

STRATEGIC PLAN

2023-2027

A water way of life

ROYAL LIFE SAVING
NSW | ACT | TAS

Enjoying the water is an Australian way of life... a water way of life.

WELCOME

OUR STATUS

Royal Life Saving is a public benevolent institution (PBI), a not-for-profit charitable organisation, a leading water safety educator and community service organisation who seeks to establish broad community resilience and aquatic prosperity.

We achieve this through advocacy, education, training, health promotion, aquatic risk management, community development, research, sport, leadership and participation and impactful networks.

OUR PAST

Since 1894

We are proud of our past and the contribution we have made. It is important we take from the past to build a better future. Our acquired integrity has positioned us to move ahead with confidence and strength. Royal Life Saving is committed to building off our enhancements and progress and together with the community, develop a resourceful and knowledgeable network of community lifesavers.

We are faced with an increasing population growth, greater access and utilisation of clean waterways, broadening cultural diversity, increased domestic and international arrivals and an elevated appetite for healthy and active aquatic pursuits. These developments reinforce the need to continue our focussed investment in our communities to ensure future aquatic engagements are enjoyed and celebrated.

CHALLENGES

Market and community changes can be difficult to manage and adjust to. Change can also bring about opportunity and expansion. We need to remain at the forefront of industry and sector developments to maintain our market influence and utilisation. Our business needs ongoing assessment as our boutique offerings can restrict our usefulness and suitability. Innovation and modernisation are necessities and need to be at the forefront of organisational thinking.

Royal Life Saving must continue to advocate its principle prevention messages but also balance with a desire to have all Australians enjoying our aquatic environments.

OUR FUTURE

- We need to adapt quickly to changing political, stakeholder and community circumstances and opportunities.
- We need to engage communities more strategically and consistently.
- We need to analyse community patterns – population trends, aquatic usage, public policy.
- We need to be innovative and invest in our future and develop our people.

ACKNOWLEDGEMENT TO COUNTRY

Royal life Saving New South Wales acknowledges the Traditional Owners of the lands where its offices are located and pays its respect to all Elders past and present and emerging. We recognise and respect First Nations connection to land, waterways and community and make a commitment to reconciliation.

For all of time, Australia's rivers, creeks and lakes have been essential...for life.

And for over 125 years, Royal Life Saving has been educating and inspiring Australians to enjoy the water…for their entire lives.

We've helped millions of Australians learn to swim. We've taught the swim teachers, trained the lifeguards and championed CPR.

We've led essential research and safety assessments and we continue to deliver innovative programs, products and services to ensure those we love… are happy, healthy and safe.

Royal Life Saving is behind every splash, stroke, kick and paddle, behind every breath of life…to ensure we all enjoy a water way of life.

OUR STRATEGIC PLAN
2023-2027

OUR PURPOSE

To lead efforts to reduce drowning and increase swimming, water safety and lifesaving skills.

OUR VISION

More Australians enjoying the water safely.

OUR VALUES

- Advance with integrity – be honest, reliable and genuine.
- Advance with innovation – be resourceful, relevant and inspirational.
- Advance with humanitarian endeavour – be inclusive, compassionate and resilient.

OUR PROPOSITION

While advocating a zero tolerance to drowning we seek to encourage and applaud safe and enjoyable aquatic experiences.

OUR PLAN

Consists of 5 Pillars and a series of Goals. Each Goal is supported by Our Actions and Our Measure.

Our Goals were developed through consideration of our past and our vision for the future. It involved broad involvement from those within and outside our organisation.

Together we are confident of a positive and prosperous future. We see all our communities engaging, experiencing and enjoying our aquatic environments. The benefits are endless and bring wellbeing to those who respect all our vast waterways. To ensure a "water way of life", Our Goals are presented within Our Pillars.

1. LEADERSHIP & COLLABORATION
2. PARTICIPATION GROWTH
3. SAFE ENVIRONMENTS
4. SKILLED COMMUNITY
5. SUSTAINABLE FUTURE

A robust monitoring and evaluation framework will help us assess and report on our progress, determine changes to be made as part of a continuous improvement cycle, and provide transparency and accountability for our endeavours.

