

Water Safety New Zealand Strategic Direction
2007-2012



 **Water
Safety**
NEW ZEALAND

WATER SAFETY NEW ZEALAND

1. Introduction

Water Safety New Zealand (WSNZ) is an incorporated charitable society with a focus on the water safety education needs of the community.

The WSNZ structure is comprehensive. WSNZ is a membership based collective comprising Member Organisations and the WSNZ National Office, governed by the WSNZ Board. Member Organisations are engaged in a range of water sports, recreation and other community initiatives in both volunteer and professional sectors.

For the strategic plan to make a real difference to water safety education in New Zealand the organisations goals and strategies are clearly focused on the wider WSNZ Member Organisations and WSNZ National Office. Each has a role within the Strategic Direction to deliver effectively on Vision and Mission statements.

As such, a key factor in the development of the Strategic Direction 2007-2012 has been the participation and valuable contribution of representatives from Member Organisations.

2. Building the Plan

(a) *Vision and Mission*

In the long-term, WSNZ will be a strong organisation with an integrated approach to water safety education. WSNZ will have a high level of quality collaboration and sharing of information. Funding will be secure and the organisation will be self sufficient. It will continue to contribute to the reduction in water-related injuries and drowning and it will have an international reputation for its effective interventions.

In the short-term, WSNZ will be recognised for its leadership within the water safety sector. New Zealanders will be more knowledgeable, aware and skilled in water safety and an associated water safety culture becoming more visible in the community. The Drowning Prevention Strategy Implementation Action Plan is near completion and the downward trend in drowning continues.

The Vision and Mission for the new Strategic Direction have been developed to achieve these aspirations and to enhance and build on the current WSNZ strategic statements:

Vision *Everyone in New Zealand will have the water safe skills and behaviours necessary to use and enjoy the water safely.*

The proposed new Vision statement reflects for the most part the intention of the current vision, in terms of water-safe skills and behaviours. However, to provide a sharper focus on water safety it now refers to safe use and enjoyment of water rather than the environment.

Mission *Through water safety education, prevent injury and drowning.*

The current Mission statement has been reshaped to include injury prevention. This aligns with the Drowning Prevention Strategy (DPS) which has a focus on water-related injuries as well as drowning. This provides WSNZ the opportunity to consider injury prevention as part of its water safety education.

(b) *Environment*

What are the key factors that will impact on the development of the new Strategic Direction?

- WSNZ has had a key role in the development and implementation of the DPS 2005-2015. This is:
 - A strong tool for WSNZ to exercise cooperative leadership within this forum and across the sector;
 - A catalyst to work collaboratively to achieve the objectives of the DPS;
 - An opportunity for WSNZ to proactively extend its network and explore opportunities for further partnerships.
- Collaboration also extends outside of the DPS on a range of water safety areas. All collaboration will need to be supported by transparent and accountable processes, good communication and sharing of information.
- *Trusted, Valued, Respected.* WSNZ has a strong brand and high recognition. It is well known and has credibility with the wider community. Recognition will also need to be ongoing within the sector by maintaining a visible presence with its key leaders.
- WSNZ needs strong internal capability to deliver across diverse communities and situations. To effectively work across the sector and community and to communicate with and keep others informed.
- Over time there has been a maturing of the water safety sector. This brings challenges for WSNZ to step up the quality of its water safety education initiatives and prioritise where it needs to make an impact on water safety injury prevention and drowning. A further challenge arises in maintaining and

continuing to build the water safety culture and awareness of water safety skills and behaviour.

- WSNZ needs to strengthen and expand its funding base – to identify opportunities to source new funds and to ensure that it is not competing with its members for the same funding.
- WSNZ will need a strong education and information base to support its strategic direction and decision making process about programmes and resources. With a focus on benchmarking international research WSNZ will continually monitor overseas trends and practice to better lead the continual development of water safety education in New Zealand.

3. Key Strategic Priorities and Critical Enablers

The Key Strategic Priorities and Critical Enablers have been identified:

Key Strategic Priorities	Leadership	Education	Collaboration
Critical Enablers	Resourcing	Research	Planning and Communication

The Key Strategic Priorities are the leading strategies that will direct the focus of WSNZ to achieve its Vision and delivering on its Mission over the next five years:

- Leadership
- Education
- Collaboration

Pursuing these leading strategies will however only be successful with attention to the critical and underpinning enablers of the strategy:

- Resourcing
- Research
- Planning and Communication

The strategic goals and strategies for each area of focus are outlined below. The enablers are also described in terms of goals and priorities for action.

