

Anglesea Surf Lifesaving Club New Strategy and Business Plan Research and Consultation Report

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THE GEELONG  CONSULTING GROUP

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Introduction and Background

This report has been written in partnership with, and on behalf of the Board and Members of the [Anglesea Surf Life Saving Club](#) (ASLSC) to inform the development of its new Strategy and Business Plans looking out to 2025.

It brings together insights from seven Member forums held in Anglesea and Melbourne; direct engagement with approximately one hundred Club Members and key stakeholders covering all key age groups, genders, and sections; desktop research; and the results of two key Member surveys - collected at the end of the 2018/19 season, and over Easter 2019.

- This Report draws out a set of Core Strategic Issues and key insights for deeper consideration in the Strategy and Business Plan development process - supported by qualitative and quantitative sources.

It investigates the underlying purpose of the Club now and in the future, the physical infrastructure, business and social interactions that make it tick, each of its functional sections, and how they interact as an entire ecosystem to help or hinder high performance.

- This work begins to infer possible strategic options and directions, as well as a range of possible actions for deeper consideration in the development of the new Strategy and Business Plans - anchored to dominant views and priorities of Club Members and other key stakeholders.

Strategic Context

Membership Numbers, Distribution and Patrol Performance

Appendix A highlights 1,576 members at the ASLSC in March 2019, of which 64% live within twenty kilometers of the Melbourne CBD (approximately 1,000 people), and 13% locally in Anglesea (approximately 202 people).

Of the 1,576 members, 320 were qualified to patrol, 65% (207 people) did patrol over the 2018/19 season. 187 people (58%) did five or more hours; 121 (38%) did 10 or more hours; 87 people did 16 or more hours; and 55 people (17%) did 24 hours or more.

In total during the 2018/19 season 3,634 voluntary hours were patrolled over 49 days; including 21 half days, 21 full days (Sundays) and 6 public holidays.

- In summary - the membership base is predominantly based in Melbourne; and Surf Lifesaving Patrol services are delivered by only a very few people.

Consultation with Club Members highlights that it is becoming increasingly difficult to field the number of volunteer patrols required, with the majority of the work falling to a decreasing number of capable and committed individuals. It is understood that during the 2018/19 season the Club was very close to defaulting on its duties to provide volunteer patrols - four times - providing evidence of the challenge this presents.

Change in Membership, and Comparative Data

Appendix B highlights that total Membership numbers at ASLSC have been trending towards decline for several years; falling from a high of 2,036 people in 2015/16, to 1,839 in 2016/17, to 1,648 in 2017/18, and most recently... 1,576 in 2018/19.

While this trend is to some degree concerning, data available from Annual Reports (Appendix B) indicates very low growth (or in some instances a slight decline) in membership numbers for clubs in the region - such as Fairhaven, Jan Juc, Lorne and Torquay.

This may indicate broader changes in society and the Surf Lifesaving sector as a whole, limiting participation and membership numbers overall - in addition to factors specific to each club.

Consultation with Club Members highlight factors such as:

- the increasing impact of structured school sports and significant study requirements on peoples' ability to participate as much as they might like - particularly for young people;
- the increasing challenge of managing work-life-balance and the impact this has on people's ability to make and keep commitments to surf club activities and duties;
- a growing trend towards ad hoc, unstructured sport and recreational activities for the purposes of achieving health and wellbeing - requiring minimal investment, forward planning and ongoing commitment;
- changes in how society perceives and values volunteer contributions to the community, compared to personal benefits that can be gained from a transactional approach; and
- changing expectations about the value proposition Surf Lifesaving clubs should present, and how clubs do (or don't) effectively respond.

In summary, the nature of sport and recreation participation (including Surf Lifesaving activities) is changing, with participation being impacted by:

- increasingly busy and time-fragmented lifestyles;
- a desire for greater flexibility about when and how people access opportunities;
- the cost of participating in organised opportunities;
- significant growth in the range of opportunities available to the community; and
- growth in the availability of other more appealing, alternative opportunities.

Changes in Volunteering

The 2016 [*State of Volunteering in Australia report*](#) shows a national decline in formal volunteering activities over a five year period to 2016, and that informal volunteering is much more prevalent in Australia - consistent with consultation feedback from Club Members. The key findings of this work give insight and guidance on the core issues for deeper consideration in the Club's new Strategy and Business Plans, including:

- a disconnect between the volunteering roles that people are interested in and the roles that organisations are offering;
- misalignment between the sectors volunteers are interested in and the sectors with the most positions advertised;
- consideration that informal volunteering is time willingly given for the common good and without financial gain, taking place outside the context of a formal organisation;

- volunteers are deterred from volunteering because of the lack of flexibility, personal expenses incurred, lack of reimbursement for out of pocket expenses, and burdensome administrative requirements;
- volunteer involving organisations generally lack resources, both human and financial, and this can inhibit their ability to engage volunteers with barriers (people with a disability, people with language barriers etc); and
- volunteers are not getting responses from volunteer involving organisations about opportunities fast enough.

These forces at play impact all surf clubs; and their ability to adapt to meet and exceed these changing needs and expectations is key to retaining and attracting members for the long term.

