



The Operational Review Group Extract Final Report to Members - November 2004

Acknowledgment

Thanks go to the many members who brought their considerable knowledge, expertise, and a great deal of passion to this project.

Our thanks go to the NSW State Council and the Executive for providing the team with the opportunity to pursue this long overdue issue, and the support that was forthcoming during the work that was carried out.

Thanks also to Vanessa Brown, Phil Vanny and Danya Hodgetts and the many staff members from Surf Life Saving New South Wales, who provided the many links necessary for sound administration and organisation of the project.

This report is the work of Operational Review Group of Surf Life Saving New South Wales and views expressed in this report are those of the group members not Surf Life Saving New South Wales. This report emanates from our detailed investigation and views of respondents into the current practices being conducted within the state.

Enquiries or comments on this Report can be directed to:

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Background and scope of review

A taskforce was appointed by a Surf Life Saving New South Wales (SLNSW) Executive meeting held on 27th October 2003. The taskforce was appointed to examine the feasibility of the current SLSNSW structure. However, at a subsequent meeting on 1st November 2003, it was decided that the scope of the review should be expanded to conduct a full review of SLSNSW's entire operations. The Operational Review Group commenced work in January 2004. The scope of this review is:

1. Review of the operational structure and aspects of Surf Life Saving within NSW to further enhance and provide the necessary synergy through flexibility of support mechanisms for activities related to the three core streams (Lifesaving, Membership and Development and, Surf Sports).
2. Recommend best practice, standards, systems, governance, reporting criteria and processes that will recognise and monitor the key drivers to influence and maintain momentum and positive change that when integrated will produce a set of strategic 'must do's' through the following methods:
 - benchmarking and establishing standards of performance
 - enhancing the organisation's image (standards and values)
 - providing positive influence to membership
 - using feedback effectively
 - making informed decisions
 - utilising technology and information systems
 - identifying resources necessary to deliver local support systems
 - reviewing centralised systems
3. Consolidate and grow the Registered Training Organisation (RTO) status as well as providing effective reporting ability and compliance to government, Surf Life Saving Australia (SLSA) or other cooperative arrangements through:
 - planning performance in accordance with SLSA's goals and objectives
 - establishing key performance indicators which are to be established and used to meet the organisation's goals and objectives
 - implementing operational management performance that provides positive leadership to membership to encourage volunteers to participate actively within their respective roles and responsibilities
 - providing open communication and well managed strategies that continually identify and develop strong and sustainable opportunities for all stakeholders
 - anticipating and influencing the organisation's environment and internal coalitions
 - setting up mechanisms to coordinate and appreciate the outcomes at a local level so that specialised activities, local priorities and interests are kept in sight.

Strategic Planning Workshop

During the review period, a strategic planning workshop was conducted, to verify the goals of the organisation. The outcomes of this workshop can be seen in Attachment 1. During the review process, the working party has been conscious of the strategic intent and objectives of the organisation.

Operational Review Group Membership

The group of people who conducted the review were selected because of their surf lifesaving and/or business knowledge,

The review team consisted of:

Rick Wright	Chairman, SLSNSW Operational Review Group <i>Retired, former Director SLSA, industry background in administration, finance and training</i>
Eddie Godwin	President, Lower North Coast Branch <i>Company Director and IT consultant</i>
Henry Scruton	President, Hunter Branch <i>Company Director</i>
Peter James	Chief Executive Officer, Central Coast Branch <i>Industry background retail and marketing</i>
Frances Crampton	NSW Sport Federation (Sport NSW)*
David Gunsberg	Manager, Telstra Countrywide*
Vanessa Brown	Business Support Manager, Surf Life Saving NSW <i>Sports Administrator</i>

* Frances withdrew due to heavy work commitments, and David was unable to make meetings due to moving interstate.

Review Process

To ensure the Operational Review Group consulted widely, a number of interviews were conducted. In total, the group interviewed:

- 104 clubs, though their attendance at 10 branch meetings
- 11 branch Presidents
- 6 branch Managers
- The SLSNSW State Council meeting in May 2004
- SLSNSW staff
- SLSNSW Directors
- Chief Executive Officer SLSNSW
- President SLSNSW
- 30 Club Presidents and other interested parties
- 5 Representatives of external organisations

The review group also briefed themselves on planning, systems and structures in other organisations and reviewed documentation such as the Premier's Taskforce into Soccer, and several SLSNSW documents.

