

# Surf Life Saving Sydney Northern Beaches Plan 2007-2010

## Surf Life Saving Australia Mission

To provide a safe beach and aquatic environment throughout Australia

## Our Vision

Fulfill our responsibilities as part of SLSA and provide a valued Surf Life Saving service to the community

## Our Branch Charter

The Branch exists for the benefit of the volunteer Surf Life Saving clubs and their members on Sydney's Northern Beaches.

The Branch is run as a cooperative of clubs, it recognises the strength of the organisation is built on the club system and will act with in the best interests of all clubs, while maintaining the interests of SLSA in the area.

The Branch is committed to maintaining the volunteer ethos of Surf life Saving and the valuable, trusted and respected role Surf Life Savers play in the community.

Surf Life Saving – The life of the beach – since 1907

## **Our Centre of Gravity**

The Branch Centre of Gravity (or the glue of the organisation) is *Unity*

## **Our Operational Priorities in Support of the Clubs**

1. Trained Surf Lifesavers on the beach
2. The necessary rescue equipment to support the Surf Lifesaver

## Management and Governance

Focus	Outcome	Output	Responsibility	Date
Meet our Governance responsibilities	A transparent organisation that meets the need of its members	Maintain a staff and infrastructure to support the organisation	Board of Management and Executive	ongoing
		Monthly minutes including detailed financial information. Annual report and audited financial statements		
		Through SLSNSW offer 'Know your business' course to directors and club committees.	Board of Management and Executive	Sep/Oct 07
		Business plan supported by a detailed budget	Executive	Aug 07
		Business continuity plan in place	Dir F&A	
		Implementation of club help program through SLSNSW support officer	President	Jul 07
Compliance	Meet internal and statutory obligations	Review of the Most Outstanding Club program to meet the current needs of the clubs	Deputy President	Sep 07
		Club presidents working group to investigate and make recommendations to the Board of Management for system to manage life saving compliance.	Deputy President	Sep 07

## Life Saving

Focus	Outcome	Output	Responsibility	Date	
Beach safety through the club system	Minimise the risk to the general public on the Northern Beaches coast	Clarify the scope and area of the patrol responsibility for rescue services	SLSA/SLSNSW Dir of RS	Dec 07	
		Complete a detailed risk assessment of the Northern Beaches coast line within the area of responsibility	Dir of RS	Mar 08	
		Develop and implement a patrol plan to cover gaps identified in the risk assessment	Dir of RS	Jun 08	
		Conduct a trial of the new pain management award	Dir of RS	Mar 08	
		Conduct a trial of the emergency response beacon	Dir of RS	Mar 08	
		Examine the introduction of RWC service at Warriewood SLSC, consider Branch funding and governance model	Dir of RS	Oct 07	
		Review the award requirements for patrols and seek any necessary amendments with SLSNSW	Dir of RS	Jun 08	
		Research and implement a system of rostered Senior Life Savers at each club/s to act as mentors for patrol captains and Emergency Service Liaison Officer for major incidents	Dir of RS	Oct 07	
		Jurisdiction to provide surf rescue services	Legislation in NSW	SLSNSW	open
			Deed of Agreement with Warringah Council	SLSNSW	Oct 07
Provision of support services to clubs	Clubs have the necessary support eg communications, peer support to run patrols	Minor works to ensure the operability of SurfCom	Dir of RS	Oct 07	
		Trial of SMS communications for routine traffic	Dir of RS	Jan 08	
		Complete refit of SurfCom	Dir of RS	Sep 08	

## Education and Assessment

Focus	Outcome	Output	Responsibility	Date
Development of Education and Assessment personnel, training officers, assessors and facilitators	informed personnel willing and able to meet the training needs of the clubs	Provision of a training day/conference for all education personnel to enhance knowledge. SLSNSW to fund	Dir E&A	Sep 07
Coordinate the training needs in support of the clubs	Clubs provided with training and courses to meet their needs	Hold a minimum of 2 workshops pa with Chief Instructors to identify the training needs of clubs	Dir E&A Chief Instr	open
		Obtain from SLSNSW the details of the new Patrol captains award and manage the impact on the clubs	Dir E&A	Mar 08
		Lobby SLSNSW/SLSA for IRB crew to become part of the Bronze award and/or develop a system within Branch clubs to keep squads together until BM, IRB C, and ARC awards are gained.	Dir E&A	open
		Reintroduction of centralised exams	Dir E&A	Oct 07
		Appointment of senior assessors to perform QA function on exams	Dir E&A	Oct 07
Reduce the administrative burden and simplify the processes for awards	Time spent on training not administration. Improved recruitment and retention of education personnel	SLSNSW to take over the administrative function of the RTO and the issuing and delivery of awards.	Dir E&A	Sep 07
		Lobby SLSNSW/SLSA for the introduction of eLearning and eAssessment systems	Dir E&A	Sep 08

## Finance and Administration

Focus	Outcome	Output	Responsibility	Date
The purchase of a premises for the Branch	A permanent home that meets the needs of the organisation	Application for DOTARS funding	Dir F&A	Jun 07
		Application for NSW Dept of Sport and Rec Capital Assistance grant	Dir F&A	20 Jul 07
		Move in to new premisis	Dir F&A	07/08
Examine the cost and burden of administration to the clubs	Reduce the cost and workload of administration to the clubs	Review the work flow. Research the use of automation and technology to assist administration and make recommendations	Dir F&A	Jul 08
		Produce a cost benefit analysis of the work done by the branch office in support of the clubs	Dir F&A	Jul 08
		Further reduce the captitation fee to \$1 per member. Include the full capitation fee \$6.50 and discount on club invoices to convey the full benefits of sponsorship revenue.		Jul 07
Data ownership, security and recovery	Information available to utalise for business intelligence to help the clubs and organisation	IT back up and recovery plans in place	Dir F&A	Sep 07
		Investigate reports available in surfguard and submit requests to SLSA as required	Dir F&A	Jun 08