Member Life Stages and the Surf Lifesaving Member Lifecycle

The age of Members and their life stage also has a significant bearing on their likelihood and ability to participate in Surf Lifesaving activities - so taking into consideration the lifecycle of a Surf Lifesaving Club Member will also be important in the new Strategy and Business Plans.

Different ages and stages present different challenges and opportunities, outlined as follows...

Young People: 15 to 17 years old

VicHealth's 2017 report - [Victorian's Physical Activity Across Life Stages](#), highlights young people experience a significant period of growth with major physical, mental, social and intellectual changes, and emerging independence. Factors such as self-esteem, confidence, personal interests, social and time constraints become influential in their decisions to participate in Club and physical activities, while their growing independence influences engagement with more informal activities - such as gym work, for example.

The Youth Affairs Council of Victoria's 2017 work titled [Victoria Walks – Young People and Walking](#), emphasises that during this period of development - participation in organised sports often decreases - but engagement with informal recreation activities increases as location and social factors become more important to them.

Young Adults: 18 to 24 years old

VicHealth's 2017 report - *Victorian's Physical Activity Across Life Stages*, highlights young adults are often undergoing a period of significant change in their lives, with many completing secondary school and going on to pursue trade qualifications or tertiary studies, starting at work and beginning a career - while potentially also moving out of home and starting serious relationships. Young adults are also often beginning to explore a new-found sense of independence and freedom, which can be a steep learning curve.

Engaging in Club and physical activity may become less important in a young adult's life with work, social activities and studying becoming main priorities. While most young adults recognise the benefits of physical activity, they may sacrifice it to prioritise factors such as sleep, socialising and how they spend their money.

Adults: 25 to 64 years old

Ausplay data from 2019, identifying the top barrier to participation in Club and physical activity for adults aged 25-54-year olds as balancing limited free time between a high number of commitments; while poor health or injury was the main barrier for people aged between 55 and 64 years old.

Women and Girls

SportVic's 2015 [*Inquiry into Women and Girls in Sport and Active Recreation*](#), identifies women and girls may experience specific factors impacting participation in Club and physical activity; including safety concerns, poor self-esteem and/or perceptions of body image, limited role models resulting from a lack of coverage and promotion of female-only activities, inadequate female appropriate facilities, and a lack of females in leadership roles (such as female coaches and administrators).

Further, VicHealth's 2019 [*This Girl Can Campaign Report*](#) identified 50% of Australian women are not exercising enough, and 52% of Victorian women worried about being judged while exercising. Vic Health's [*This Girl Can campaign*](#) aims to increase participation in physical activity by females, and empower them to feel comfortable in their bodies and in public spaces.

The ASLSC does not come at these challenges from a standing start; it has a long history and Culture of innovation and leadership in the sector; is already experimenting with new membership and service offerings; and is making substantial investments in capital works to refurbish its Clubhouse.

- The development of the Club's new Strategy and Business Plans - in conjunction with the refurbishment of the Clubhouse - is an important transition point, launching it into the 21st Century.

Combined, these elements present a unique opportunity to renew and refresh the Club's commitment to its Vision, Mission, Values and Purpose; giving it the confidence required to pursue a set of clear and meaningful strategic directions, and take coordinated action to achieve its goals. But at the centre of this proposition must be a clear focus on meeting or exceeding the needs and expectations of current and future members - as it is their level of satisfaction - that will see membership numbers and participation grow or decline over time.

Club Use and Member Satisfaction

Member Survey results highlight almost 43% of Members only use the Club over the summer holidays, showing the intensity of operations over the Christmas and New Year period.

In contrast, the Club's assets are substantially underutilised for the balance of the year; with 8.5% of Members using them one or more days per week; 6.5% every weekend; 16.3% once a month; 22.3% a couple of times a month; and 3.8% only when on Patrol.

The use of any asset can be considered perishable; in other words - when not in use, the potential value that could be created at that point in time, is lost. It follows that higher use can provide a higher return on assets.

This highlights the potential of emerging ideas involving shared use agreements, a year round program of activities and events, and opportunities for new products, services and experiences that could be developed in alignment with the Club's Vision, Mission and Purpose - ultimately, to create more value for the Club and its Members.

- The question then arises; what uses create value for Club Members, stakeholders and the community? Member satisfaction data provides some key insights to help answer this question, in addition to input from consultation.

Satisfaction survey data highlights that about 80% of Club Members are either satisfied, or somewhat satisfied, with the Club. This is reinforced by a separate survey - highlighting 80% of Club Members felt their expectations were being met.

- However, if people have developed low expectations - they are easily met.

To counter this consideration, the question of value is interesting and important. When asked the question; to what extent do you feel you get value from the Surf Club? - there were a large proportion (approximately 50%) seeking more. When asked to what extent do you think the Surf Club gets value from you? - approximately 63% indicated they contribute less than they perhaps could (or should). This draws out several key points:

- There is no major crisis of dissatisfaction or discontent (excluding outlying positions);
- However, there is a concern and desire for more value to be provided; and
- People would like to increase their engagement, contribution and participation - noting the current service model makes this challenging in context with life in the 21st Century.