Recommendations

The Operational Review Group has considered the issues raised through the widest possible consultation process ever undertaken within Surf Life Saving NSW. A series of recommendations have been developed to assist surf life saving in NSW to:

1. make decisions in better ways
2. involve the membership in decision-making processes that affect them.
3. adopt a structure that enhances consultation and suits the requirements of surf lifesaving in NSW
4. meet the commitments made in the Strategic Plan and to improve accountability

The recommendations looked at the 'real' issues portrayed by the membership and the current situation shows that there is:

- a need to build trust so ideas can be shared
- an overload of information – it has to be reliable and informative.
- a galloping rate of change – intelligent decisions need to be made
- high risk and uncertainty – caused by society standards and compliance requirements
- a lack of historical precedents – new technologies and strategies are required, to strengthen weak historical guides
- a need for more frequent decisions to be made – to suit the needs of change
- an increase in the importance of decisions to be made – decisions that have potential to affect entire organisation
- the need for the State Council and Executive to be more conducive to wider state issues
- committees that are 'issue based' and not serving the wider membership effectively
- an increasing amount of conflicting goals – deliver in short term and prepare for long term and deal with short term on way through

Principles and assumptions supporting the recommendations

The following principle was determined during the review process to ensure the Operational Review Group stayed on cue with the objective of the original scope.

This principle is:

To facilitate the business of the organisation, the recommendations must show clear lines of authority so that the exercise of allocated delegation will not only lead to better quality of decision-making, but will also generate a greater commitment to outcomes.

Foundation

The success of the recommendations will be dependent on a foundation of:

- effective consultation to enhance the quality of decision-making and outcomes
- effective and appropriate opportunities are provided for the membership and groups to be consulted in relation to strategic, infrastructure, operational and local decision-making

A Consultative Environment

The recommendations are required to be implemented in an environment that encourages and expects behaviour that fosters a consultative environment, a diversity of views and open dialogue. The process has an emphasis on early consultation and allows stakeholders to contribute to the consultative processes.

Constraints

Consultative arrangements must be tailored to the context of each particular situation, according to criteria such as: the consequences of the decision; the outcome required; time and resources available; confidentiality requirements that might compromise the outcome; external, political or legal considerations that determine the outcome or, the requirement of professional skills e.g. an investment decision.

Critical Foundation

The important assumption is made that line management structures constitute the critical foundation on which the organisation relies. This foundation aligns consultation with the decision-making authority; that is, at one point or the other, the views of staff, clubs and stakeholders will reach the group or person who actually makes decisions.

This assumption requires that processes and structures are put in place to have managers, team and project leaders who are able to accept responsibility for decisions taken at their level, and are able to combine effectively with the SLSNSW Board/CEO/President in achieving this coordination that form part of the strategic and operational planning process. This is a critical chain for two-way information flow, consultation and appropriate decision making, including feedback on the rationale for decisions.

It is important that any bottlenecks in the process can be bypassed and forward planning will allow issues to be addressed fairly and properly and other issues are addressed as they arise.

The change process

A review process of this depth will inevitably bring about changes to SLSNSW. Change is a process that many people aren't comfortable with: they resist change. Why is the process resisted? It is likely to occur for three reasons:

1. Uncertainty: change replaces the familiar with the unknown
2. Concern over personal loss: an investment in the status quo – status, money or other benefits
3. Belief that the change is not in the best interests of the organisation

It is interesting to note that many of the issues identified, such as a lack of consultation and transparency are factors that lead to a resistance to change.

What can be done to reduce this resistance to change? Education and communication, participation, support and negotiation are all positive strategies to assist stakeholders in the change process. The principles and assumptions, and the recommendations that are designed to address these issues will assist to make the change process a comfortable one. An excellent diagram that explains people's reactions to the change process can be seen in Attachment 3.

Recommendation 1: SLSNSW State Council role

- 1.1 The State Council to consist of the eleven (11) elected Branch Presidents. These people are the ultimate 'owners'/shareholders of Surf Life Saving New South Wales as they represent the affiliated surf lifesaving clubs and surf lifesavers in New South Wales.
- 1.2 The role of the State Council is to (in no particular order):
 - to approve or otherwise the annual return and annual report of the association
 - to elect the President and Board of Directors (and remove if necessary)
 - to change the constitution if required
 - to review and provide feedback and advice on the strategic plan for the association
 - provide advice to the Board of Directors, and; if necessary conduct an annual performance appraisal on the Board of Directors
 - elect Life Members
- 1.3 Council members have a duty to report back to their membership base, however they have a duty not to make unauthorised disclosures or use of SLSNSW information and a duty not to disclose or exploit confidential information, such as commercially or price sensitive information or information which is confidential by virtue of a contractual arrangement.
- 1.4 It is not the State Council's role to take part in full governance or the day-to-day management of SLSNSW.
- 1.5 The State Council to meet at least twice yearly to conduct the above business on the agreed cyclical items of business necessary for that meeting.
- 1.6 The NSW President will Chair the State Council meeting.
- 1.7 The only voting will be by affiliated branch representatives (Branch Presidents, or appointed nominees) and the NSW President (with a deliberate and a casting vote) at these meetings.
- 1.8 It is expected that Board of Directors, Chief Executive Officer, senior staff and key volunteers would attend these meetings as observers, and to also provide the necessary advice when required.

