ASLSC Strategy Summary

THE GEELONG CONSULTING GROUP

Purpose: To save lives and keep people safe on the beach.

Mission: Deliver exceptional Surf Lifesaving services - protecting and strengthening our community.

Vision: **A flourishing Club Community, where people are connected, give service, develop to full potential, socialise, have fun, achieve physical and mental health, care for eachother and improve the environment.**

Core Values:

- **Service**
  We give as much of ourselves to the Club as we take from it.
- **Participation**
  We get involved, help out, and have a go - valuing opportunities for personal and team development as much as winning medals.
- **Inclusion**
  We are proactive getting people involved - demonstrating diversity, equity and inclusion make our community richer in its depth and breadth of capabilities and opportunity.

Core Principles:

- **Community First**
  The strength of our Community is the engine room powering our shared success.
- **We Collaborate**
  We achieve far more working constructively together towards shared goals, than working as individuals in competition.
- **We Innovate**
  We are highly adaptive and responsive to change - building on our strong historical foundations to experiment with new ways of doing things that are different and better.
- **We Care and show Compassion**
  We care for the health and wellbeing of people and the environment - taking action to promote and restore healthy lifestyles, relationships, and business practices.
- **We Celebrate**
  We take the time to connect and celebrate the achievements of our community – noting individual and team participation, and the role the Community plays in this success.

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Headline Issues:

- The Club's offering is drifting out of alignment with the changing needs of Members and the wider community in the 21st Century - making it difficult to grow and sustain the active and engaged membership base required to consistently deliver its core responsibilities
- Falling Membership and participation rates are impacting the Club's capability across Patrol, Surf Sports and Training and Development - creating a negative reinforcing cycle that makes the situation increasingly worse due to the breakdown of crucial support mechanisms and key development pathways
- The lack of a structured approach to building a dominant Culture and set of Values at the Club that support successful implementation of its Vision and Strategy, results in competition between subcultures pulling in different directions.

Headline Responses and Strategic Directions

1. **Rebuild Our Value Proposition**
   - 1.1. Adopt a market focus and customer orientation
   - 1.2. Redesign product and service offerings to exceed expectations
   - 1.3. Diversify revenue streams to support infrastructure and operational requirements
   - 1.4. Create new recruitment pathways, partnerships and member retention schemes
   - 1.5. Tell our compelling stories internally and to the rest of the world
2. **Strengthen Our Internal Capability**
   - 2.1. Fire up the Club's Community engine room
   - 2.2. Reactivate participation and high performance in Surf Lifesaving and Beach Patrol
   - 2.3. Double down on Training and Development
   - 2.4. Get the Club's Surf Sports back on track
   - 2.5. Take a visible leadership position on Climate Change and the environment;
   - 2.6. Embrace our role as part of Victoria's Emergency Management Framework;
   - 2.7. Use paid staff to value add the contribution of volunteers, deal with administrative burdens, and support effective succession planning for the future
3. **Refocus Our Ethos and Culture**
   - 3.1. Set clear expectations - early and often
   - 3.2. Identify and live the behaviours embedded in our Values
   - 3.3. Provide infrastructure and social foundations for the Club Community to thrive
   - 3.4. Implement a consistent approach to the practice and development of leadership
   - 3.5. Lift the Club's capacity for effective decision making and good governance

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Top Priority Projects for the Board in 2020

- Business Plan Project 1.3.1 - **(Hospitality)** Deliver four clearly differentiated food and beverage service offerings, including: a restaurant and café, onsite catering services, a members bar, and a members kiosk (permission pending).
- Business Plan Project 1.3.2 - **(Tourism)** Ensure the Members Shop is prominently positioned as the first point of engagement for all visitors, and that staff (existing paid and/or volunteer) are trained and supported to ensure the customer experience is a positive one, and where appropriate generates a commercial return; also ensure stock and merchandise are suitably secured, and key customer/visitor information is available after hours.
- Business Plan Project 1.4.1 - **(SRC Bridge to Bronze)** Develop a program to bridge the 12-18 month gap after SRC before young people can do their Bronze Award - retaining more young people for longer and being proactive to manage them through transition points into Bronze Award, and then on to Patrol.
- Business Plan Project 1.5.1 - **(Membership Prospectus)** Develop and widely publicise an 'ASLSC Membership Prospectus' communicating the core value propositions relevant to each key Membership group in the Surf Lifesaving movement lifecycle - including real life success stories, that are relatable and appealing to new and existing Members.

Top Priority Projects for Rescue Services in 2020

- Business Plan Project 2.2.6 - (**Retention**) Provide incentives and rewards for benchmarked levels of achievement in Patrol, key age groups required that can be difficult to retain, and those with formally demonstrated leadership or technical capabilities the Club requires - potentially cross subsidised by the wider Membership.
- Business Plan Project 1.4.1 - **(SRC Bridge to Bronze)** Develop a program to bridge the 12-18 month gap after SRC before young people can do their Bronze Award - retaining more young people for longer and being proactive to manage them through transition points into Bronze Award, and then on to Patrol.

