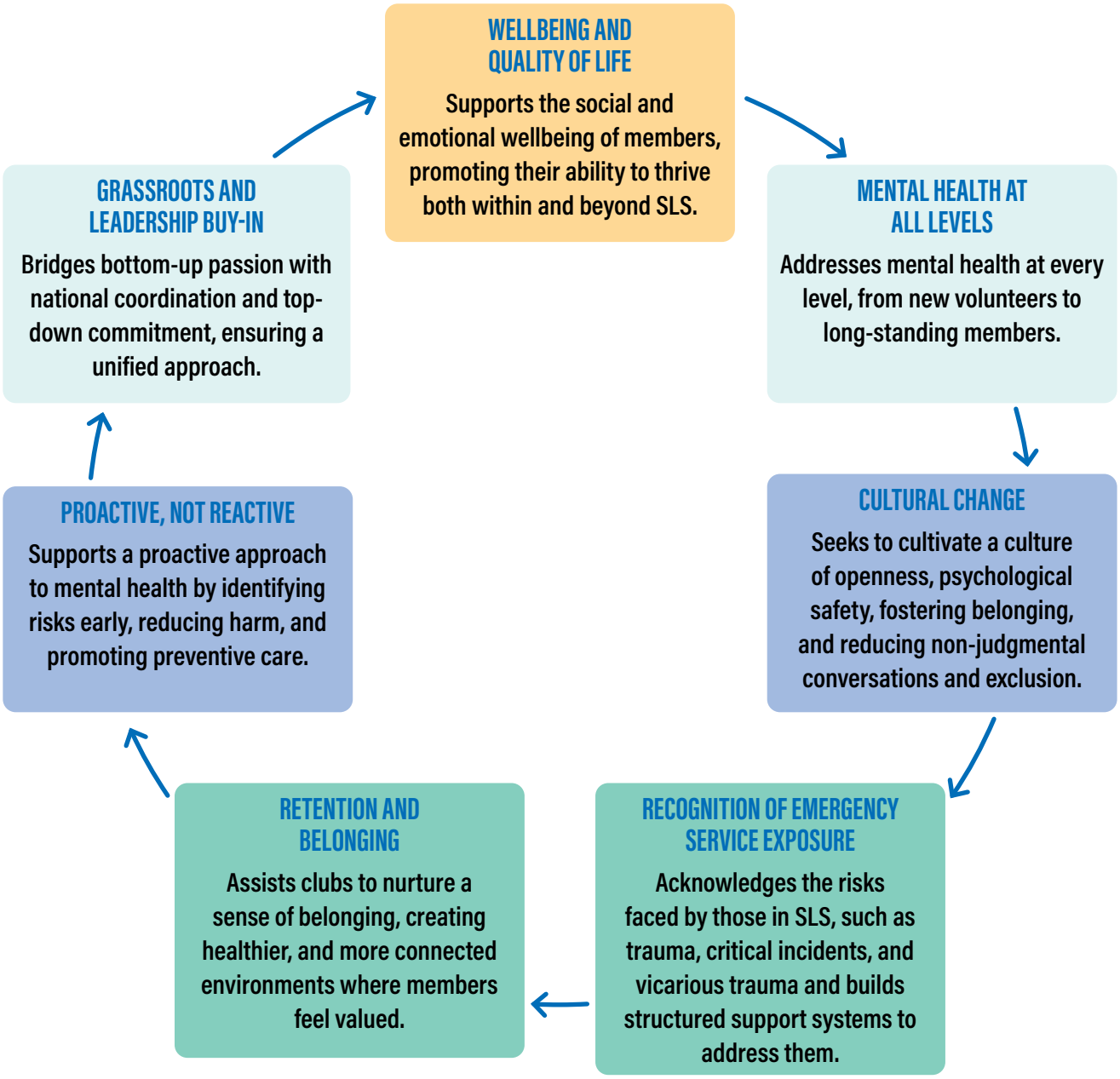
Vision: A healthy and supportive culture for all SLS members and staff, where wellbeing is valued and promoted.

Goals: SLS will actively participate in and share responsibility for fostering a healthy and supportive environment across all states, territories, branches and clubs. To achieve this, we will:

- Empower and educate members and staff to support one another confidently and effectively.
- Normalise and prioritise wellbeing, including mental health, in all aspects and daily operations of SLS.
- Create cultures, attitudes, and behaviours that promote and enhance wellbeing.
- Cultivate environments that challenge stigma and discrimination, creating a culture of prevention and early-intervention.
- Ensure the consistent, accessible, and effective provision of wellbeing support across all states and territories.

WHY IS A NATIONAL FRAMEWORK IMPORTANT?