Recommendation 2: Board of Directors of SLSNSW

- 2.1 The Board of Directors (BOD) will be the only group within SLSNSW to have the name 'Board'
- 2.2 The role of the Board of Directors is to govern Surf Lifesaving New South Wales. The Board will be solely responsible for the governance and administration of SLSNSW subject to the Associations Incorporation Act and the SLSNSW Constitution. It is not a Board of Director's role to take part in the day-to-day management of the organisation.

- 2.3 Additionally the Board and its members will provide direction to the organisation and to accept initial responsibility for its governance, and to:
- provide strategic direction
 - monitor the performance of the organisation including financials
 - monitor the performance of Senior Management
 - manage communication with the stakeholders.
 - manage risk by:
 - developing an understanding of the nature of risks that might prevent the organisation from achieving its objectives.
 - routine identification and management of risk on systematic basis.
 - clearly state Board and management responsibilities (i.e. avoid confusion over the dividing line).
 - ensure compliance with policies, laws and regulations
 - focus on forecast as well as historical data
 - focus on long term goals
 - consider and make appointments of parties required under the constitution including committees, project/working groups and advisors
- 2.4 The Board of Directors of Surf Lifesaving New South Wales (without portfolio) will have a total of eight (8) members and, consist of the President, Chief Executive Officer and six (6) other members.
- 2.5 The Board of Directors will meet as required.
- 2.6 The State Council will elect the President and four (4) other members of the Board for a term of two (2) years (excluding the Chief Executive Officer who has tenure by employment arrangement).
- 2.7 The remaining three (3) positions on the Board of Directors (known as Ordinary Board Members), one which will be the Chief Executive Officer will be appointed by the Board, depending on the skills and knowledge required by the Board to provide good governance from time to time.
- 2.8 These appointed Ordinary Board Members (excluding the CEO) will have a minimum term of one year and the maximum term of two years.
- 2.9 The appointment or a role of Deputy President is not essential for this structure.
- 2.10 Directors must have sufficient freedom of action to exercise the leadership necessary to ensure successful implementation of strategy.
- 2.11 The Chief Executive Officer as member of the Board is granted full voting rights as that position takes part in and is responsible under governance provisions for any decisions made by the Board, and is also an ordinary member of that Board.
- 2.12 All members of the Board of Directors will have full voting rights, including the Chief Executive Officer. The President will have a deliberate and casting vote.
- 2.13 The maximum time (tenure) for any members of the Board (excluding the Chief Executive Officer) and including the President is six (6) years or three consecutive terms. This tenure arrangement is to ensure a fresh turnover and

succession planning is maintained. A former Director may be maintained in some advisory capacity as decided by the Board of Directors from time to time.

- 2.14 It is believed that eight (8) members is the ideal size for the Board of Directors and if the composition mix and appropriate range of skills are evident it will ensure that its responsibility can be effectively discharged.
- 2.15 The input by experience-qualified directors will improve the quality of decisions that affect future success and viability of the organisation.
- 2.16 The composition of the Board is such that it will have a majority of individuals who should be genuinely independent and be the best people for the role and not people who are retained as professional advisers either personally or as a member representative of a branch. To this end, it is not suitable for a Branch President to be a member the Board of Directors. Therefore, Branch Presidents will not be eligible for election to the Board of Directors or to take a seat on the Board if they hold a position of Branch President.
- 2.17 It is the responsibility of the State Council to ensure the best people for the Board of Directors are appointed.
- 2.18 The current positions of Deputy President, Director of Life Saving/ Education, Surf Sports, Youth Development and Membership and Director of Finance will no longer be represented on the Board of Directors. It is proposed that these five (5) positions be abolished as they currently stand. 'Specialist Advisors' or convenors of projects and working groups will conduct the work of these people.
- 2.19 'Specialist Advisors' or convenors of projects and working groups will conduct the work of these people. Lifesaving and Education will be administered through a series of project/working groups and 'key' convenors or specialist advisors reporting to the Manager, Lifesaving. Surf Sports will be administered through a series of project/working groups and 'key' convenors and specialist advisors reporting through the Manager, Surf Sports. For example, a specialist officials advisor, coach education advisor or project team could be set to advise on coaching issues and selection of officials for competitions. Further information on this topic is located in Recommendations 4 and 5.
- 2.20 Nominations for positions of President and Elected Board members can be submitted by an individual member requiring only the endorsement of the member's club or branch, along with their curriculum vitae outlining their experience and commitment to meet the qualifying criteria as defined by the State Council from time to time, including a definite understanding of strategic planning processes and ability to implement developed procedures and demonstrate the ability to have had major achievements or contributions in previous roles (either professional or in surf lifesaving). This will assist in ensuring the independence of Board members to make informed decisions that benefit surf lifesaving as a whole, rather than a particular entity. If already an existing board member these details would not be seen as necessary.

