

WE SAVE LIVES AS ONE

STRATEGIC PLAN

2020-2025

**SURF LIFE SAVING
QUEENSLAND**



OUR ADVANCEMENT STRATEGY

WHO WE ARE **WHAT WE DO**

WE ARE 36,000+
VOLUNTEERS IN 58 CLUBS
ACROSS 6 REGIONS
THAT SAVE LIVES WITH
VIGILANCE & SERVICE.

We strive for zero preventable drownings on Queensland public beaches. We have returned 144,000+ loved ones to their families.

We volunteer over 320,000+ hours annually patrolling between the Red and Yellow flags and countless more off the sand.

Across our 540 staff, we are; pilots and crew, administrators, life guards, trainers and educators, brand custodians, and community advocates.

Surf Life Saving Queensland. Built on tradition, forged out of passion and focused on the future.

VISION & PURPOSE



A MESSAGE FROM OUR COUNCIL & BOARD

We are delighted to present our 2020-2025 Strategic Plan and we look forward to working with you, our key stakeholders and partners, in realising it; our strategic plan is an advancement strategy.

The surf life saving movement has a strong and proud history in Queensland, dating back well over a century to when the first official rescue was recorded at Greenmount Beach. In the years since, more than 144,000+ lives have been saved up and down the coast, with SLSQ growing into one of the largest volunteer-based organisations in Australia.

Today our organisation encompasses 58 affiliated surf life saving clubs and more than 36,000+ volunteer members across the state. When Supporters Clubs are factored in, our participation and membership reach exceeds 462,000 people, or approximately nine percent of Queensland's total population.

From relatively humble beginnings, SLSQ has evolved into a dynamic and innovative organisation encompassing lifesaving services, community education, membership services and welfare, surf sports, commercial and volunteer training, and aviation.

SLSQ's commercial businesses (PolAir / Lifeguarding / RTO) now generate more than 60% of SLSQ's income and we are proud employers in this space of more than 450 team members. We aim to strengthen these businesses so that we may fund and significantly provide lifesaving services to

achieve our core purpose; to save lives.

With more than 30 million visitors to Queensland beaches and waterways each year, and an increasing number of international visitors, SLSQ stands at the ready with vigilance, service, and a century of saving lives to our name.

Importantly, the 2020 -2025 Strategic Plan is designed to reflect SLSQ's past, while laying a strong foundation for sustained growth and development in the years to come.

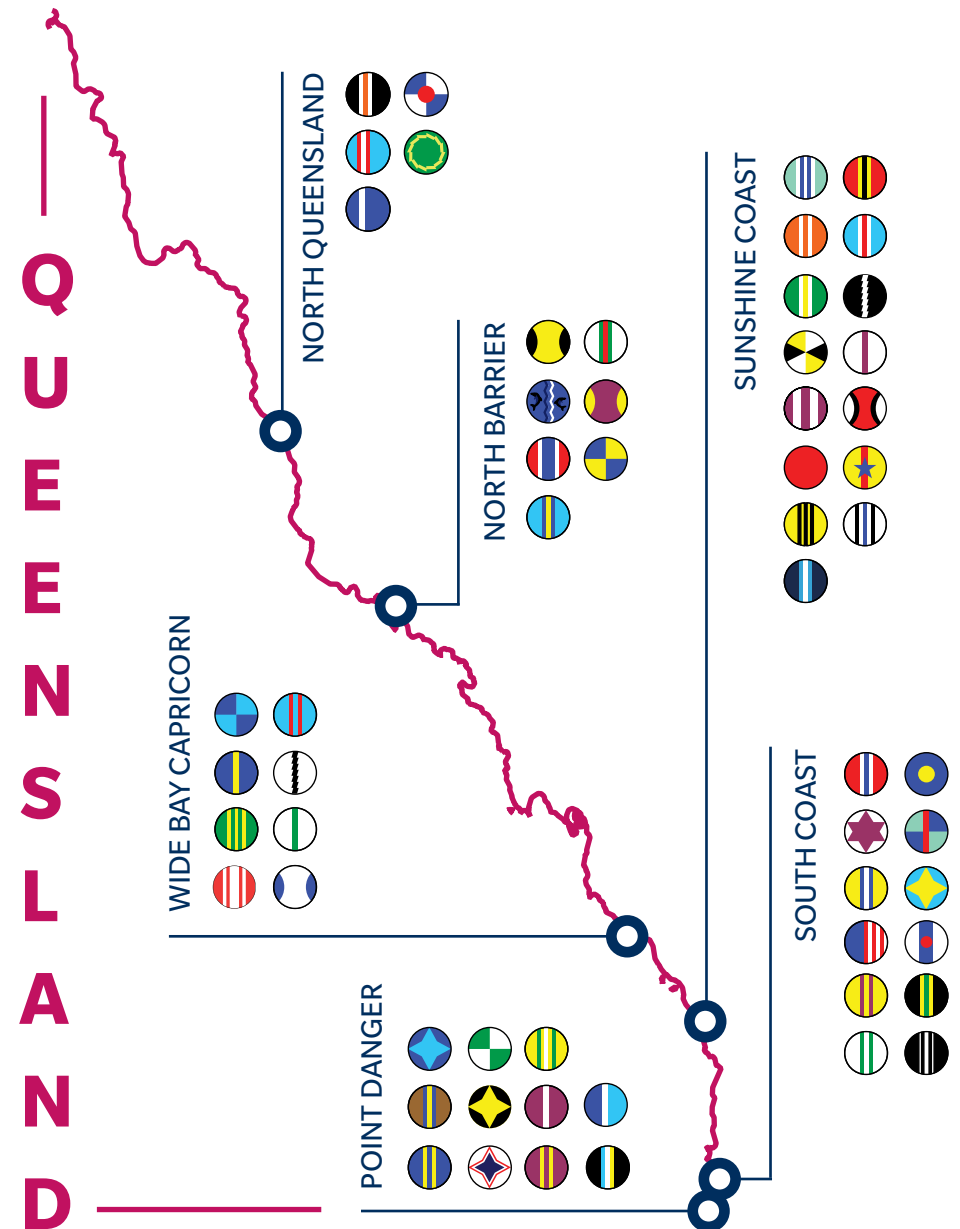
As an organisation, we pay respect to our history and traditions, along with the men and women who have worked tirelessly over the years to build our clubs into what they are today. We believe in honour, integrity, courage, and mateship, and are proud to serve communities up and down the coast of Queensland.