<b>Sport</b>				
<b>Focus</b>	<b>Outcome</b>	<b>Output</b>	<b>Responsibility</b>	<b>Date</b>
Education of officials and coaches	Members who are willing and able to run surf sports events	Capture, log and communicate information on officials and coaches awards and proficiency via the website	Dir SS	Nov 07
		Run officials and coaching courses. SLSA requirement to have coaches for each sports discipline within each club.	Dir SS	ongoing
Delivery of Sport	Enjoyable and rewarding sport events for members	Run 2 masters, 3 junior and 3 open carnivals	Dir SS	Ongoing
		Avoid clashes with ocean swims	Dir SS	ongoing
		Appointment of staff member to run Branch level events and to support clubs as an internal consultant	President	Sep 07
		Development of 'how to' resources for the running of carnivals, ocean swims, ski races, board events, surfing events	Dir SS	Mar 08
		Introduce a Schools Carnival for the Northern Beaches. Relay based events.	Dir SS	Dec 07
		Enhance and expand the schools carnival program to a series and finals	Dir SS	Dec 08
Talented Athlete Program	Development of athletes to reach their potential	Develop a pathway for the development of individual athletes and work with clubs for the development of coaching	Dir SS	Mar 08
		Investigate external resources [eg NSWIS] to assist athletes	Dir SS	Mar 08

## Sponsorship

Focus	Outcome	Output	Responsibility	Date
Security of sponsorship contracts	Sufficient revenue to meet obligations and plan	Review sponsorship contracts and examine succession planning	Dir S&M	Sep 08
		Agreed policy/agreement with SLSA/SLSNSW to avoid sponsorship conflicts	Dir S&M	Sep 08
		Ensure sponsorship management plan is in place, invitations and feed back to sponsors	Dir S&M	Nov 07
	Fulfill sponsorship contracts	Club presidents working group to investigate and make recommendations to the Board of Management for a system to manage club compliance with contractual obligations	Deputy President	Sep 07
		Communicate the value and benefit of branch wide sponsorships to clubs/members	Dir S&M	Nov 07
Support clubs with sponsorship and revenue opportunities	Clubs have sufficient income to meet their obligations	Provide professional advice and guidance through external consultants [Maverick Marketing and Communications]	Dir S&M	ongoing
		Through the Surf Life Saving School offer a service to run 'corporate days' on behalf of clubs with financial surplus to the host club	Dir S&M SLSS	Oct 07

## Marketing and Communications

Focus	Outcome	Output	Responsibility	Date
Communication to members	Members have the information they need and are aware of organisations activities	Post information guide and other key information to members home	Dir S&M	ongoing
		Investigate with clubs a system to maintain communication with past members	Dir S&M	Mar 08
Communication to general public and members	Maintain a good public opinion for the organisation	Renew the contract with the public relations company [Hanson]. Produce press releases.	Dir S&M	Aug 07
		Investigate a club profile to be run in the Manly Daily and other media. Content developed by PR company in conjunction with each club	Dir S&M	Sep 07-ongoing

## Youth and Membership Development

Focus	Outcome	Output	Responsibility	Date
Youth Retention	Keep members from nippers through to beyond university and apprenticeship	Lobby SLSNSW/SLSA for a university student/apprentice membership with reduced patrol hours and dates.	Dir YMD	open
		Camps, tours and events to encourage member interaction between clubs	Dir YMD	ongoing
		Investigate the setting up of a 'MySpace' page for youth members within the Branch	Dir YMD	Nov 07
Member retention	Reduce membership churn and subsequent burden on the club system	Identify and share successful initiatives within the clubs	Dir YMD	ongoing
Leadership	Reduce membership churn and improve the running of clubs	Develop and implement a youth leadership program for maximum participants.	Dir YMD	Jun 08
		Continue to develop the women in lifesaving leadership forum	Dir YMD	ongoing
		Investigate funding for the running of leadership programs for patrol captains as trialed last season	Dir YMD	ongoing
Junior Programs	Enjoyable and fulfilling junior programs	Run age managers development programs using resources introduced last season	Dir YMD	Oct 07

## Community Education – Surf Life Saving School

Focus	Outcome	Output	Responsibility	Date
School groups	Surf safety education to school students across Sydney and visiting Sydney	Increase student participation in programs by 10%	SLSS Board	Jun 08
		Develop the after schools program trialed last season with the Australian Sports Commission	SLSS Board	Jun 08
Disadvantaged groups	Increased awareness of surf safety in indigenous groups in and visiting Sydney	Appointment of indigenous training officer via NASCA and the development and implementation of indigenous surf safety program	SLSS Board	Jun 08
	Increased awareness of surf safety in priority school groups in and visiting Sydney	Enhance the program for Stewart House School, expand program where possible	SLSS Board	Jun 08
	Increased awareness of surf safety in special needs school groups in Sydney	increase the special needs program by 5%	SLSS Board	Jun 08