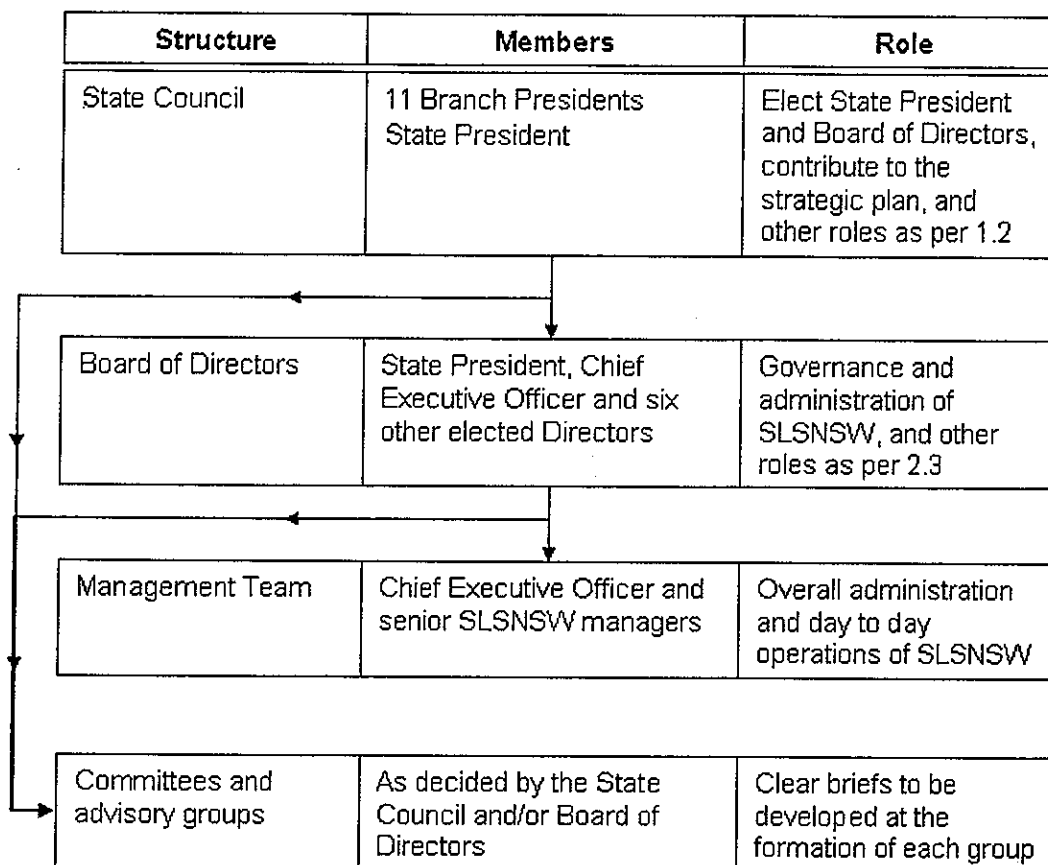
Recommendation 3: Management Team

- 3.1 The role of the Chief Executive Officer and the Management Team is to have direct responsibility for the overall management, day-to-day operations, financial delegations and liaisons of the organisation. Through the establishment of operating policies and general skills such as technical, human and conceptual ability it will guide the organisation's interactions with its environment.
- 3.2 The team will comprise both staff functional managers and/or general managers. The functional managers will be engaged in a common set of activities such as Lifesaving, Surf Sports, Membership etc. Whereas a general manager will oversee a complex unit, or have a series of responsibilities. The Chief Executive Officer in consultation with the Board of Directors will determine the composition of the Management Team. The Chief Executive Officer is responsible for staffing matters and SLSNSW staff duties. This may be impacted/influenced by Recommendations 7 and 9.
- 3.3 The Chief Executive Officer and the Management Team will meet regularly to deal with complex issues, budgetary and finance issues and to initiate Board strategies and objectives and develop the necessary plans to fully support the strategic planning and direction set by the Board and State Council.
- 3.4 Committees, Project/working groups and 'specialist advisors' will report through a specific manager to the Management Team.
- 3.5 Preparation of reports and initiatives that need a general consensus of the senior staff are discussed at these meetings.
- 3.6 Through the Chief Executive Officer, 'The Management Team' either as individuals or as a team, will discuss and put forward briefs, financial reports, budgets, contractual and other proposals, draft policies, recommendations and initiatives to the Board of Directors that require approval or endorsement. These recommendations could have emanated through the Manager or via working committees/groups.
- 3.7 The notes of these meetings need to be filed and registered correctly and are generally for internal staff and audit use only - not for distribution.
- 3.8 The General Manager of Surf Life Saving Services Pty Ltd will also be a member of the Management Team.
- 3.9 The financial approval delegations and management delegations of the Chief Executive Officer, Managers and the Management Team will need to be discussed and authorised by the Board of Directors to an appropriate level.