The data and consultation show that from the perspective of most Members, the Club is far from broken; on the contrary - it is very strong and successful in many dimensions. But membership is in decline, putting pressure on the Club's ability to consistently deliver high performance. To fix this - a strong focus on value is required.

- By tapping into the changing needs and wants of current (and potential) Members, the Club will be well positioned to adapt its offering to create more value - giving it the best chance of retaining current Members, and attracting new ones - who are able to energise and activate the Surf Lifesaving Club to its full potential.

For example - examining the needs, wants and motivations of Nippers and Nipper Parents through the consultation process has highlighted the importance of ensuring the Nipper program overall is as responsive to the needs of the parents enabling children to participate, as it is to the children themselves, and the Club supporting them.

- Work is now progressing in this area, and if successful - presents significant opportunities to increase value for Nippers and Nipper Parents, while improving recruitment, retention and performance outcomes at the Club.

But to do this in more detail and more effectively across the entire membership base, it is important to attempt to answer the following questions:

- What do people want?; and
- How can we use that to our advantage, given our Vision, Mission, Values and Purpose?

What Do People Want?

At the core of the Club is its Purpose - to save lives and keep people safe on the beach. This is widely accepted as the dominant common sense by everyone involved, and does not need to be contested.

However, consultation has revealed most Members have much deeper, more comprehensive expectations of the Club's role and purpose in their lives. This includes supporting a sense of connectedness and belonging, giving service to the community, developing people, social interaction and having fun, physical and mental health and wellbeing, caring for each other and the environment.

- These expectations and definitions of purpose are not in opposition. Infact, they are symbiotic (mutually supportive), so it is difficult for one to flourish without the other.

The Club ecosystem required to deliver consistent high performance saving lives and keeping people safe on the beach - is fed and supported by the Club Community - which is attracted to and sustained by their need to connect, give service, develop people, socialise and have fun, achieve physical and mental health, care for each other and improve the environment.

- Without these opportunities and interactions the Club's ecosystem can become weak, and delivery of its core purpose difficult to sustain.

Taking this into consideration, the Club needs to be clear on its own Vision, Mission and Values - distinct from its Purpose.

Vision, Mission, Values and Purpose

Purpose:

- To save lives and keep people safe of the beach.

With this in mind, the Club can think more deeply about the Mission, Vision and Values it will use to deliver its Purpose - taking into consideration the needs and wants of the Members that give it the capacity to do so.

This approach taps into the unique needs of the ASLSC community, sets in place shared goals, and a framework for action that is valued, coordinated, and meaningful to its own unique situation and membership. While other clubs might take a copycat approach - their success will be limited by how well it truly aligns with the unique characteristics of their own situation.

Based on extensive consultation and research informing this report, and to support the development of high performance delivering its Purpose - the Club's Mission, Vision and Value statements might be re-drafted to include the following:

Mission:

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

Vision:

- A flourishing club community; where people are well connected, give service, develop to their full potential, socialise and have fun, achieve physical and mental health, care for each other and improve the environment.

At the core of the Club's capacity to achieve this, are a set of values based behaviors required to nurture and develop the ability of people to reach their full potential and flourish in this environment. These have been drafted from feedback gathered during consultation, and can be summarised as follows:

Values:

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 with each other.

We Participate

We get involved, help out, and have a go - valuing opportunities for personal and team development just as much as winning medals.

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 Include

We are proactive getting people involved - demonstrating diversity, equity and inclusion make our community richer in its depth and breadth of capabilities and opportunity.

We Serve

We give as much of ourselves to the Club as we take from it.

We Care

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.

Before passing judgment on these draft statements (which will be further refined in the development of the final Strategy before it is adopted) - readers are encouraged to consider the wider range of insights and themes emerging from consultation and research discussed below.

Ethos and Culture

Building on analysis above investigating the Club's Strategic Context, Purpose, and draft Mission, Vision and Value statements - it is clear that a 'business as usual' approach is not likely to be the answer to fixing core performance, recruitment and retention issues threatening to further diminish the Club's viability; it will need to be brave and experiment with new and different approaches too.

This can be done with a deep respect for the Club's history and heritage. There's no need to 'throw the baby out with the bathwater' - but to protect what the Club has created from the increasing rate and impact of social, economic and environmental forces creating change, will require innovation and adaptation if it is to survive and thrive.

It follows it will be important to stimulate a culture of innovation, adaptability and entrepreneurial behaviour - while also taking action to re-frame (or re-set) expectations for people's involvement in the Club, what it values, and the attitudes and behaviors required for a fair and reasonable two-way value exchange.

- With this approach, the Club can take action to bring together the best parts of its tradition and history, with new opportunities previously impossible or unimaginable to position itself for success in the 21st Century.

Throughout the consultation process, there has been resounding acknowledgement that the strength of the Club Community and its ability to socialise together, build up good rapport and trust with each other, come together to organise, plan and deliver the service elements required for each section to consistently deliver high performance - is absolutely critical.

This position reflects well founded Community Development principles - and involves a conscious effort to holistically build up the Club's capacity from the inside out - rather than being too narrowly focused on building individual section performance from the outside in. The challenge appears to have been that in lieu of the former, the latter has been the default for passionate and driven individuals; which in itself is not a bad thing for sections, but fails to achieve the former - and can in fact drive them apart.