With our beaches and waterways busier than ever before, it is critical that SLSQ continues to advance our efforts, build upon our lifesaving work, and reinforce our standing within the hearts and minds of all Queenslanders.

Yours in Lifesaving



Mark Fife OAM
President
Surf Life Saving Queensland



OUR VALUES



SAFETY

Prioritise and take responsibility for safety at all levels across the organisation, both on and off the beach.



TRUST

Ensure that trust and accountability are the cornerstones of our organisation; through open and honest communication, and by always delivering on our commitments.



COMMUNITY

Build safer, healthier, and stronger communities, underpinned by a commitment to continuous improvement in education and advocacy in relation to water safety.



LEADERSHIP

Lead by example and foster a culture of empowerment, accountability, inclusivity and exceptional standards.



RESPECT

Treat each other with respect, value each other's contributions, and celebrate our people who strive for excellence.



TEAMWORK

Work collaboratively; combining our strengths, knowledge and beliefs in the best interests of the communities we serve.

KEY ELEMENTS OF OUR SUCCESS



OUR PLAN FOR SUCCESS



1. OUR VOLUNTEERS & OUR PEOPLE

- Strengthen our recruitment, retention and pathways programs to create a long-term and sustainable membership base, with a target retention of 75 percent (up from 65 percent currently).
- A flexible and modern membership that connects with contemporary volunteerism.
- Ensure our volunteers have resources and training to be able to deliver our services effectively.
- SLSQ for Life – Generational cross over and recognition of the importance of our juniors as the next generation lifesavers.
- Provide effective communication to connect with our members.
- Build upon our connection with all volunteers, regardless of location, to ensure they have the necessary training, skills and equipment to perform their roles.
- SLSQ is an 'employer of choice' ensuring all team members have the required tools, systems, and connectivity to perform their roles effectively.
- Empower our people for growth and leadership at every level.
- Establish and rollout a diversity and inclusion, safety and wellbeing program for volunteers and team members.
- Continue to provide and develop opportunities for Queenslanders of all ages and abilities to lead an active and healthy lifestyle through our lifesaving clubs and programs.



2. LIFESAVING, COMMUNITY, EDUCATION & ADVOCACY

- Refine and develop SLSQ's key drowning messaging for state-wide water safety campaigns (Coast Safe Report).
- Maintain and build upon our position as a peak authority on water safety and coastal auditing.
- Engage with Government at all levels to ensure our community teams are highly-respected to deliver appropriate water safety education.
- Lead the way in water safety innovation and technology, leveraging our knowledge, partnerships, and research.
- Build upon our 24/7 emergency response and readiness capabilities.
- Utilise our community teams, team members, other assets and aviation presence to enhance our brand in the hearts and minds of Queenslanders.
- Engage, understand, and play a key role in coastal safety and management, and environmental challenges. Provide expertise where required on coastal safety and environmental management.
- Have Surf Life Saving included as an approved 'sport' within Queensland Education.