Recommendation 4: Committees and Project Advisory Groups

- 4.1 To ensure valuable input by the widest group of membership possible, SLSNSW is to take advantage of the vast experience within its membership ranks and the wide network of skills available through external and kindred organisations.
- 4.2 These committees and advisory groups will be the 'engine room' and means for the membership to have input and receive feedback. The organisation's 'work' is to be conducted by committees and project/advisory working groups, by the use of either volunteer or staff members or a mixture of both. The role of Committees and project/advisory Groups is to provide 'practical and reliable' advice to the authority that it is responsible. Their composition will be large enough to capture sufficient skills and experience, but no so large that the effectiveness of decision-making is reduced. Each Committee or project/advisory group will have an experienced convenor appointed who can provide both leadership and communicate effectively with other members and the appointing authority. This process will result in smaller, more effective teams providing core services, which are better integrated into the organisations overall business.
- 4.3 The groups will have a clear brief (e.g. in lifesaving the roll out of VET, in sports conducting the premiership series or state championships) It is important with event management the project teams are left without interference to facilitate event delivery within the state.
- 4.4 Two types of committee and working parties that could be put in place –
 1. Standing Committee
 2. Project/Working GroupsStanding Committees will be static in nature and be put in place for a period of two years by use of by-law provision and reviewed as to their ongoing viability or future requirement prior to the 2-year period.
- 4.5 The State Council (in special circumstances) and/or the Board of Directors can instigate a Standing Committee as part of the by-laws. The example of a 'standing committee' would be Rules and Constitution.
- 4.6 The Board of Directors will review and implement these committees as to their ongoing need.
- 4.7 Standing Committees will have a clear and well-defined charter, scope of work, roles and responsibilities and composition/membership, and reporting mechanism outlined.
- 4.8 Project and/or Working groups will be used to utilise specialist skills, any committee or project/ working group that is instigated will have a clear charter, scope of work, roles and responsibilities and a start and closure date, however no such project/working group is to be operational for more than 18 months. The Authority to whom the Project or Working committee is accountable has the power to remove members at any time or to close the down their work, including a debrief, once they have completed their assigned role.

- 4.9 The notes or record of meetings will be for internal use and only those directly involved will receive copies, unless specifically requested for special issue. The notes or record of the meetings will be written in recommendation form so that the authority it reports to can easily adopt, amend or consider the recommendations.
- 4.10 Project/working groups would be used effectively and take the place of a number of now standing committees such as selectors, meritorious awards and disciplinary etc.
- 4.11 It is recommended that the Board of Directors in conjunction with the Chief Executive Officer and the Management Team review all current committees/project/ task forces, working and advisory committees/groups with a view to establishing their actual ongoing requirement and to further establish new advisory committees or project teams to meet future planning and service delivery.
- 4.12 Unless, specifically requested by the State Council, all the Committees and project/working groups will report to the Chief Executive Officer or relevant staff manager to the Management Team.
- 4.13 It should be noted that the Board of Directors can set up committees and working groups within their own structure or otherwise as considered necessary to oversee good governance practices, an example this would be an Audit and Remuneration committee.



An overview of Recommendations 1 – 4.

Recommendation 5: Specialist Advisors

- 5.1 Specialist Advisors can be appointed by the Board of Directors as necessary that will support the strategic and operational intent of the organisation. Also, the Board of Directors will consider the appointment of 'specialist advisors' as recommended by the Chief Executive Officer or Management Team when required. The general bulk of these advisory positions are to be finalised as far as possible by April each year to allow for the canvassing of interested parties and allow for appointments to be made by the Board of Directors no later than July each year. Other advisory positions may be affected from time to time depending on flexibility and a needs basis. The example of a 'specialist advisor' could be medical, strategic planner etc.
- 5.2 Specialist advisors will be issued with a clear charter of their duties, responsibilities, reporting requirements, performance standards and appointment length.
- 5.3 The Board of Directors has the power to remove 'Specialist Advisors' from their roles if they consider that they are not effective in the position.