A SLS National Wellbeing Framework offers structured support for assisting with the social, emotional, and physical demands of SLS service delivery and helps create a culture of psychological safety across all clubs and areas. These are reflected as follows:



PSYCHOSOCIAL HAZARDS

This framework aims to directly support the importance placed on ensuring the wellbeing of SLS members and identifying and mitigating risks specific to emergency response environments that may pose a harm to that wellbeing. It seeks to operationalise the national agenda by applying and embedding proactive mental health and wellbeing strategies across all service levels, ensuring SLS people are protected, supported, and prepared. Ill health should be considered as a potential hazard, just like a chemical or physical risk. This means seeking to integrate wellbeing into everyday conversations within SLS by designing activities and shaping interactions in ways that actively prevent harm and promote health. By building a culture that prioritises supportive environments, systems can be created that sustain wellbeing, not just respond when things go wrong.

NATIONAL WELLBEING CULTURE STATEMENT

This framework is built on a shared commitment to fostering a culture within SLS where wellbeing is valued just as highly as physical safety. It reflects our belief that positive mental health is essential to both wellbeing and the future strength and growth of SLS across Australia. The national wellbeing culture statement is as follows:

> *"We are committed to fostering a mentally healthy and resilient surf lifesaving community. Through leadership, education, and proactive support, we prioritise the wellbeing of our members at every stage of their Surf Life Saving journey. We stand together to reduce stigma, enhance understanding, and ensure that wellbeing is valued just as much as physical safety in our service."*

(SLSA MH Working Group Workshop, March 2025, Adelaide, SA)

STRATEGIC ALIGNMENT

STRATEGIC ALIGNMENT TO 2030 SLSA PLAN

HOW ARE THESE RELATED?

This Wellbeing Framework supports the goals and actions defined in the Strategic Plan.

ALIGNS WITH THE FOLLOWING PRIORITY AREAS

- Making it easier to be a surf lifesaver
- There's a place for everyone in SLS
- Make our movement more sustainable

ENABLES THE FOLLOWING SHIFTS:

- A united and highly successful national movement driven by the pursuit of a common purpose
- A movement that celebrates our young people as the future of SLS, representing them at all levels of our organisation
- Easily accessible, widely used and valued by all
- A movement that celebrates diversity, equity and inclusiveness

THE MENTAL HEALTH CONTINUUM

Mental health is relevant to every member of the SLS community – regardless of age, background, or role. The priorities and strategies in this framework are grounded in Beyond Blue's 'Be You' Mental Health Continuum, which recognises mental health as ever-changing. This model acknowledges that mental health exists along a continuum, where individuals may move between different phases depending on life events, work pressures, personal challenges, or recovery processes. To truly support our members, this framework acknowledges that we must offer the right support, at the right time, across all stages of the continuum. The continuum outlines four key states:

FLOURISHING

Optimal, functioning, feeling good, relating well with others and approaching experiences with purpose, curiosity, and optimism

GOING OK

Experience good mental health and an absence of frequent or significant feelings of distress

STRUGGLING

Noticeable, but generally time-related periods of distress, mildly impacting behaviour and relationships.

SEVERELY IMPACTING EVERYDAY ACTIVITIES

Experience thoughts, feelings, and behaviours that are distressing and have a severe impact on daily life

By embedding this understanding into our framework, SLSA commits to creating a mentally healthy community that recognises mental health as neither 'good' or 'bad', but a continuum that everyone moves along throughout the course of their everyday lives.

FRAMEWORK PRIORITIES

STRATEGIC OBJECTIVES

This framework identifies five key objectives to guide SLS policies and practices in effectively supporting the wellbeing of all personnel. These objectives are designed to drive consistent, coordinated actions across all states and territories.

The framework draws on the National Mental Health and Wellbeing Strategy for First Responder Organisations, developed in partnership with the Black Dog Institute and the Mental Health Commission of NSW, and centres on five core pillars: protect, promote, respond, recover, and enable.

