



STRATEGIC PLAN

2024-2027

TO BE READ IN CONJUNCTION
WITH THE STRATEGIC PLAN 2020-2025

Queensland



OUR STRATEGIC WAVES

OUR FOREWORD

Your SLSQ Board and Council have very clear objectives to make our incredible movement even greater. As such, we are very pleased to present our Surf Life Saving Queensland Strategic Plan 2024-2027; one with membership at its heart, and a clear focus on complexity reduction, governance, excellence, and innovation.

The future is not without some headwinds. Our environment is changing, our coastline is as challenging as it ever has been, and demographic changes present both challenges and opportunities for our membership.

We will protect, invest in, and develop our youth, while broadening membership through improved communication, development of effective leadership skills, and engagement with our membership platforms. Our vision remains firmly on service delivery through prevention and education, to ensure zero preventable deaths in Queensland public waters.

To maintain relevance and sustain our movement, we strive to promote a welcoming culture and sense of belonging for our members. In doing so, we will be diverse, inclusive, engaged, and proactive, with our surf Clubs being key in future sustainability efforts. Queensland will need our help as an emergency service into the future and we will play a key role in further protecting our communities 'beyond the beach'.

Whilst we already possess robust capability (Aviation, Surf Clubs, Lifeguards, Operations Support, Local and State Disaster Operations, Drones, IRBs, Training, and our State Operations Centre), we aim to build on our capabilities to provide a service that Queensland can call upon at any time in natural disasters. Such are the great skills, knowledge, dedication and commitment of our Volunteers and staff.

While Surf Life Saving in Queensland has been forged from history and is steeped in tradition, we are also focused on the future. Our reason for being is to save lives between the red and yellow flags. It always has been and always will be. In doing so, we create great Australians and build better communities.

Your Board and Council aims to make it so and ensures we have the resources, businesses, plan and team to achieve it.

Yours in Life Saving,



Gerard O'Brien
President of SLSQ



Dave G. Whimpey
CEO

OUR PURPOSE

WE SAVE LIVES, CREATE GREAT AUSTRALIANS, AND BUILD BETTER COMMUNITIES.

Our Volunteers will do this with Vigilance and Service.

Surf Life Saving Queensland's meaning and reason for being:

We support our Clubs, Branches, Committees & Panels.

We protect our reputation and enhance our brand.

We manage our movement and our risks in the best interest of our members.

We recruit, engage, and retain Volunteers to protect the community.

We generate profit-for-purpose returns to invest in Lifesaving.



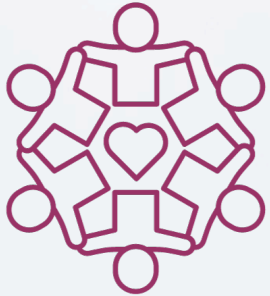
QUEENSLAND SURF CLUBS MUST REFLECT THEIR COMMUNITIES INTO THE FUTURE

QUEENSLAND'S PROJECTED POPULATION GROWTH OF **2.87 MILLION (1.7%)**

TO THE YEAR 2046 WILL PRIMARILY RESULT FROM THREE FACTORS:

1. 48.8% from net overseas migration
2. 26.5% from net interstate migration, and
3. 24.7% from natural population increase.

**Queensland Government Statistician's Office*



11% OF AUSTRALIANS IDENTIFY AS LGBTQ+.

A substantial number within this community have faced discrimination based on their gender and sexual orientation throughout their lives.

**Queensland Department of Health*



15.7%

OF THE QUEENSLAND POPULATION, WHICH IS NEARLY 800,000 PEOPLE, ARE CURRENTLY AGED 65 OR OLDER.

However, by 2050, this demographic is projected to increase significantly, with more than one in five Queenslanders (22.1% or 1.8 million people) falling into the 65 and older age group.

**Australian Bureau of Statistics*

17.9%

OF QUEENSLANDERS, JUST UNDER ONE IN EVERY FIVE PEOPLE, HAVE A DISABILITY.

Over **150,000** Queenslanders have a severe disability and require help or assistance with selfcare, mobility or communication needs.

**Australian Bureau of Statistics*



OUR VALUES



SAFETY

Prioritise and take responsibility for safety at all levels across the organisation, both on and off the beach.



TRUST

Ensure that trust and accountability are the cornerstones of our organisation; through open and honest communication, and by always delivering on our commitments.



COMMUNITY

We will not only protect the community we serve but we will reflect the community we operate within and foster a welcoming culture.



INTEGRITY

We will display the quality of honesty and having strong moral principles.



RESPECT

Treat each other with respect, value each other's contributions, and celebrate our people who strive for excellence.



INNOVATION

Continually explore cutting edge technologies and systems as we work towards our beach and Clubs of the future.

STRATEGIC WAVES 2024 - 2027



- All decisions at SLSQ will be member and volunteer centric.
- We focus on a state-wide and region-specific recruitment campaign annually.
- Continue to build our regional capability to support the Clubs and Branches.
- Innovate to ensure efficient and effective systems.
- Listen and respond to our Members so they have a sense of belonging within a collaborative culture.
- Communicate effectively and efficiently with our Members to ensure they receive the correct information.

- Risk and reputation are given priority and oriented toward the future.
- We will protect our volunteers through best practice governance, systems, and processes.
- We will support Clubs and Branches to maintain the best practice of governance.
- We will manage the alignment of Stakeholders, SLSA, SLSQ, our Clubs, Branches, Committees and Panels.



STRATEGIC WAVES 2024 - 2027



- We aim to build capability on the beach.
- We will measure the communities that we serve against our own volunteering demographic.
- We will strengthen our drowning prevention and beach safety messaging across the state.
- We will extend our commitment to safe and respectful environments for Members, and work towards equality in leadership opportunities.
- We will engage with the community members to boost water and beach safety messaging, aiming to convert them into organisational Members.

- We will leverage our brand and partnerships for the advancement of lifesaving.
- We will continue to manage and explore business opportunities that will generate returns.
- Secure a new upweighted QFES agreement.
- We will unlock our beach of the future via upgrading our state operations communications centre, communications network and camera network statewide.
- We continue to innovate with the use of relevant and new technologies that will complement our services including AI, drones and simulations.



WHAT DOES OUR SUCCESS LOOK LIKE?



Our membership will reflect the diversity of the community we serve.



Active membership is growing and is sustainable.
Membership retention at/or greater than 75 percent, highly skilled and engaged.



Upweighted Brand and IP Marketing program.
Corporate Australia recognises SLSQ as a brand of choice and preferred partnership.



All Clubs, regions and Branches working in harmony and united in pursuit of a shared vision.



Improvement of Member satisfaction and enjoyment.



Functional lead agency of choice with emergency service agencies in local disaster management.



Cutting-edge research in aquatic safety, supported by powerful messaging across the community.



Lifesaving World Championship 2024 successfully delivered.



SLSQ operating as a digitally-transformed business, including a membership portal regarded as user friendly, engaging and informative.



All Clubs and Branches are affiliated and aligned to the SLSQ vision and mission. Ensuring they have contemporary rules, policies, procedures and are funded appropriately.

ACKNOWLEDGEMENTS

SLSQ acknowledges the tireless efforts of our active volunteers that surpasses 320,000 hours annually on and beyond our beaches. This excludes the countless hours our working groups, advisory panels and committees undertake. Without you we couldn't do what we do.

We would also like to acknowledge our long standing Partners. It is with your support that we will continue to advance.



SLSQ as part of the SLS Federation would also like to recognise SLSA and our appreciation of your support.





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