- 5.4 Previous advisors such as power craft, and coaching etc could become convenors of small project/working groups, where they could lead and participate in providing the best advice.
- 5.5 It is recommended that the Board of Directors in conjunction with the Chief Executive Officer and the Management Team review all current advisory positions with a view to them meeting current requirements and to establish new advisory positions to meet future planning and service delivery.
- 5.6 These positions will report to Management Team through the Chief Executive Officer or relevant Manager.
- 5.7 It should be noted that the Board of Directors can appoint a specialist advisor/s, reporting directly to them for good governance practices, an example this would be someone to assist with the employment or employment conditions of the Chief Executive Officer.

Recommendation 6: Four "clusters" to be created

- 6.1 Clusters will be created to support the flow between SLSNSW and branches and to enable the organisation to better prepare and present proposals for grants and funding proposals. The coordinated proposals will relate to its activities within clusters and place them in a capable position to 'deliver the goods' for which grants and funding, allocations are made. It will be necessary for a 'Business Plan' to be implemented for any grant applications or major funding applications together with an action delivery plan so any distributions can be properly reported on.
- 6.2 It is recognised that appropriate funding and resourcing is paramount for the organisation. It is particularly evident in the areas away from the main metropolitan area. Grants and funding for distribution i.e. Sport and Recreation grants/funding be distributed by way of the four (4) distinct clusters; the clusters will be a loose joining together of various branches to form a cluster. Business plans will be put in place for each of clusters to ensure accountability and financial recording. This arrangement will allow for a better spread of funds, particularly for life saving assistance and should ensure a better servicing and sharing of resources. These clusters will serve to unify the service delivery of the organisation and allow for lifesaving programs, membership development and surf sports to be more effectively and efficiently conducted. They should if given a chance build the capacity of the organisation to address issues of access, opportunity, quality, consistency and coordination, while at the same time preserving the autonomy of the branch system.
- 6.3 Priority for funding allocations initially should be directed to areas, particularly in the North and South clusters, as it is quite evident that assistance is badly needed in these two areas.
- 6.4 Resource assistance to the four (4) clusters will be administered through the SLSNSW office in conjunction with the Cluster Manager and in collaboration with branch CEOs or nominated representative within the clusters.

- 6.5 The priority for implementation would be North and/or South clusters, plus the Lower North Coast, to be followed by Central and Metropolitan. Initially the resource allocation priority should go to the North and South clusters. The group are of a strong view that four (4) clusters is the best fit for the organisation.

<u>Cluster</u>	<u>Incorporating the following branches</u>
South (33 clubs)	Far South Coast South Coast Illawarra
Metropolitan (36 clubs)	Sydney Sydney Northern Beaches
Central (36 clubs)	Central Coast Hunter Lower North Coast
North (23 clubs)	Mid North Coast North Coast Far North Coast

- 6.6 Any cluster appointed staff would work and liaise closely with club and branch officers with the aim to add to, and improve existing activities and services whilst delivering a coordinated and organised program of improvement through the funding system.
- 6.7 This proposal is seen as the best way to administer grant funding, financial and 'in kind' assistance throughout the state. Allocations to eleven (11) autonomous sections in small 'dollops', is not seen to be achieving the full objectives of the state. Over a cyclical period better proposals can be administered and larger amounts can be provided for essential long-term equipment and systems assistance.
- 6.8 It is further proposed (funds availability permitting) the following staff be implanted into the clusters to assist the cluster clubs and branches with various liaison and other activities to improve their service delivery, but in no way to effect the autonomy of branches. These resources would be strategically located within the cluster. To ensure a good service is provided to branches within a cluster, or when required other staff members can be utilised to further assist with projects, special needs and activities.

The proposals are as follows:

South	1 Manager	3 Officers
Metropolitan	1 Manager	3 Officers
Central	1 Manager	4 Officers
North	1 Manager	3 Officers

Note: The term Officer denotes a staff resource with the necessary skills and qualifications to assist within the cluster arrangement.

- 6.9 Clusters administration resources would be primarily provided by the SLSNSW and where possible, supplemented by branches and clubs. Staff appointments are to be made in consultation with the cluster coordinating group.
- 6.10 Each cluster would have a small representative coordinating group to provide accountability for allocated funds and would also be responsible for:
- integrated beach patrol and lifesaving systems
 - integrated membership and youth development programs
 - coordination of education and training programs
 - coordination and promotion of surf sports and surf sports development
 - integrated marketing and promotion
 - other cluster activities
- 6.11 The coordinating group would be expected to meet at least quarterly with the Chief Executive Officer and local Manager, and in turn report to the Board of Directors and branches in their cluster
- 6.12 Future funding would be conditional on clusters delivering the necessary objectives and programmes against the direct resource allocations.