Creating the space and support for this approach to be successful will require a set of both physical and social responses - as follows:

Physical Responses

The new clubhouse building (now under construction) will need to provide the 'shared space' for the community to come together in a relaxed, welcoming and open atmosphere that has appropriate 'casual' amenities such as access to food, drink and entertainment.

- From consultation it is very clear that the dominant view is that while Captain Moonlite (the existing restaurant offering) is acknowledged to be great on many levels, it doesn't achieve this goal - so in addition to its high quality offering, middle (more casual) and lower (informal/kiosk) offerings are also required as a key priority.

Young people also need a space of their own - for young people, by young people - where they can meet, self organise, feel safe, and be unencumbered by the inhibiting culture and behavior of older generations; and supported with access to more equipment and basic amenities.

Further, with the Clubhouse increasingly open for community and multi-use, it will be important that ancillary activities (such as training, retail, other adventure sport uses, school groups, and tourists etc) don't adversely impact the ability of Members to feel welcome, connect in these spaces, and deliver the Club's core purpose.

Social Responses

Re-framing people's expectations to facilitate an effective two-way value exchange, and a clear sense of community and shared purpose will also be key to success. Membership data and consultation highlight that people can be psychologically committed to the Club, as well as geographically committed - but not living locally should not present as a significant barrier.

Being a Club Member is as much a state of mind and commitment to a shared cause and values, as it is to being physically present at the Club year round. This position is analogous with the passion and commitment people might feel towards their favourite football team - even if they don't live in the area where that team is located. Openly adopting this mindset can help unlock growth potential for the Club, and overcome any underlying tension between 'us' and 'them' in context with local vs metro Members.

At a more practical level, increasing the number of local Members is helpful for day to day operations - but should not be a barrier to engagement and participation by others.

Part of the response to assist with greater social connection between Members, could be to design and implement a year round program of formal and informal activities, located in Anglesea, regionally and in Melbourne. This could facilitate much more participation and integration of Patrol, Surf Sports, Training and Development and Club social activities all year round - in several different formats and locations that are more accessible and rewarding.

- Coming together for an intensive 3 weeks of the year just isn't enough to create, build and sustain the Club's 'community engine room' beyond a few deeply committed people (which is unsustainable); so action is needed to broaden and deepen the opportunity for Club Members to connect more often - year round, in multiple geographies and formats.

In context with the Club's new Strategy and Business Plan, discussion about the Club's 'Ethos' and Culture is important - because it helps to move the community's conversation and decision making process away from fixed philosophical positions anchored to narrow views of the Club's purpose and priorities, towards thinking more deeply and broadly about what needs to be done to get the whole value proposition right.

- Working together, the physical assets at the Club and social interactions between Members, key stakeholders and the community - create the social infrastructure underpinning its ability to deliver value to people and high performance.

As summary points, the emerging ethos (or approach) for the Club supporting its Purpose, Mission, Vision, and Values might include:

- We constantly adapt to changing conditions by trying new things, while acknowledging, respecting, and building on the value of our past foundations;
- We seek and expect a two-way value exchange between the needs of the Club and those of its Members;
- We are open, inclusive and respectful in our behaviour and communication; and
- We value and recognise the importance of ensuring our Club Community is healthy, fit and strong as it is our pathway to high performance now and in the future.

The Club's Ethos, Culture and Values are the foundations supporting its ability to succeed or fail in the delivery of its Vision, Mission and Purpose. Collectively, they underpin the Club's ability to achieve high performance in Patrol, Surf Sports and Training and Development - essential to success saving lives and keeping people safe on the beach.

Saving Lives - Keeping People Safe on the Beach

Surf Lifesaving and Beach Patrol

Surfguard Data shows that the Club's ability to consistently field patrols is falling to a relatively small number of committed individuals, and cracks are beginning to show in performance - with the potential for default on patrol obligations significantly increasing in 2018/19.

- Given the Club has a large membership base, this is an unacceptable position and needs urgent attention in the Strategy and Business Plan.

Consultation suggests structural and cultural problems underpinning this challenge.

Structural Challenges and Opportunities

Structurally, the limited number of pathways into Patrol, difficulty identifying and accessing those that do exist, and a lack of coordination between Patrol, Training and Development, and Surf Sports sections - all contribute to this problem.

Culturally, the changing nature of society in the 21st Century is also problematic - as people's needs, wants and expectations appear to be steadily shifting out of alignment with the Club's; reducing their ability and willingness to Patrol.

To address structural concerns - innovation to open up new pathways to Patrol, make them more visible and accessible, as well as better coordination and integration between opportunities and transition points - will all need a sharper focus.