The strategies and enablers are interdependent. For example the Education goals will only be achieved if there is success in terms of strengthening the research base, developing credible resources and programmes, securing funding to get the job done and developing strong alignment and collaborative relationships across the sector.

Key Strategic Priorities

Key Strategic Priorities	Leadership
-------------------------------------	-------------------

Strategic Goal:

To be the recognised leader in the effective advocacy of water safety education to the community.

WSNZ members are leaders in their own areas of water safety education.

Trusted, Valued, Respected

Strategies:

- Maintain the focus on continuing to achieve a water safe culture, skills and behaviour in New Zealand.
- WSNZ acts as one in communicating the priority focus for water safety in New Zealand, and the need for water safety education in all water environments.
- Strengthen and maintain the relationship and presence with key sector and political leaders with a focus on water safety.
- Present strong, evidence-based documentation supporting the priority for water safety and the effectiveness of water safety education.
- Act as a strong driver and supporter for the development and implementation of the New Zealand Injury Prevention Strategy and in particular the DPS.
- Extend water safety education and leadership into sectors and communities that have different needs and considerations.
- Continue to extend water safety education and leadership into Maori communities and organisations.
- Working in collaboration with the sector and other bodies, lead the establishment of strong standards (including environmental and enforcement) that contribute to a water safe New Zealand.

Strategic Goal:

The WSNZ collective to be respected leaders in the co-ordination and provision of quality water safety education.

Trusted, Valued, Respected

Strategies:

- Building the critical mass of water safety capability by assisting and supporting members to enhance water safety education delivery capability.
- Strengthen the profile of WSNZ as the leader of water safety education – Trusted, Valued, Respected.
- Identify priorities and gaps in the quality and provision of water safety education and the actions needed to address these.
- Enhance strategic alliances with Member and Non-Member Organisations in relation to water safety education.
- Working in collaboration with the sector and qualification bodies and lead the establishment of strong water safety education standards.
- Completion of a biennial stocktake of water safety education development needs across the sector.
- Actively support the Education and Awareness Objective and the guiding Principles of the DPS.

Strategic Goals:

To develop and maintain strong collaborative relationships within WSNZ to enhance the development, delivery and experience of water safety education.

To develop and maintain strong collaborative relationships between WSNZ and government and community leaders to support water safety education outcomes.

Trusted, Valued, Respected

Strategies:

- Maintain a cooperative leadership role supporting the DPS.
- Host a range of member forums to identify key and common issues and develop shared approaches and strategies.
- Strengthen and maintain shared planning processes with members.
- Strengthen and maintain two way communication processes between WSNZ National office, the Member Organisations and the WSNZ Board.
- Develop and maintain as a preferred way of “doing business” working with others for improved and shared water safety education outcomes.

Critical Enablers

Critical Enablers	Resourcing
--------------------------	-------------------

Critical Goals:

To maximise resources for application into priority activities of water safety education and awareness.

To support the strategic direction of WSNZ with resource and programme development that enhances the delivery of water safety education and awareness to targeted audiences.

Trusted, Valued, Respected

Strategies:

- Establishing a collaborative funding strategy, which identifies opportunities to source new funds and aims to reduce competition for the same funding.
- Develop and maintain a strong national advocacy programme for water safety education through evidence based proposals to government and key existing funders.
- Maximise the resources for water safety research and education, including funding from private, industry and international sources.
- Maintain a strong discipline on expenditure in order to maximise the funds directly available for water safety education.
- Develop and maintain a suite of programmes and resources relevant to water safety education priorities that reflect effective public education approaches.
- Coordinate the development and delivery of water safety education resources across the sector and across the community.

Critical Goals:

To be the leading water safety education knowledge base.

To support the strategic direction of WSNZ with strong research base (evidence based) that underpins its planning, communication, resource and programme development.

To support the strategic direction of WSNZ with resource and programme development that enhances the delivery of water safety education to targeted audiences using leading education approaches.

Trusted, Valued, Respected**Strategies:**

- Maintain and extend DrownBase™ to provide quality research and information on water safety priorities and trends for use by members, the sector and the community.
- Develop and maintain an active resource library of New Zealand and international water safety resources and research.
- Actively support the Research Objective in the DPS.

Critical Goal:

To have WSNZ supported with robust planning, performance management and communication processes.

Trusted, Valued, Respected

Strategies:

- Strengthen the presence of WSNZ brand and recognition of its contribution towards a water-safe New Zealand.
- Strengthen the communication and feedback processes between WSNZ National Office, Member Organisations and the WSNZ Board.
- Strengthen the shared annual planning process to establish priorities, roles, responsibilities and milestones for specific water safety education activities.
- Develop and maintain relationships with international water safety and water safety education researchers.