Recommendation 7: Human resource role to be created on staff

- 7.1 A qualified HR person to be appointed to the NSW staff.
- 7.2 The role will be to provide sound advice and to develop and implement policies, practices, and systems for recruitment, induction, negotiation, personnel issues, personal evaluation/performance, remuneration and career development processes for both SLSNSW and Surf Life Saving Services Pty Ltd.
- 7.3 Through professional experience the position would coordinate any equity, privacy, grievances, OH&S, member protection issues and generally manage any disciplinary cases on behalf of SLSNSW. Additionally the position could also best manage workers compensation and/or issues for the membership.
- 7.4 The position would also provide advice to the CEO and Senior Management of SLSNSW and prepare briefs, reports and liaise where necessary with other interested parties. This person could also conduct lectures on good HR practices and also assist branches with any HR or membership HR issues of concern.
- 7.5 Provide 'expert' advice on resource planning and any related initiatives or issues that arise from time to time.

Recommendation 8: Accountant role to be created on staff

- 8.1 A qualified (CPA or CA) Finance Manager be appointed to the SLSNSW staff to manage financial operations.
- 8.2 The role is to provide quality financial management services and to assist the organisation to operate effectively and optimise financial performance and to achieve strategic and operational plans. The 2004 Annual report shows that the SLSNSW revenue now exceeds \$8 million and this size of business must employ the essential expertise that a qualified accountant can provide.
- 8.3 The role of the Accountant/Finance Manager would include budget, financial & costing modelling, management accounting reporting and analysis. The position would provide professional skills for policy and systems development for both SLSNSW and Surf Life Saving Services Pty Ltd.
- 8.4 Preparation of balance sheets, profit and loss reports, cash flows, debtor control, asset management, purchasing and fleet management and infrastructure costing and 'user pays' systems and the introduction of a project based accounting system to allow good advice on costing and pricing issues would also form part of the general duties.

Recommendation 9: Conduct a review of staff

- 9.1 A consultancy firm is to be appointed to review the staff of Surf Life Saving NSW and Surf Life Saving Services Pty Ltd, with a view to identifying the professional skills, qualifications, knowledge and practical intelligence required to manage the process of planning, organising, leading, delivery and moving towards the set goals of the organisation.
- 9.2 A positive work environment fosters the efficiency of staff and their commitment to the objectives of the organisation and their attitude and good customer relations. Is it essential that the Managers at SLSNSW achieve results through performance of other people, particularly their own staff and the key cluster/branch officers and volunteers they deal with on a daily basis.
- 9.3 The consultancy firm is to also review the best commercial process that can be put in place to satisfy the full potential of Surf Life Saving Services Pty Ltd, including an appraisal of the current Board and governance structure for that company
- 9.4 The process is to be systematic and ensure that all managers and their staff regardless of their particular aptitudes or skills understand the organisational goals, their area of work and also capable of meeting personal performance appraisal criteria. The intention is to create a clear linkage between responsibility and accountability. E.g. those that are responsible for an activity or outcome are actually held accountable for it as well.
- 9.5 Staff positions will require more depth and breadth of skills than which exist in the present structure. The enhanced levels of responsibility and accountability will

provide more rewarding employment, greater job satisfaction and enhanced career prospects.

- 9.6 Once this review process is completed (within 3-4 months) the Chief Executive Officer is to implement the changes, training and/or recruitment (including remuneration) of staff as recommended by the consultancy firm within a further 3 months.
- 9.7 Again, on the introduction of these changes, work is to begin immediately on the development of across the board 'Standard Operating Procedures' which will be included as part of the staff's 'Performance Appraisal Review' programme. These procedures (SOP's) and guides will assist the clubs in conducting the every day business of surf lifesaving.

Recommendation 10: That youth development and member services be handled by staff

- 10.1 Membership services and youth development to be handled 'in house' by a dedicated staff manager with some responsibilities being handed over to the proposed 'HR' Manager (e.g. Member protection being transferred to the HR position would definitely 'free up' the this position concentrate more on membership development issues).
- 10.2 The manager will work closely with the Surf Sports and Lifesaving and Education committees/working groups and the 'clusters' as to the best programs necessary to further grow this area and sustain volunteer values, recruitment, retention and members recognition programs and leadership/education, and to progress these in a manner that the organisation can cope with.