Some examples of responses emerging include (but are not limited to):

- Deconstruction of the entire Patrol process, including deeper reflection on how the Club might redesign it in a way that places the participants' needs at the centre - without compromising the core needs of the general public, the Club and LSV;
- Developing a new pathway through Bronze Award to Patrol for adults over the age of 18, that is separate from Bronze Camp; using the principles of adult learning - such as background study done at home, supported by small group reflection and revision in Melbourne, followed by intensive course work over a single weekend in Anglesea;
- Developing 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;

- Integrating structured leadership development programs across all Training and Development, Surf Sports, and Patrol pathways - with practical experience requirements specifically tied to active duty on Patrol;
- 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; and
- Collaboration with other community service and sporting organisations in the local area to increase the volume of enrolments in the Club's suite of pathways to Bronze Award - investigating mutually beneficial service obligations, skills transfer and dual-membership;

Proactively managing people through development pathways and transition points to Patrol has featured strongly in consultation; but equally - the limited ability of Patrol Teams to then properly support the further training needs and scenarios required to build up experience and confidence in new graduates, appears to also be part of the challenge.

Where Patrol Teams are unable to provide for these needs, an expectation gap is created; resulting with new recruits becoming disengaged (not wanting to come back), and Patrol Teams frustrated and increasingly short of capable and willing volunteers to carry the load.

- To bridge this expectation gap, action from section leaders and managers in Training and Development, and Patrol is required - to ensure integrated forward planning and resources are available to deliver an experience for new recruits and Patrol Teams that is worthwhile for everyone involved.

Achieving this goal is important, not only because it gets to the heart of the Club's ability to develop a wider and deeper talent pool to deliver core obligations, but also to help reinvigorate the Club's Elite Patrol capability - Anglesea Surf Rescue (ASR).

- Carrying much of the load filling Patrols where fewer and fewer people are doing the work, capability within ASR is also now becoming very thin - as people move on, due to changing work commitments, new life stages, frustration, and volunteer fatigue.

Over reliance on ASR to meet the Club's Patrol obligations is counterproductive to the sustainability of both ASR and the Club. While ASR brings an important elite capability (suited to some), giving the impression that Club Members need to be elite to perform patrols may actively discourage them from participation - and burn out those in ASR trying to fill the gap. A more comprehensive approach is to address the need to close the structural gaps at the Club holding back the development of a wider and deeper pool of talent.

Cultural Challenges and Opportunities

It must be stressed that not all issues impacting the Club's Patrol performance are structural in nature - cultural factors also play a big role.

The Club's emerging Ethos emphasises the need to reframe the importance of a two-way value exchange - as consultation and Surfguard Data clearly show the majority of Members are missing in action - either not wanting to contribute, not able to, or they don't know how.

Taking this into consideration, perhaps failure to Patrol should come as no surprise...

- While not everyone can (or should) Patrol, more could be done to strike the right balance between those that have a genuine intention to contribute, and those that don't.

Again - this is not to say that all Members should Patrol - rather that all Members should make a commitment to contribute value to the Club where and when they can; whether by active duty on Patrol, or by some other means to support the Club deliver on its core obligations.

Highly visible leadership will be required at all levels of the Club's operation to put this emerging Ethos 'up in lights' - stressing its importance, redefining expectations, and shaping the dominant Culture at the Club to support two-way value exchange.

- Securing wider commitment to this Ethos will be equally as important as addressing the structural issues required to get Patrol performance back on track - even for those who are only able to contribute to it indirectly; and
 - There are a range of customs and incentive/disincentive mechanisms that could be used to support the Club's efforts to shape behaviour and Culture towards its priority areas and needs...
 - but, these also need to be carefully balanced towards areas where shared interests can be gently encouraged, rather than taking any kind of 'big stick' approach that would get people off side; and
 - getting it right can create more value for everyone involved - even the people that don't want to be active, but are happy to pay more for a service the Club is willing to provide (via differential pricing).

Taking action to rebuild the Club's Patrol performance from a structural and cultural perspective addresses the problem holistically - and recognises the importance of integrating the physical and spiritual components required to sustain and grow the Club and each of its Members to their full potential.

- This approach recognises and responds to the fact that Patrol, Training and Development, Surf Sports and the Ethos of the Club Community are all stronger together than if they were to operate in isolation; with the practical purpose of Patrol - to save lives and keep people safe on the beach - bringing each of them closer together.

Training and Development

Consultation and membership data clearly highlight the need to focus on strategies and actions that can rebuild a productive pipeline of members making the transition all the way through Nippers to Seniors (and beyond) via lifelong learning, participation and development pathways.

In addition to the external factors (discussed earlier) and pressures presented by different life stages making this transition challenging for some - the situation is not helped by the poor visibility of what member development stages and opportunities are available, what is involved, when they take place, why you might want to participate, and how to get involved.

Without these basic 'who, what, where, when and why' questions being clearly addressed, presented, and made highly accessible - it is no wonder people sometimes fail to engage, or are quickly disengage from the training and development pathways available.

- Closing this information gap, including supported decision making and proactive encouragement to progress will be an important response to reinvigorate the Club's membership and overall performance.

Rebuilding Development Pathways

Ensuring people have a clear line of sight through each stage of the development program, where the transition points are, and how to get involved; as well as having role models to aspire to, and people available to provide guidance on the potential career pathways that could open up as a result - are important factors required to build momentum in the program for existing and all new recruits.

Making training and development pathways more tangible, will also enable program leaders to give deeper consideration to the specific needs and wants of the people involved; and how the service design underpinning training and development activities can be adjusted or improved to create more value for them, greater satisfaction overall, and increased retention.