3. OUR SPORT, MEMBERSHIP, PROGRAMS & PATHWAYS

- Realise the sports strategic plan to grow participation.
- Increase focus on sports innovation, development, and related projects to grow the competition's profile and sponsorship opportunities.
- Implement the club and member development projects (Membership Sustainability Project).
- Align our strategy with Queensland Government's, Activate Queensland 2020 - 2030 strategy.
- Create and implement new sporting events that allow us to attract broader participation and spectators.
- Run our sports events dynamically, consistently, efficiently and effectively.
- Continue to develop our officials and accessors pathways for our future leaders in this space.
- Re-brand and relaunch Surf Girl into Surf Woman of the Year (alumni internship, judging sponsorship, and participation).
- Be research and data driven to maintain relevance and introduce innovation.
- Advocate with International Lifesaving for inclusion of Lifesaving as an Olympic Sport.
- Execute the World Lifesaving Championships on the Gold Coast in 2024 with SLSQ as the organiser in collaboration with ILS and SLSA and all stakeholders.



4. ORGANISATIONAL ALIGNMENT - OUR CLUBS BRANCHES & STATE

- We are a volunteer led professionally managed organisation. Volunteers and team members working cohesively to deliver our key outcomes.
- Build on our strong lifesaving community, working collaboratively to achieve our shared purpose and ambition.
- Instil and protect our values and behaviours, systems and processes aimed at our volunteers and frontline services.
- Foster a culture of pride in the red and yellow, while recognising differences across clubs and branches.
- Plan and deliver additional avenues (including, but not limited to, conferences, forums, and regionalised engagement) which bring all clubs, branches, and regions together, with a focus on collaboration and mutual learning.
- Shift our wider organisational model to a more customer-centric focus where clubs and branches feel they are being communicated with effectively and have the necessary resources to operate effectively.
- Develop best-in-class systems and processes, policies, procedures, and knowledge bank accessible to our network.
- Build an organisational culture centred around leadership, innovation and collaboration.
- Review and recommend alignment for efficiency and effectiveness across our regions.
- Maintain and develop our facilities in congruence with clubs and branches.
- Unlock state-wide facilities strategy (2020-2030) by implementing recommendations from this plan.
- Develop a facilities strategy and funding capability program (Federal, State and Local collaboration).

OUR PLAN **FOR SUCCESS** *continued*



5. OUR BRAND, FUNDING & PARTNERSHIPS

- Strategically position and leverage SLSQ across government, community, and media to increase our public profile, brand awareness, and the overall value of our movement.
- Work in partnership with the Queensland Government in order to develop future funding opportunities.
- Position SLSQ's brand more effectively to ensure priority is given from all areas of government.
- Develop a corporate partnerships program that leverage new partnerships and recognises our highly valued National and State Partners.
- Actively work to leverage our brand and connect with mutually-beneficial organisations and associations.
- Be the service of choice for Queensland Government e.g. Water Safety programs and First Aid into Schools. Training for Police and other Government agencies. Leverage opportunities and our brand.
- Conduct detailed brand evaluation and personality testing, brand recall, and commercialisation evaluation.
- Unlock our brand and IP to leverage merchandising and other commercial opportunities.



6. SAFETY, CORPORATE GOVERNANCE & ENTERPRISE RISK MANAGEMENT

- Formalise our Enterprise Master Risk Register into a living and breathing management tool.
- Build upon SLSQ's systems capability and infrastructure to ensure we remain effective and efficient administrators.
- Create a culture which emphasises the safety and well-being of all who engage with SLSQ.
- Review and implement a contemporary constitution and review Committees and Advisory Panels to align to efficiency and effectiveness principles. Rationalise dormant panels.
- Recruit and maintain expertise on all committees and panels to ensure continual learning and best practice across all areas of operation.
- Protect our network through corporate compliance and continual guidance from the Council, Board and State Officers.
- Develop dashboard management reporting and quality assurance.
- Implement process and policy mapping for consistency across the entire organisation.
- Build data and research into effective decision making.



7. OUR COMMERCIAL ENTERPRISE - LIFEGUARDS, RTO, AVIATION

- RTO / Education & Training SLSQ Centre for Excellence and a Learning Management System that can be accessed by Volunteers and Employees alike.
- Build upon our RTO services to provide the highest level of training for our volunteers, team members and clients.
- Work toward securing the future contract for PolAir as potentially offered by The Queensland Government.
- Maintain and build on our 20 lifeguarding contracts. Seek new contracts that are commercially viable.
- Build on the delivery of our commercial training RTO with the Public and Private sector and with other NFP's.