OUR ORGANISATIONAL INDICATORS

25% REDUCTION
Drowning Incidents

25% REDUCTION
Aquatic Incidents

STRATEGIC PILLARS AND ACTIONS

1 LEADERSHIP & COLLABORATION

Leading and coordinating an Aquatic Sector

1. Increase visibility of the organisations brand
2. Strengthen and broaden our partnerships with purpose-driven organisations that support our vision and goals
3. Solidify our position as the lead agency for the aquatic industry advocacy and engagement

2 PARTICIPATION GROWTH

Promoting greater participation in safe aquatic activity

4. Champion inclusive aquatics with a particular focus on our diverse, regional & vulnerable communities
5. Lift the communities swimming & lifesaving benchmarks
6. Accelerate programs that focus on adult swimming skills and swimming in open waterways
7. Drive participation in lifesaving programs resulting in a more prepared community

3 SAFE ENVIRONMENTS

Creating safer and more inclusive aquatic environments

8. Drive investment in aquatic infrastructure to enhance the community's ability to enjoy the water
9. Aquatic safety policy and plans for swimming pools and inland waterways are embeded through government and industry
10. Aquatic locations and workplaces are equipped with necessary lifesaving equipment and resources

4 SKILLED COMMUNITY

Developing the capability of individuals to swim, survive and supervise

11. Strengthen our support to the swimming and lifesaving workforce
12. Expand our training solutions to ensure a strong network of highly skilled community members
13. Expand our education platforms to strengthen community awareness in aquatic safety
14. Embed innovative education campaigns to support community awareness

5 SUSTAINABLE FUTURE

Building organisation growth and prosperity

15. Embed a business model that is diversified, cost efficient and forward thinking
16. Leverage our collective data sources to optimise our solutions and future investments
17. Enhance our humanitarian, social, and environmental impacts through our engagements and networks
18. Attract and retain the best talent with a workplace that supports our strategic direction and values
19. Grow our membership base, satisfaction and recognition

1

LEADERSHIP & COLLABORATION

Leading and coordinating an aquatic community.

STRENGTHENING OUR POSITION

Our long history and investment in drowning prevention has ensured our status as a peak entity. Our leadership responsibilities position us to develop and support key sector policy, plans and agenda. Building sector and community intelligence via our actions ensures safer aquatic communities.

OUR GOAL

We will engage with government, community, corporates, and industry to ensure high quality outcomes and aquatic prosperity. We will lead and drive our collective agendas to ensure our communities have genuine access to aquatic solutions and services no matter where they reside or visit.

OUR ACTIONS

1

Increase visibility of the organisations brand

- Increase in reach and engagement with our digital platforms.
- Increase in public relations and media activity.
- Improvement in search engine optimisation for key brand offerings.
- Increase in conversions across our brand offerings.

2

Strengthen and broaden our partnerships with purpose-driven organisations that support our vision and goals

- Key Government agencies understand and support our vision and related goals.
- Corporate partners are embedded within our organisational future and expand our influence.
- Create new partnerships that bring efficiency, innovation, and broader reach to our cause.

3

Solidify our position as the lead agency for the aquatic industry advocacy and engagement

- Engagement model established and enhanced with Industry.
- Increase in advocacy and engagement activities with Industry.
- Sustain high quality performance and service across industry provisions that is measured and improved on with Industry.

OUR MEASURE

15%
INCREASE

in key strategies that enhance and support our public recognition and organisational priorities.

OUR MEASURE

25%
INCREASE

in partnerships that support and expand our organisational influence.

OUR MEASURE

30%
INCREASE

increase in advocacy developments with the aquatic industry supporting positive and active participation.

2

PARTICIPATION GROWTH

Promoting greater participation in safe aquatic pursuits.

SUPPORTING ACTIVE COMMUNITIES

Our waterways provide significant health and well-being benefits. They enable opportunities to engage and recreate with family, friends and for personal solace. They also provide for active and sporting pursuits that enhance our lifestyles and livelihoods.