Examples include:

- developing strategies and action plans to specifically meet the needs and wants of the Club's largest cohort - Nipper Parents, in addition to focusing on the program needs specific to their children; and
- designing the Bronze Camp program in a way that is highly responsive to the key needs and wants of the young people involved, but also ensuring it is properly integrated with ongoing training and development pathways - including practical exercises and scenarios specifically programed into patrols, supported by the resources required to make it enjoyable, educational, and worthwhile for everyone involved.

It seems - for a range of reasons - that line of sight, integration and proactive efforts to ensure people transition through training and development pathways fell away for a while; but the work now being done by the Club appears to be on the right track rebuilding this; and should feature strongly as a key component of the Club's new Strategy and Business Plans.

To support this ambition, it will also be critical to ensure...

- a consistent supply of quality and committed volunteers for implementation and training are available; it appears that this is generally a struggle, so creating a larger pool of people (perhaps with an incentive of paid trainers training them) could help to build capacity and support succession planning; and
- re-balancing the Bronze Camp to focus on a manageable (50-60) participants - with a clear emphasis on getting good quality training outcomes and assessment, setting cultural and behavioural standards - while also keeping it fun - will be key; it also needs to be a residential program to ensure appropriate forming/storming/norming activities build social connections, trust and rapport between new recruits to sustain motivation, friendships and involvement over the longer term.
 - Feedback from young people highlights that it is important for them that the camp is fun - or they just won't come; and they value the opportunity to see and participate in the pathways the camp can present, by returning as a leader / trainer etc in future years; and
 - Using volunteer trainers has also been emphasised as a priority up to Bronze level; and there appears to be value in paying trainers to come and properly train the trainers - lifting overall service quality, but also making it more valuable to be involved as a volunteer.

Specialising in Building Our Capability

Consultation has identified an opportunity to strengthen participation and performance in Training and Development capability at the Club, by creating a pathway for people all the way through to elite level - just as there is for Surf Sports and Patrol.

By building a portfolio of three elite streams - the Club could benefit from higher performance across the board, increasing its Training and Development capability, quality and engagement with others specialised in Patrol or Surf Sports. This also provides greater participation and development opportunities for Members who may be stronger in their intellectual and/or practical capabilities, but are perhaps not able to functionally compete in Surf Sports, or Patrol.

Selling Our Member Development Stories

The experiences and personal development stories of Club Members are a powerful tool reinforcing the value of service and participation in the Surf Lifesaving Movement. These can, and should play a very important part in attracting, retaining and encouraging existing and future members to not only get involved, but to also stick with it and thrive.

It is clear many Club Members (past and present) are very well suited and willing to tell their success stories, promoting the benefits of aiming for and achieving great things at the Club, and often as a result - more broadly in life. This appears to be a highly valuable, yet untapped resource, and should be given specific consideration in the new Strategy and Business Plans.

Red Tape, Cost and Administrative Burdens

It appears that constantly changing award and accreditation requirements from LSV (with little or no notice), ever increasing administrative burden, the professionalisation of Surf Lifesaving, and 'red tape' in general - are all becoming extremely problematic - making it very difficult for volunteers to keep their qualifications up to date; and for Clubs to support them with the well planned and properly integrated Training and Development programs they require.

This is not only an administrative nightmare and resource challenge for Clubs, but also presents and increasingly difficult time commitment and financial hurdle for many volunteers, with the costs to consistently re-accredit for multiple advanced qualifications becoming prohibitive. Indications are that this has the following effects:

- Volunteers are failing to requalify as a result of missing key reaccreditation dates, or opting out due the associated expenses involved; or
- Volunteers are going professional or semi-professional, which then limits their ability to participate as a volunteer - as it conflicts with their professional source of income.

Consultation has indicated that support for the coordination of volunteers in general, but also to assist with the management of accreditation deadlines and reaccreditation programming would be of great benefit. In addition - consistent advocacy to LSV and key certifying groups to ensure the bureaucracy does not continue to expand to meet the expanding needs of the bureaucracy at the expense of Clubs and their volunteers - is a key priority, or sooner or later barriers to participation for volunteers will become too high.

Surf Sports

The Club's competition performance is at its lowest ebb in history - requiring urgent attention. For many years the Club's competition performance benefited from a collaborative partnership with the Mentone SLSC. However, since both clubs mutually agreed to go their separate ways, ASLSC has been unable to substantially rebuild its standalone Surf Sports competition performance to fill the talent gap created.

- This history - combined with a rapidly changing Strategic Context where the nature of participation in organised sports is declining in preference for more casual opportunities - requires a dramatic rethink about how Surf Sports participation can be re-energised.

Reflecting more deeply on the Club's Purpose, Mission, and Vision - it is clear that 'winning medals' is not its primary objective. However, given that physicality and Surf Lifesaving prowess is inextricably connected with the Ethos and Culture of the Club, and the skills and confidence it brings substantially support its ability to deliver high performance in core Patrol obligations - Surf Sports has a vital role to play in building and sustaining the Club's ecosystem.

Consultation has also identified four main areas for a specific focus aimed at lifting Surf Sports participation and performance. These include:

- Growing the breadth and depth of the talent pool feeding into Surf Sports;
- Importing people with significant Surf Sports capability;
- Creating a set of specific Surf Sports scholarships for participation and performance;
- Building entirely new recruitment pipelines.