Recommendation 11: One staff member at a senior level to be involved in liaison with coastal land developers, councils and state government planning agencies

- 11.1 With the increase in coastal development and the impact this type of activity could have on the organisation's current and future expectations for the delivery of services, it is seen as critical that one staff member at a senior level be involved in liaison and ongoing intelligence of coastal development with government planning agencies, coastal councils, coastal land developers.
- 11.2 This person could also assist and work closely with 'clusters', including Surf Life Saving Services Pty Ltd with liaison and proposals for growth and continuance of their programs.
- 11.3 The person responsible would require strong negotiating and analytical skills along with a full understanding of and sense of the organisation's agenda and the effect coastal development will have on our future and the volunteer system.

Recommendation 12: A coordinated approach to sponsorship / marketing

- 12.1 A coordinated approach to sponsorship / marketing is to be introduced that will provide direct benefit down to club level. Surf lifesaving operates in a complex and changing environment. To assist the volunteer club system to survive and go forward, more assistance in terms of matching the organisation to its best opportunities is necessary. To achieve this, it will be necessary to manage the sponsorship/marketing effort and provide training, education and advice, at cluster level so that they can benefit and provide a flow on of the available limited resources to create a more level playing field across the state.

Recommendation 13: Implement the strategic plan within six months

- 13.1 It is imperative that the recent Strategic Plan initiated at 'Rafferty's' be firmly put in place within the next six months.

Recommendation 14: Introduction of business, operational and marketing plans

- 14.1 Once the Strategic Plan is in place it then permits the Chief Executive Officer, staff and working committees to develop the necessary 'business, financial, marketing and operational plans' to ensure the objectives of the organisation are achieved and measured. These plans will be also have clear statements, actions and pathways that can be easily followed.
- 14.2 This then follows that through this process staff members will have their 'performance appraisal' programmes geared to the achievements and objectives of the organisation.
- 14.3 The review clearly shows that the issue of 'governance' is not properly understood at all levels of the organisation. A set of governance workshops/seminars be initiated by SLSNSW to address this shortcoming, over the next 8 to 9 months.

Recommendation 15: Cluster and Branch Strategic Planning

- 15.1 To ensure that NSW continues to progress it is essential that each cluster and branch conduct a strategic planning seminar and the objectives and goals clearly relate to the objectives of SLSNSW and SLISA. The plans are to display good governance practices.
- 15.2 This process should be completed by August 2005 and funding assistance administered through SLSNSW should be provided on a priority basis to those clusters (and branches) that implemented such plans.
- 15.3 Following the implementation and distribution of strategic plans, and with assistance from SLSNSW and cluster staff the preparation of a set of 'standard

operating procedures' for internal use within the cluster and branches are to be initiated by early 2006.

Recommendation 16: Development of across the board 'Standard Operating Procedures'.

- 16.1 The organisation is to begin work on these procedures immediately; it will also include the registry and setting up of a comprehensive policy guide. Some initial training of staff and volunteers involved may be necessary, or the employment of a specialist to provide some early framework templates.

Recommendation 17: Investment in the introduction of 'state of the art' technology for e-communication throughout the organisation.

- 17.1 The implementation of top shelf IT communication and technology is paramount for the organisation both to deliver the programs and organise the process necessary, for good governance, management and promoting the organisation.

Recommendation 18: College of Surf Life Saving Business

- 18.1 A full feasibility study to be completed by September 2005 into the establishment of a College of Surf Life Saving Business as a separate entity that would provide a formalised course of study, with both face-to-face and external learning opportunities. The object would be to specifically train administrators (including Surf Sports) in the necessary front line skills necessary to equip them with adequate knowledge and expertise to drive the organisations administration. At all levels the organisation needs to be served by people with specific industry training and expertise. The college would be linked and coordinated with a tertiary institution and would entail a formal course of study in life saving administration and other VET programs.
- 18.2 SLSNSW is to consider its commitment to membership training and education ('learning business') by creating and 'signing off' on *an organisation value statement that legitimises skill enhancement as an essential part of all business activity*. This should ensure that decision makers are committed to back this up with policies and action. The use of value statements has become increasingly popular and are common in areas such as quality control, customer service, social responsibility and ethical management and would equally apply across the board in SLS NSW.
- 18.3 The college would integrate the current VET and other courses provided and key programmes delivered by SLSNSW such as workplace assessment and first aid etc.
- 18.4 The current arrangement with branches for training officers to be located in their locations would continue. To further progress and move across educational boundaries the delivery could coincide with cluster arrangements, but with a share of any profits being shared within branches.

- 18.5 The College of Surf Life Saving Business would become the leader in surf lifesaving business and talent development. The College could be based at the current Narrabeen facility, or other convenient location