PROTECT PROMOTE RESPOND RECOVER ENABLE

PILLAR	PRIORITY	PLAN	OUTCOMES OF SUCCESS
Protect	Education and Capability	▪ Deliver regular preventative training. ▪ Integrate mental health education and awareness into core training and certificates. ▪ Build member confidence to support their peers.	▪ Members demonstrate high levels of mental health literacy and can identify signs of distress. ▪ Clubs report increased confidence in responding to mental health-related critical incidents. ▪ Members feel well-equipped and able to provide mental health first aid to those in need.
Promote	Culture and Leadership	▪ Promote psychological safety and wellbeing across all levels of the organisation. ▪ Train leaders to champion and role model mental health. ▪ Embed wellbeing into club values and leadership expectations.	▪ Members feel safe, valued and included. ▪ Club culture is seen to be positive and reinforcing. ▪ Leaders model and support mental health.
Respond	Critical Incident Support	▪ Provide timely and coordinated support following critical incidents. ▪ Expanded awareness of MAP and other SLS supports. ▪ Create clear and visible pathways for psychological recovery and re-engagement. ▪ Normalise help-seeking behaviours post-incident, regardless of their severity.	▪ Members feel supported following critical events. ▪ Psychological support is timely and compassionate. ▪ Clear protocols are followed regardless of a member's level of involvement in an incident.
Recover	Recovery and Re-engagement	▪ Provide structured and timely support following critical incidents to aid recovery. ▪ Facilitate a return to SLS where appropriate. ▪ Reduce barriers to ongoing involvement.	▪ Members report feeling supported following critical events and throughout their recovery. ▪ Increased 'return to volunteering' rates after experiencing distress or injury.
Enable	Governance, Systems and Evaluation	▪ Align framework and wellbeing strategy with SLSA systems and goals. ▪ Monitor outcomes and adjust strategies using workforce data. ▪ Share learnings across states and clubs.	▪ Consistent implementation across states. ▪ Improvements tracked through data and feedback. ▪ Feedback loops in place to support continuous improvement.

NATIONAL SUPPORT SERVICES AND INITIATIVES

The following support services are available to all SLS members. Some are provided directly through SLS, whilst others are services available to all first responders or the general public. These services are free and confidential. We encourage members to reach out and utilise these whether you are dealing with stress, have experienced a challenging incident, or are worried about someone else you know.

LIFESAVING CHAPLAINCY (LSC)

Lifesaving Chaplaincy (LSC) is a group of members experienced in the fields of lifesaving, pastoral care, and development. Chaplains endeavour to respond to individuals' needs, fostering sustained emotional and well-being for all members, regardless of age, background, or nationality. Many clubs have a Chaplain, and you should reach out to your state if you are interested in speaking with one.

EMPLOYEE/MEMBER ASSISTANCE PROGRAMS

Employee Assistance Programs (EAP) / Member Assistance Programs (MAP) are available at a state level and provide free, confidential counseling to members and staff. Support is available for concerns or issues arising from their involvement in SLS, such as being involved in a critical incident or a club grievance. No referral is needed to access this service.

BLACK DOG INSTITUTE – NATIONAL EMERGENCY WORKER SUPPORT SERVICE

Free and confidential mental health support for emergency service workers and volunteers. This service allows first responders to access a range of services, including online mental health checks, up to twelve free sessions with a qualified clinician and resources for caring with those affected by critical incidents. Please visit: https://www.blackdoginstitute.org.au/education-services/national-emergency-worker-support-service/.

ADDITIONAL SUPPORT SERVICES

You don't have to wait to seek support; if you or someone you know is experiencing difficulties with mental health, consider talking to your GP. Immediate support is also available 24/7 through the following services (please note that these services are not SLS-specific):

- **Lifeline:** 13 11 14
- **Beyond Blue:** 1300 22 4636
- **YarnSafe:** Call 13 YARN (13 92 76)
- **Thirili:** 1800 805 801
- **Suicide Call Back:** 1300 659 467
- **1800 Respect**: 1800 737 732
- **Kids Helpline**: 1800 55 1800

ROLES AND RESPONSIBILITIES

The Wellbeing Framework has embedded the national (SLSA) role and responsibility as summarised in the table below and extended in more detail underneath. Whereby, a review of the framework, may see the expansion of more information specifically for the state and territory, and club responsibilities.

National	State and Territory	Club
Proactive Leadership and Culture	Program Delivery	Awareness and Implementation
Enhanced Wellbeing Literacy and Capability	Training and Education	Supportive Club Culture
Early Intervention and Support Systems	Peer Support Programs	Early Identification and Referral
Data-Driven Approach and Continuous Improvement	Collaboration and Knowledge Sharing	Safe and Supportive Response
Collaboration and Shared Responsibility	Leadership Commitment	On-the-Ground Leadership
Best Practice Implementation	Evaluation and Continuous Improvement	Feedback and Communication

NATIONAL RESPONSIBILITIES

Proactive Leadership and Culture:

- Promote a positive wellbeing culture across SLS by encouraging leaders to model realistic and sustainable behaviours, including setting boundaries, encouraging open dialogue, and prioritising rest and recovery.
- Embed an integrated approach to wellbeing in all aspects of SLSA's operations – including policy, environment, workplace design, and volunteer engagement.
- Foster a culture of connection, kindness, and psychological safety across the SLS community, where members feel seen, supported, and confident to look out for one another.
- Incorporate voices of those with social and emotional wellbeing (including lived and living mental health) experiences within SLS to bridge the research translation across SLS.

Enhanced Wellbeing Literacy and Capability:

- SLSA should aim to improve wellbeing literacy among all members and staff, by providing education and/or training to:
  - Understand wellbeing and its impact
  - Recognise signs of distress in self and others
  - Know how and where to seek support

Build the capacity of SLSA members and staff to confidently support individuals across the mental health continuum, from initial identification through to support for their return to active roles.