These approaches cover short, medium and longer term horizons; but in unison, are expected to accelerate participation and performance in Surf Sports overall.

Growing Our Own Talent

The dislocation of development pathways, poor line of sight through the various offerings available to Members, and information gaps about why and how to be involved have been discussed in some detail as they relate to improving performance in the area of Patrol.

- Surf Sports is not immune from these same gaps in the Club's development pathway proposition - and also suffers as a result - limiting participation and the ability of the Club to consistently build up its competition performance.

Taking action to make Member Development pathways clearer, both in terms of what, where, when and with who - but also the how and why - will be key to creating a broader and deeper talent pool to draw on in all areas of Club activity. Achieving this goal is not only important to support Patrol obligations; it also creates the foundation for greater participation in sport, and the ability of the Club to identify and develop its top talent.

- Much of this can be resolved through closer collaboration, improved scheduling, and clearer communication about the proposition Surf Sports and the Club provides for existing (and new) Members.

The Club's Ethos and Culture supporting participation as a first priority, is also a key requirement for improving Surf Sports. Fostering a dominant Culture that values participation ahead of winning medals ensures people don't fail before they begin - by not having a go, because they feel intimidated or afraid of being judged harshly if they underperform.

If the dominant Culture is that elite performance is the only thing of real value in Surf Sports, people are more likely to leave it to the experts and not be involved, leaving the talent pool and opportunity for personal development of people in the sport - very thin.

- The Club will need to strike a balance between fostering a dominant Culture of participation and personal development through Surf Sports, and the aspiration for elite medal winning performance;
 - While in an ideal world - both would be achieved - caution should be taken not to discourage participation and personal development through Surf Sports by only recognising and rewarding elite performance.

The ability of the Club Community to rally around and support its Surf Sports talent is important for developing and sustaining participation and improved performance. The commitment of time and resources for participation and competition in Surf Sports can be a substantial barrier for many people, and the Club Community's ability to reduce or remove these barriers is key.

Importing and Retaining Talent

Efforts have been made to bring in or 'import' talent to the Club to increase its Surf Sports competition performance; but despite best intentions and success winning medals - it has proven difficult for these people to 'stick' and become part of the Club Community.

It is likely that the reasons for this are both structural and cultural; where the training, development and programing involved were too isolated from the wider activities of the Club, and as a result - cultural integration and community support fell short. It is reported that in this context - the winning of medals became more of an accolade for individuals, rather than any sign of real capability or status for the Club. The learning from this experience is the need to ensure that 'imports' are brought to the Club on the right terms - taking into consideration:

- the Ethos and Culture of the Club;
- their commitment to the two-way value exchange that makes the Club tick; and
- that they need to be well supported and embedded as part of the wider Club Community.

All these factors are important for retention, and to also express the Club's interest and value in participation - beyond stand alone elite performance.

Surf Sports Scholarships

Consultation has also highlighted new opportunities to support emerging talent identified through the Club's development pathways, that may assist athletes to stick with and develop their Surf Sports capability when they might otherwise go down a different path.

Using the Club's existing network, it may be possible to package 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.

- It is anticipated that for many emerging young athletes, this scholarship or internship program may make the difference between staying local to develop their potential in Anglesea, or moving interstate (QLD) in pursuit of opportunity.

New Recruitment Pathways

The geographic spread of the Club's Membership is a practical barrier to year round training and participation in Surf Sports activities. With 64% of Members (about 1,000 people) living within 20kms of the Melbourne CBD, getting to Anglesea during the week and/or most weekends throughout the year is not only impractical, but also an unrealistic expectation.

- Without a highly visible, well planned and coordinated program of Surf Sports and associated activities closer to home for Members in Melbourne - there is very limited opportunity, sense of shared purpose or connection for them to engage with, outside the intense three week period in Anglesea over the summer holidays.

Reflecting on the Club's Ethos and Culture, strengthening community and participation are highly valued - and with limited opportunities to come together, train and connect more often - this becomes very challenging. The development of a much more comprehensive annual program of activities for Members to engage with throughout the entire year has been a common theme in consultation to bridge this gap, and Surf Sports can play an instrumental role.

Using the concept of a wider annual program to bring together, connect and engage Members more often - the notion of regionally and/or Melbourne based 'hubs' as regular connection points for Members throughout the year, becomes much more realistic. By creating 'ASLSC Hubs' in key locations, that are well integrated with annual programs bringing together Surf Sports, Training and Development, and associated social activities focused on Surf Lifesaving, athleticism, and health and wellbeing - the Club has significant potential to strengthen and develop its community all year round.

- This is not to say that there shouldn't be a focus on Surf Sports training in Anglesea - there absolutely should be - but, without a reasonable response to the geographic challenge presented by where most Members live, the Club will be limiting its potential.

Community at the Centre

There is a resounding acknowledgement from Members that the strength of the Club Community is underpinned by its ability to socialise together, build up good rapport and trust with each other, come together to organise, plan and deliver the service elements required for each of its sections to consistently deliver high performance. This is also consistent with well proven Community Development theory and best practice.

