**Surf Life Saving 2025 Strategic Plan**

**Vision:** Zero preventable deaths in Australian waters.  
**Mission:** We save lives, create great Australians and build better communities.

<table>
<thead>
<tr>
<th>What we will do:</th>
<th>1: Save Lives</th>
<th>2: Develop and support our people</th>
<th>3: Grow and sustain our movement</th>
<th>4: Engage the community</th>
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</thead>
<tbody>
<tr>
<td><strong>1.1:</strong></td>
<td>Always being rescue ready</td>
<td>2.1: Providing and promoting engaging leadership and learning opportunities</td>
<td>3.1: Protecting and enhancing the brand to drive internal and external support</td>
<td>4.1: Increasing awareness of SLS’s positive contribution to the community</td>
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<td><strong>1.2:</strong></td>
<td>Maximizing safety between the flags</td>
<td>2.2: Recognising and rewarding achievement and success</td>
<td>3.2: Developing effective strategic and operational alignment across all levels of the organisation</td>
<td>4.3: Encouraging and providing opportunities for the community to engage with SLS</td>
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<td><strong>1.3:</strong></td>
<td>Working to reduce drowning and injury rates</td>
<td>2.3: Developing and promoting great events</td>
<td>3.3: Making it easier for volunteers, staff and the community to contribute to the movement</td>
<td>4.4: Being an inclusive organisation that promotes accessibility and diversity</td>
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<td><strong>1.4:</strong></td>
<td>Leading evidenced based research and innovation</td>
<td>2.4: Growing a safety culture</td>
<td>3.4: Ensuring, maintaining and promoting sound financial and governance practices</td>
<td>4.5: Being actively engaged in reflecting community expectations particularly in the areas of environmental and sustainability issues</td>
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<td><strong>1.5:</strong></td>
<td>Having industry best practice risk management systems</td>
<td>2.5: Promoting the positive contribution of SLS volunteers</td>
<td><strong>3:</strong> Grow and sustain our movement</td>
<td><strong>How we will deliver:</strong></td>
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<td><strong>1.6:</strong></td>
<td>By leading and delivering as the peak coastal safety body</td>
<td>2.6: Provide accessible and diverse pathways for members within SLS</td>
<td>3.1: Protecting and enhancing the brand to drive internal and external support</td>
<td>4.1: Increasing awareness of SLS’s positive contribution to the community</td>
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<td><strong>1.7:</strong></td>
<td>Supporting drowning prevention internationally, particularly in the Asia Pacific region</td>
<td></td>
<td>3.2: Developing effective strategic and operational alignment across all levels of the organisation</td>
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**How we will know we’re on track:**

- There have been no drowning deaths between the flags.
- The per capita drowning and injury rates are below the 5-year rolling average.
- As the peak coastal water safety body, we have leading representation on international and national water safety / drowning prevention bodies.
- We provide opportunities for our people to participate in activities internationally and within the Asia-Pacific and can report and promote these efforts.
- State / Territory entities are included in Emergency Management Arrangements.
- Patrolling membership increases year on year.
- Lifesaving programs and initiatives increase reach into communities year on year.
- An increasing proportion of patrolling members are participating in surf sports and / or modified sports activities.
- We will be using best practice technologies to enhance the learning experience for our people and the community.
- Education is meeting the needs of our people, the community and key stakeholders.
- We have clearly aligned leadership pathways throughout the movement.
- We are identifying potential leaders early, providing opportunities for development and mentoring.
- We are recognising and celebrating the diverse achievements of our people.
- We are reporting decreasing injury and accident rates involving our people.
- Safety of our people remains first and foremost, with Lost Time Injury (LTI) rates reducing year on year.
- Our events are recording growth in participant and partner support.
- SLS pathways generate an uplift in membership and participation in SLS.
- Our brand is protected, valued and recognised.
- Our brand is in the top 5 most trusted brands for the NFP sector.
- Strategic financial results are defined and met.
- SLS Strategic Plans are aligned at national, state and club level.
- National and State risk and compliance registers are current, shared and reported.
- We are leveraging technology to enable our people, community and partners to easily contribute to SLS.
- Fundraising activities (donor and lottery) are growing revenue annually and growing the return to the movement.
- We are increasing non-government revenue by a minimum 2%.
- Our membership is growing and retention rates increasing.
- We can measure an increasing level of engagement of a diverse range of communities.
- Our Champions and Guardians supporters are increasing by 3% annually.
- SLSA reports on distribution of funds transparently across the movement annually.
- We can update the organisation’s economic impact annually.
- Proactive initiatives and policy are developed to support community expectations and trends.