

2018/19 Surf Life Saving New Zealand Strategy Map

Version 5

Vision	<i>Saving lives in our communities while developing leaders and champions</i>
SLSNZ Purpose	<i>To lead and support surf life saving in New Zealand in partnership with member clubs</i>
Movement Purpose	<i>To enable all beach goers to enjoy New Zealand beaches safely</i>

SLSNZ Strategic Priorities	Support Clubs to deliver core services to agreed standards	Operational Excellence & Innovation	One Movement	Business Resilience and securing our sustainable financial future
Outcomes	<ul style="list-style-type: none"> To ensure a focused approach with available resources SLSNZ will prioritise: <ul style="list-style-type: none"> providing support for club's core operations that result in saving lives on NZ beaches. working with clubs that are struggling to meet minimum standards of service delivery relevant to their members, beaches and community. 	<ul style="list-style-type: none"> Improved consultation and decision making/ change management process with clubs and other stakeholders. A culture focused on improved professional delivery of services and clubs as the client. Improved Internal Communications – the membership is informed about what is going on and why, in a timely manner. Improved External communication – more people understand what we do and how we operate. SLSNZ innovation focus narrowed to areas that support core service delivery as the priority. Clubs encouraged to be the source of innovation with SLSNZ to work with them to spread the benefits across the movement. 	<ul style="list-style-type: none"> While clubs are sovereign entities, the movement will gain greater collective impact by heading in a common direction. One clear set of messages to stakeholders, sponsors/funders and Government. Many voices with the same messages. 	<ul style="list-style-type: none"> SLSNZ and member clubs to be in a secure financial position. SLSNZ to target \$0.5m cash added to working capital each financial year via income growth, new income streams and cost control. Long term aim is to have one year's Opex in reserves (approx. \$9m). SLSNZ Foundation to build a long term funding base. Progress a sustainable funding model for the movement with support from Central and Local Government.
Measures for SLSNZ	<ul style="list-style-type: none"> All clubs have a POM in place and are meeting it. Club Health tool in place in all clubs. Delivery of Regional Management plans. 	<ul style="list-style-type: none"> Change management/ consultation process in place and working successfully. Significant core service operational improvements/ innovations developed and/or implemented by SLSNZ. Staff Satisfaction. 	<ul style="list-style-type: none"> Aligned strategic direction and messaging to media between SLSNZ and SLSNR. Single voice working with Central Government. Media protocols in place and working. 	<ul style="list-style-type: none"> Net Operating Surplus above budget. Reserves/Equity vs budget. Retention of grant funding. Confirmation of future revenues. CAPEX vs budget.
Measures for the movement	<ul style="list-style-type: none"> No. of clubs in operational crisis (target = nil) No. of club members. No. of beaches & satellite locations patrolled. No. of patrol hours. Average hours per lifeguard. No. of beach drownings. No. of drownings between the flags No. of rescues/ lives saved. No. of people assisted to safety. No. of first aid patients. No. of searches. No. of preventative actions. 	<ul style="list-style-type: none"> No. of refreshed lifeguards. Retention rate of lifeguards. No. of new lifeguards. No. of new IRB drivers. No. of refreshed IRB drivers. No. of First Aid awards. Participation in other awards and dev. opportunities. No. of serious member injuries. No. of member first aids. Significant operational improvement ideas/ innovations developed by clubs. Member/ club satisfaction. 	<ul style="list-style-type: none"> Consistent & aligned messaging across the media. Media coverage only enhances the SLS brand Degree of interclub engagement and co-operation (e.g. lifeguarding, sport, development initiatives, knowledge sharing). 	<ul style="list-style-type: none"> No. of clubs in financial crisis (target = nil).
Values	Credibility	Transparency	Passion	Aspiration