

Surf Life Saving Queensland

Strategic Plan 2015–2020

Version 3
(March 2017)



SURF LIFE SAVING
QUEENSLAND





Our organisation



Who we are

Surf Life Saving Queensland (SLSQ) is the state's peak aquatic rescue authority and is one of the largest volunteer based community service organisations in Australia.

From humble beginnings when the first recorded rescue on a Queensland beach was made in 1909, SLSQ is now an efficient and vibrant organisation servicing 30,700 members.

It was formally established in 1930 and is the governing body for surf lifesaving in Queensland, comprising 58 affiliated surf life saving clubs in six regional branches. The organisation also includes supporters' clubs and a range of programs that involve more than 462,000 participants.

SLSQ is directly affiliated with, and is part of, Surf Life Saving Australia (SLSA) and the International Lifesaving Federation (I.L.S.).

Why we exist

SLSQ is built on a fundamental principle: to save lives.


Our organisation encompasses several diverse arms – lifesaving services, community education, membership services, surf sports, fundraising and commercial training – but they all support one overarching purpose.

Queensland's mainland coastline stretches 6089 km and there are more than 780 accessible beaches, lagoons and estuaries along that expanse. There are more than 30 million visits to our public waterways every year. Population and tourism growth will substantially increase aquatic activity through to 2020.

Despite significant advances in technology, techniques and knowledge, people still drown or die in Queensland public waterways.

SLSQ aims to set the benchmark in lifesaving service provision, rescue practices, emergency care, training and education, as we strive to make our public waterways safer for everyone. A commitment to continuous improvement across all areas of our operation ensures we are highly regarded both in Australia and around the world.

Our organisation



Our Vision

Zero preventable deaths in Queensland public waters.

Our Mission

SLSQ will operate as a proactive and effective peak body leading the way in lifesaving service provision, education, sport, beach and water safety advocacy and community leadership.

Our Values

Leadership: As the peak authority on coastal safety, we are committed to leading by example, developing industry-best practice and setting high benchmarks for ourselves and each other.

Community: We aim to strengthen communities through excellence in service, advocacy and inclusiveness, underpinned by a firm commitment to continuous improvement across all levels.

Safety: We aim to prioritise safety at all levels while, at the same time, taking responsibility for the health and well-being of our colleagues, volunteer members and the communities we serve.

Trust: We recognise that trust and accountability are the cornerstones of our organisation, and seek to build workplace integrity through high professional standards, open and honest communication, and always delivering on our commitments.

Respect: We will treat each other with respect, value each other's contributions, and celebrate our colleagues and members who strive for excellence.

Teamwork: We will work collaboratively to combine our strengths and knowledge in the best interests of the organisation and its members.

Our Motto

Vigilance and Service



Key performance areas

Committed to our community

Connected to our people

Effective in our business

Sustainable for our future





1. Committed to our community



To advocate on water safety management and continue to enhance the reputation of SLSQ as the peak body.

Key strategies

1.1 Reduce drowning and aquatic deaths by:

- 1.1.1 Implementing a regional lifesaving plan that coordinates the efforts of lifesavers and lifeguards at black spots and popular waterways;
- 1.1.2 Providing targeted education and aquatic safety advice to the Queensland community and tourism industry;
- 1.1.3 Expanding the Aquatic Risk Assessment Program and Black Spot Reduction Program; and
- 1.1.4 Applying effective methods developed through research and expert partnerships.

1.2 Grow and retain members by:

- 1.2.1 Building leadership capacity within the club movement through the Membership Development Program;
- 1.2.2 Strengthening club management practices through the Club Development Project;
- 1.2.3 Improving internal and external recruitment, retention, recognition and engagement via the Pathways project;
- 1.2.4 Improving member safety by streamlining SLSQ's member protection policies and risk management strategies via the Member Protection Program; and
- 1.2.5 Providing all Queensland clubs and branches with data to help develop sustainable operations through the statistical reporting project.

1.3 Increase participation in SLSQ clubs and programs through:

- 1.3.1 The Family Participation Program;
- 1.3.2 A school integration program for preschool to year 12 students;
- 1.3.3 Social factors and participation research via the Volunteer Benchmarking Program; and
- 1.3.4 Providing opportunities for all community members to participate in SLS activities.

2. Connected to our people



To recruit and retain the best people through support, development and recognition of their skills and knowledge.

Key strategies

- 2.1 Implement recruitment and retention processes for people with an allegiance to SLSQ's vision and values.
- 2.2 Design and implement a system to identify and address our peoples' technical and career development needs.
- 2.3 Design and implement a performance management and recognition system for our people.
- 2.4 Develop and implement a health and wellbeing program for our people.
- 2.5 Design and implement a leadership development program that creates opportunities for SLSQ leaders and members.
- 2.6 Develop and implement analytics to measure the effectiveness of the processes used to connect to our people.

3. Effective in our business



To plan and execute our day-to-day operations to an outstanding level of efficiency, with continuous improvement always in mind.

Key strategies

- 3.1 Promote SLSQ focus on aquatic safety.
- 3.2 Formulate the SLSQ governance framework.
- 3.3 Expand our divisional planning approach.
- 3.4 Implement our integrated IT plan.
- 3.5 Implement our enterprise wide risk and compliance approach.
- 3.6 Develop, deliver and continuously evaluate the provision of sports programs to engage the membership of SLSQ.

4. Sustainable for our future



To ensure our future through continuous growth, strong financial management and sound governance.

Key strategies

- 4.1 Expand SLSQ commercial service offering.
- 4.2 Implement the commercial management skills development program.
- 4.3 Conduct state wide fundraising programs to benefit lifesaving in Queensland.
- 4.4 Develop and implement the SLSQ facilities plan.



QUEENSLAND

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