- Include dedicated wellbeing educational modules into SLSA training pathways including the Bronze Medallion course and Leadership College.
- Embed social and emotional wellbeing practice into everyday service delivery.

Early Intervention and Support Systems:

- SLSA should implement systems to identify early warning signs of psychological harm and other risks, including mechanisms for reporting concerns and proactively identifying individuals who may be at higher risk due to their roles or experiences.
- Leverage internal and external expertise to achieve improved wellbeing outcomes for its members.
- Ensure support is proactive, preventative, and tailored to roles with elevated exposure to trauma and critical incidents.
- Integrate social and emotional wellbeing practice by building in regular, informal conversations about mental health and healthy coping strategies.

Data-Driven Approach and Continuous Improvement:

- Semi-regular and ongoing research conducted by SLSA should analyse and review workforce wellbeing to identify organisational risk factors and areas for improvement. These insights can guide the ongoing development of the strategy and support the design of targeted, preventative initiatives.
- A commitment to continuous improvement, with regular review and updates of the SLSA Wellbeing Framework based on evolving member needs and national research via the SLSA mental health working group and with the SLSA wellbeing advisor.

Collaboration and Shared Responsibility:

- Ensure that volunteers and staff are supported throughout every phase of their involvement and have adequate self-awareness, knowledge, and support when managing their personal mental health and psychological stressors.
- Integrate wellbeing resources into onboarding, training, and ongoing development programs.
- Foster a shared responsibility for wellbeing – where every individual contributes to a supportive and mentally healthy environment is crucial.
- Encourage inter-state collaboration to share best practices, resources, and support, ensuring consistency in mental health initiatives and promoting a consistent approach to wellbeing across Surf Life Saving Australia.

DELIVERY AND ENGAGEMENT

HOW CAN I SHOW MY SUPPORT?

The “Scale Up, Scale Down” concept highlights the importance of adjusting support to fit the context- scaling up with policies, systems, and best practice frameworks at state and organisational levels, and scaling down to ensure grassroots voices are heard, respected, and empowered to shape solutions that work locally.

As part of this concept, this framework adopts a ‘do with’ rather than ‘do at’ approach – recognising that sustainable social and emotional wellbeing outcomes are achieved when members and clubs are active partners in co-designing and implementing solutions, rather than being passive recipients.

Calls for help often start quietly, from the ground up. It is essential that state/territory, branches, and clubs not only offer broad strategies but also create space to listen and act on grassroots feedback. This ensures wellbeing initiatives are relevant, timely, and accessible, and that no one is left behind.

Real impact comes when wellbeing is championed from every level, policy makers, club leaders, and members alike, working together to embed wellbeing into the heart of surf lifesaving and beyond.

MONITORING AND EVALUATION

SLSA is committed to ensuring that this Wellbeing Framework is a living, evolving document that remains responsive to the needs of our members and the constantly changing demands of our environment. We recognise that sustaining a mentally healthy organisation requires more than a static set of principles, it demands regular reflection, evaluation and input from those at all levels of the organisation, both paid and voluntary.

Research plays an important role in measuring progress and building a better understanding of how our members are feeling and ensures that strategies and programs in place remain relevant and appropriate.

This framework will be regularly reviewed, guided by feedback, new evidence, and lived experience to ensure it remains relevant, effective, and genuinely supportive of SLS participants across all states and territories. We are committed to implementing and maintaining an evaluation system that makes this possible.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GLOSSARY

Wellbeing
A positive state experienced by individuals and societies, encompassing quality of life, health, and the ability to contribute to the community (WHO, 2023).

Mental health
A state of mental wellbeing that enables people to cope with the stresses of life, realize their abilities, learn and work well, and contribute to their community. (WHO, 2022).

Psychological Wellbeing
An individual's experience of positive emotions, life satisfaction, sense of purpose, and ability to manage stress and challenges.

Stress
A state of worry or mental tension caused by a difficult situation (WHO, 2023).

Vicarious trauma
The emotional residue of exposure that individuals have from hearing about the firsthand trauma experiences of another.

Peer Support
Social and emotional support offered by someone who shares similar experiences or circumstances.

Resilience
For individuals, resilience is the process of adapting well in the face of adversity, trauma, or other significant sources of stress including family and relationship problems, serious health problems, or disasters and their aftermath. For communities, it is the ability to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its basic structures and functions (Australian Government, 2025).

Stigma
A negative opinion or judgment that can exclude, shame or devalue a person or group of people based on a particular characteristic, such as their perceived ability to cope (Australian Government, 2025).

Potentially traumatic event
Any event that involves exposure to actual or threatened death, serious injury, or sexual violence has the potential to be traumatic. Almost everyone who experiences trauma will be emotionally affected, but not everyone will respond in the same way (Australian Government, 2025).

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