Top Priorities for Member Development in 2020

- Business Plan Project 2.3.1 - **(Make Member Development Pathways Visible)** Make Training and Development pathways and programs highly visible and more accessible for existing and new Members to engage with - proactively managing key entry and transition points throughout the year.
- Business Plan Project 2.7.6 - **(Training and Development Coordinator**) Develop a draft Position Description (PD) for a Training and Development Coordinator (TDC) role at the Club for further consideration in context with the Organisational Review (Business Plan Project 2.7.3).

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Top Priorities for Youth Development in 2020

- Business Plan Project 1.4.1 - **(SRC Bridge to Bronze)** Develop a program to bridge the 12-18 month gap after SRC before young people can do their Bronze Award - retaining more young people for longer and being proactive to manage them through transition points into Bronze Award, and then on to Patrol.
- Business Plan Project 2.7.7 - **(Volunteer Coordinator)** Develop a draft Position Description (PD) for a Volunteer Coordinator (VC) role at the Club for further consideration in context with the Organisational Review. (Business Plan Project 2.7.3).
- Business Plan Project 2.4.1 - **(Community Hubs)** Experiment with establishing ASLSC Community Hubs in Anglesea, Melbourne and key regional areas (such as Geelong and Ballarat) as staging points for the year round calendar of formal and informal Surf Club activities - creating regular and accessible connection points for Members to come together on a casual basis more often - outside the three week peak season over Christmas and New Year.
- Business Plan Project 2.3.12 - **(Career Impact Nights)** Design and implement Professional Development and Future Career nights - leveraging the professions and networks within the Club's Membership to encourage, support and coach Young People and Young Adults on their future career choices, opportunities for work experience and placements, and options for entry into further training and education; this should be expanded to include participation by representatives from emergency services (police, fire, rescue and ambulance) - not only to build stronger connections with the Club, but also to develop aspiration and career guidance opportunities for Members.
- Business Plan Project 2.1.4 - **(Community Development)** Hold parent social functions in Melbourne (and Anglesea) for Nipper parents (approximately a third of all Members) to come together and connect, build rapport, and socialise - creating a sense of community as a foundation for mutual support and collaboration; use the induction and briefing process at the beginning of the season as an initial opportunity - as well midpoint and season-end touch points.

Top Priorities for Surf Sports in 2020

- Business Plan Project 2.4.3 - **(Make Surf Sports Development Pathways Visible)** Take action to make the Surf Sports development pathway and program highly visible and more accessible for existing and new Members to engage with - proactively managing key entry and transition points throughout the year.
- Business Plan Project 2.4.4 - **(Integrate Activities and Pathways)** Proactively collaborate to achieve integrated forward planning and scheduling of Training and Development, Patrol, and Surf Sports activities to minimise conflict between core Patrol obligations and Surf Sports fixtures.
- Business Plan Project 2.4.7 - **(Retain Top Talent)** Design and implement a set of scholarships or internship opportunities for emerging Surf Sports talent - offering supported employment, accommodation and intensive training over a six month (or longer) period in Anglesea - potentially targeting people identified at Bronze Camp or Surf Sports Camp annually.

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Top Priorities for Management, Operations and Facilities in 2020

- Business Plan Project 1.3.13 - **(Operational Management Plan)** Develop and implement a detailed facilities and operational management plan for the Club, enabling shared use of facilities to function to its full potential; including managing access, safety and security 365 days/year, 7 days/week, and over extended hours.
- Business Plan Project 1.3.3 - **(Revenue)** Take a staged approach to commercial activities - allowing revenue potential to be tested and built up over time; and as the potential is proven/disproven consider longer term commitments to investment in paid staff, stock and the additional infrastructure required to take it to the next level (if required).
- Business Plan Project 2.7.3 - **(Organisational Review)** Conduct an Organisational Structure, Staffing and Resource Review including all paid and volunteer positions at the Club - using the new Strategy and Business Plan as the foundation for potential redesign; taking into consideration core business operations such as finance, administration, compliance, facilities support, communications and marketing activities; highly specialised or advanced training and development needs; and new and emerging priorities.
- Business Plan Project 1.5.1 - **(Membership Prospectus)** Develop and widely publicise an 'ASLSC Membership Prospectus' communicating the core value propositions relevant to each key Membership group in the Surf Lifesaving movement lifecycle - including real life success stories, that are relatable and appealing to new and existing Members.
- Business Plan Project 1.5.2 - **(Member Handbook)** Develop an online 'ASLSC Member Development Pathways Handbook' making the forward calendar and activity schedule for Training and Development, Surf Sports, Surf Lifesaving and Beach Patrol - highly visible, tangible, easy to navigate and engage with.
- Business Plan Project 3.2.1 - **(Welcome Pack)** Develop and implement a Welcome Pack and Induction Program (compulsory) that is explicit about the Club's Purpose, Mission, Vision and Values; its Culture and Ethos, including the expectation of a two-way value exchange between Members and the Club.
- Business Plan Project 2.1.1 - **(Engagement Program)** Design and implement a year round program of social activities and Surf Lifesaving participation opportunities (formal and informal), located in Anglesea, regionally and in Melbourne; enabling Members to come together and connect more often, more casually, and across all sections and age groups - breaking down silos, strengthening networks, and building stronger capability together.

END