OUR GOAL

Inspire and support the growth of opportunities for all Australian to participate and engage with water. We will ensure that our actions consider everyone's life journey and ensure appropriate and accessible opportunities to build their capabilities and participate safely with a vision of 2 million people actively swimming and recreating each year.

OUR ACTIONS

4

Champion inclusive aquatics with a particular focus on our diverse, regional & vulnerable communities

- Create more engagements with at risk groups.
- Support more people completing cultural competence program.
- Inclusion indicators for aquatic facilities are measured to ensure appropriate equity and access.
- Champion participation by at risk community members in all things aquatic.

OUR MEASURE

30,000 MORE

at risk community members participating in swimming and water safety programs.

OUR MEASURE

100% INCREASE

in school children meeting swimming and water safety benchmarks.

OUR MEASURE

25% INCREASE

increase in adults meeting swimming and water safety benchmarks.

5

Lift the communities swimming & lifesaving benchmarks

- A collective focus and beneficial collaborative outcome is achieved with industry and Government.
- Support opportunities to enable primary school children achieve established benchmarks.
- Create more opportunities for high school children to meet established benchmarks.

6

Accelerate programs that focus on adult swimming skills and swimming in open waterways

- Achieve an increase in adults meeting the National Swimming and Water Safety Benchmarks.
- Develop opportunities for adults to experience aquatic activities in open waterways.
- Increase opportunities for adults to participate in Swimming and Aquatic Exercise.

7

Drive participation in lifesaving programs resulting in a more prepared community

- Increase Lifesaving Partnerships that support participation.
- Support Regional Lifesaving Junior Lifesaving Events.
- Expand Outback Lifesaver participation.
- Increase State and Territory Championship registrations.

OUR MEASURE

7,000 registered Junior Lifesaver participants.

3

SAFE ENVIRONMENTS

Creating safer and more inclusive aquatic environments.

CREATING SAFER AND MORE INCLUSIVE ENVIRONMENTS

To benefit from our urban and natural aquatic environments opportunities to engage and be supported by a skilled and knowledgeable sector are vital. A strong, intelligent network ensures quality outcomes and successful aquatic experiences.

OUR GOAL

We will build a skilled and resilient workforce and sector capable of providing broad aquatic opportunities safely and confidently.

OUR ACTIONS

8

Drive investment in aquatic infrastructure to enhance the community's ability to enjoy the water

- Drive investment in Aquatic Facility Infrastructure.
- Applaud and support new safe Inland Waterway swimming locations.

OUR MEASURE

100
NEW

inland waterway locations that enable a range of aquatic experiences.

9

Aquatic safety policy and plans for swimming pools and inland waterways are embeded through government and industry

- Increased number of Local Governments contributing to Drowning Prevention Plans.
- Increase in safety service provision to councils and land managers.
- Active engagement and support secured of risk and insurance entities and professionals.
- Expanded utilisation of Pool Safety and Inland Safety Guidelines by Councils and land managers.

OUR MEASURE

50%
OF COUNCILS

engaged and supported with risk and safety management services.

10

Aquatic locations and workplaces are equipped with neccessary lifesaving equipment and resources

- Increase in first aid and training equipment delivered to workplaces and communities.
- Increase in signage, rescue equipment and first aid equipment at aquatic locations.

OUR MEASURE

10%
INCREASE

in the provision of equipment and resources to support inland waterways.

4

SKILLED COMMUNITY

Developing the capability of individuals to swim, survive and supervise.

ENSURING AQUATIC COMPETENCY

To acquire aquatic growth and prosperity our communities and learners need access to trained and professional practitioners, highly skilled supervisors, risk experts, policy makers and educational developments and solutions.

OUR GOAL

We will develop networks with supporting tools and resources to provide our communities with high quality training, education, advocacy and risk solutions. These developments will be supported by underpinning evidence and data to ensure relevance and appropriateness.

OUR ACTIONS

11

Strengthen our support to the swimming and lifesaving workforce

- Attract and support more Swim Teachers, Coaches and Facilitators annually.
- Professional development opportunities are enhanced to meet our workforce needs.
- Partnerships are established with swim schools and local governments.
- Services to support swim schools in their business functions are developed.