OUR ADVANCEMENT STRATEGY

CREATE A SOLID
FOUNDATION



2020 - 2022

CELEBRATE CONTINUOUS
IMPROVEMENT



2022 - 2023

SUPERIOR
PERFORMANCE



2023 - 2025

WHAT DOES OUR SUCCESS LOOK LIKE?



Overall reduction in drownings on all Queensland beaches, waterways and lagoons.



Our Membership Sustainability Projects are now fully realised with clear pathways for success.



Upweighted Brand and IP Marketing program Corporate Australia recognises SLSQ as a brand of choice and partnership.



SLSQ operating under a support and customer service model, fully embraced by all key stakeholders.



All clubs, regions and branches working in harmony and united in pursuit of a shared vision.



SLSQ operating under a culture of best practice. Highly engaged professionals with higher than 85 percent engagement (up from 63 percent).



Active membership is growing and is sustainable. Membership retention at or greater than 75 percent, highly skilled and engaged.



Cutting-edge research in aquatic safety, supported by powerful messaging across the community.



Supplier of choice with emergency services specialists in local disaster management.



SLSQ operating as a digitally-transformed business, including a membership portal regarded as user-friendly, engaging and informative.



Technology and innovation (e.g. drones) now viewed as 'business as usual'. SLSQ partnering with leading organisations and institutions to ensure we have access to the latest emerging technologies and advancements in lifesaving and sports.



Best in class aviation, RTO, and lifeguarding business units, generating a surplus for reinvestment back into key programs and operations.



ACKNOWLEDGEMENTS

SLSQ acknowledges the tireless efforts of our active volunteers that surpasses 320,000 hours annually on and beyond our beaches. This excludes the countless hours our working groups, advisory panels and committees undertake. Without you we couldn't do what we do.

We would also like to acknowledge our long standing Partners. It is with your support that we will continue to advance.



SLSQ as part of the SLS federation would also like to recognise SLSA and our appreciation of your support.



PLAN ON A PAGE

VISION: ZERO PREVENTABLE DROWNINGS ON OUR PATROLLED BEACH

PURPOSE: TO SAVE LIVES

VALUES: SAFETY, TRUST, COMMUNITY, LEADERSHIP, RESPECT, TEAMWORK

Our Objectives	 To provide excellence in lifesaving services	 To create an inclusive community which celebrates its members	 Build a strong network and maintain meaningful partnerships	 To manage with governance and risk management
Our Plan for Success	- Patrol standards meets patrol service agreements - Patrol gap calculator - Lifesaving qualifications - Training our volunteers through our pathways - Grow our Nippers into lifesavers - Be the leaders and role models our members can look up to in everything we do - Develop our youth in great lifesavers	- Continue to develop our junior activities programs, pathways and develop opportunities - Encourage, promote, grow and manage our surf sports program and pathways - Engage with our community to visit us and to be part of our club (whether a member or not) - Develop our diversity and inclusion policies through a better understanding of our community demographic - Create a family friendly environment that welcomes all	- Work with local businesses to support our clubs through sponsorship, goods and services - Work with our local Government and SLSQ to ensure our facilities are properly funded - Access our Foundation's Grant Seeking Unit (GSU) for appropriate funding opportunities - Access SLSQ's media and marketing resources to leverage PR opportunities for our clubs' activities - Understand and access our QFES and SLSQ funding	- Ensure we protect and keep our members safe through best practice risk management systems - Work towards self-sustaining wholistic health of our great club - Maintain appropriate insurances, incident reporting and compliance - Provide support and training to our club to ensure compliance within grievance/complaints handling is handled appropriately for our club and members - Support our club to implement appropriate succession planning for committee members across all levels - Empower clubs to self-assess their health and performance within all facets of their club
How we will measure success	- Patrol hours - Drownings - Preventable actions - First aid treatments - Rescues - Beach visitors	- Number of members - Number of Nippers and families - Sports participants and results - Visitation to our club - Non member visitation	- Year on year increase in sponsorship - Number of partners/business supporters - Goods and services donated - Fundraising programs and activities calendar increasing year on year	- Committee member turnover rate, recruitment, vacancies and succession planning - Insurance and workers compensation claims - Scorecard/tool to conduct annual health checks for consistent compliance across all facets within all clubs

Note: This plan on a page can be used by any Surf Life Saving Clubs that have not developed a strategic plan.

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