OUR MEASURE

5,000

SWIM TEACHERS

Coaches and Facilitators licenced annually.

12

Expand our training solutions to ensure a strong network of highly skilled community members

- Increase CPR, First Aid and Lifesaving Awards each year.
- Attract and support Lifeguards, Duty Managers and Pool Operators.
- Professional development opportunities are enhanced to meet workforce needs.
- Develop training solutions to support inland swimming locations.

OUR MEASURE

10%

INCREASE

in Awards and Licenses issued annually across regional and remote locations.

13

Expand our education platforms to strengthen community awareness in aquatic safety

- Expand our Grants Revenu through Government and Community Supporters
- Attract and support more Water safety education partners.
- Increase education interactions with at risk community groups.
- Drive increased participation in community education events.

OUR MEASURE

40%

INCREASE

in water safety partnerships across the education sector.

14

Embed innovative education campaigns to support community awareness

- Expand our reach with great collaboration with Industry and Government.
- Generate in kind revenue through advertising and media partnerships.
- Achieve increases in social media engagement with the community.

OUR MEASURE

100 million enagements across our campaigns.

5

SUSTAINABLE FUTURE

Building organisation growth and prosperity.

LONG TERM ORGANISATIONAL CAPACITY

To ensure long-term organisational growth and sector vibrance there is a need to build a cohesive and secure Royal Life Saving. Our priorities centre on establishing appropriate information, business process and financial models through a strong team that makes our vision a reality.

OUR GOAL

We will diversify and broaden revenue streams to support increased community and organisational investment. We will utilise our influence to strengthen our social impact and environmental sustainability of aquatic settings and we will support our staff, organisation and membership to grow and mature.

OUR ACTIONS

15

Embed a business model that is diversified, cost efficient and forward thinking

- Maintain a lean cost base through innovation and long-term financial security.
- Improved revenue diversification.
- New and secure funding streams have been secured.
- Strong reserves and operating cashflow.

OUR MEASURE

Increased investment in infrastructure to support organisational objectives.

16

Leverage our collective data sources to optimise our solutions and future investments

- High data literacy across our people is fostered and developed.
- A unified operational system that underpins our workflows and customer interactions is embraced across the organisation.
- Future performance is guided by stronger research and evaluation.

OUR MEASURE

Implementation of new systems to support increased community engagement and development.

17

Enhance our humanitarian, social, and environmental impacts through our engagements and networks

- Improvements in our environmental footprint.
- Cultivate strong and high impact charitable partnerships.
- Increase our community funding opportunities.

OUR MEASURE

Increase in funding to support key community objectives.

18

Attract and retain the best talent with a workplace that supports our strategic direction and values

- Employee engagement indicators have improved.
- Our workplaces evolve to ensure consistent productivity, safety, and enjoyment.
- Investments in priority capabilities are made.
- A high-performance culture is maintained through leadership, respect, and integrity.

OUR MEASURE

Strong business growth underpinned by high quality, supported employees.

19

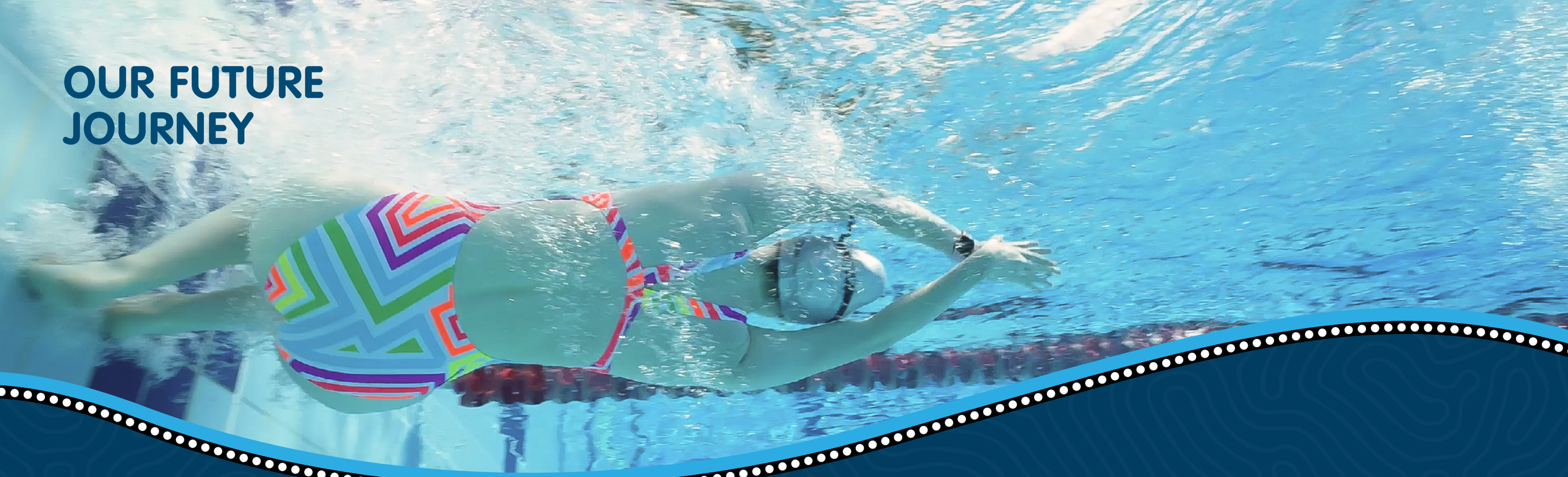
Grow our membership base, satisfaction and recognition

- Increase in Membership growth.
- Membership satisfaction is measured on an annual basis.
- Members are recognised and rewarded for their contribution.
- Members have greater access to growth and development opportunities.

OUR MEASURE

40% growth in core membership.

OUR FUTURE JOURNEY



YEAR	ESTABLISH Year 1	ENHANCE Years 2 and 3	ENSUE Years 4 and beyond
OBJECTIVE	We will establish strong foundations that will allow our future growth to prosper.	We will enhance our services, customer experiences and role.	We will maximise our positive impact and ensure we are achieving our full potential.
BENCHMARKS	• Brand revitalisation implemented across all organisational collateral increasing profile (LC). • Increased commitment to meet established swimming and lifesaving benchmarks. (PG). • Comprehensive range of lifesaving product to support safe aquatic participation. (SE). • Increased leadership and career development of sector workforce. (SC). • Employee development strategies implemented to ensure organisational growth. (SF). • Sustainable core and project funding to support key organisational priorities. (LC).	• Partnership expansion to support growth and broadened access to services. (LC). • Increased participation across our regional and remote and vulnerable communities. (PG). • Increased development and implementation of community water safety plans. (SE). • Accreditation processes that support sector workforce retention. (SC). • Enhanced commitment to meet social and environmental benchmarks. (SF). • Expanded service solutions to support stability and sustainability. (LC).	• Recognised lead agency guiding sector growth and prosperity. (LC). • Comprehensive range of tools and resources to support open water participation. (PG). • Infrastructure plans advanced supporting regional and remote communities. (SE). • Highly skilled and resilient community network enhancing safe aquatic participation. (SC). • Expanded utilisation of data enabling organisational growth and influence. (SF)

WHAT DOES OUR FUTURE LOOK LIKE?

ALL AUSTRALIANS

See Swimming and Water Safety as an Australian Way of Life that Royal Life Saving facilitates.

EMPLOYEES

Are energised by their role and are fulfilling their career aspirations.

AT RISK COMMUNITIES

Are educated and skilled so they can enjoy our waterways safely no matter who they are.

HUMAN NETWORKS

Are supported and celebrated as a key source to the success of our mission.

GOVERNMENTS

Are invested and committed to the growth of Swimming and Water Safety through Royal Life Saving.

PARTNERS

Share our commitment to unite and inspire others and see significant value in their investments.

RISK SECTOR AND LAND MANAGERS

Recognise our substantial expertise in how to keep our aquatic communities enjoying our waterways safely.

AQUATIC INDUSTRY

Share our commitment to grow the sector in a collaborative manner so that our waterways can be enjoyed.



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