- The social infrastructure available at the Club – such as food and beverage services, and relaxed and informal meeting spaces - are an essential part of the formula required to achieve this goal.

While the existing restaurant offering is great for high end / up market customers – it does not adequately deliver the range of well differentiated offerings and price points required to meet the wider needs of the Club's membership base - which presents a barrier to improving community connectedness and community strength.

- Consultation highlights a clear need for more diverse food and beverage offerings than currently available.

In this context, it will be important to close the gaps in product and service offerings - including:

- A restaurant / café (Captain Moonlite is the existing operator);
- Onsite catering services (new offering);
- A Members bar (new offering); and
- A Members kiosk (new offering - requiring permission from the Landlord)

Acknowledging the link between social infrastructure at the Club, and its ability to build the community connection and strength required to consistently deliver high performance, highlights that achieving a more diverse and accessible hospitality offering is not a superficial exercise, but has a much deeper purpose and strategic importance.

- The Club is using a Request for Proposal (RFP) process to address these imperatives, focussing on the first three dot points above and defining the service offerings required.

With respect to the fourth dot point - Members kiosk - this too is an important part of the Club's social infrastructure needs. Consultation has revealed a strong desire, particularly from families with young children, and younger people in general, to have access to an informal and relatively inexpensive range of food and drinks in a relaxed, casual setting. It is clear that:

- families with young children, and young people in particular, can be quite price sensitive;
- that food and drink available should emphasise the Club's focus on health and wellbeing, as well as environmental leadership on packaging, waste and emissions;

- the lack of any similar offering within a reasonable distance means they have to leave the Club and beach area to get services - which is inconvenient and disconnects them from the Club Community; and
- the next best offering (~800m away) requires people to cross a busy road and dangerous intersection - so children cannot go there unless supervised; a Members kiosk would resolve this problem.

The Club's existing Crown Lease under the Crown Land Reserve (CLR) Act, and the new [DELWP policy statement for occupation and use of Crown land by lifesaving clubs in Victoria](#), permits it to run commercial activities - subject to consent from the land manager, Great Ocean Road Coast Committee (GORCC).

- The Club's Crown Lease was re-signed in 2014 and is valid for 21 years to 2035;
- It already permits the Club to run a restaurant/cafe, members bar, and shop; but the Members kiosk would be a new addition - requiring permission from the landlord (GORCC).

The Department of Environment, Land, Water and Planning (DELWP) policy statement encourages appropriate revenue raising activities by surf lifesaving clubs, recognising the important role they play delivering public good, and the limited opportunities they have for recurrent operational funding.

- In this context, the Club has two main options for running approved commercial operations; it manages the operation itself (or via a contractor to the Club), or it grants a sublease to a third party operator;

In the first instance, the Club must demonstrate Competitive Neutrality - that it is not using its beneficial position to outcompete a local commercial operator. In the second instance, any third party operator must also be awarded the opportunity in an open and transparent process, and the successful business must pay an independently determined market rate of commercial rent proportional to its use of the facilities it occupies.

- It is understood from discussion with the Club President and Vice-Presidents that no third party operators will be appointed, and the Club's intention is to appoint contractors to deliver services on behalf of the Club.

None of these factors present a barrier for the Club developing its service model - but must be kept front-of-mind when making more detailed operational plans.

Meeting Expectations

Throughout consultation, a dominant, clear and strong expectation has been voiced about the need for a Members bar - distinct from the restaurant offering. In this context, it seems unfathomable that the new Clubhouse could open without this expectation being met.

Expanding on earlier discussion about the critical importance of social infrastructure to the Club's ability to function well - the inclusion of a Members bar has clear justification; with a couple of main hurdles to overcome:

1. The current building design for the John Worrell Room (at the Clubhouse) would require some modifications to accommodate service delivery; and
2. Some divergent views initially about the service levels required - which have now been defined more clearly and resolved via the Club's RFP process; this includes...
 - a limited bar menu at an affordable price, on limited days and times; and
 - clear definition of the type and frequency of service to be provided so potential contractors can properly assess, cost and respond to the service specification set by the Club.

Given the importance of the Members bar in the Club's mix of social infrastructure, the substantial expectation Members have that it will be located in the John Worrell Room, and the Club's use of an RFP process to define appropriate service levels - establishing a Members bar as part of the Club's overall offering is a very high priority.

Shared Use of Facilities

The Club will need to actively pursue shared use of its new facilities. This expectation is clearly set in funding agreements, and while it presents many opportunities - the challenge it presents are also significant.

Shared use will have implications for the Club's operational management model, that need to be planned for and supported by Clubhouse infrastructure. Some of the key implications include:

- managing access, safety and security 365 days/year, 7 days/week, over extended hours;
- the staffing and service model design, operating systems and processes required to enable shared use to co-exist seamlessly with ASLSC's activities and programs.

Using the Member's shop as the main service and wayfinding point may be a suitable service option during opening hours, however deeper consideration to after hours access will be required in the Club's facilities and operational management planning. Resolving these challenges will be important, enabling the Club to potentially benefit from:

- greater utilisation 365 days a year, 7 days a week;
- Income from the use of offices, meeting spaces, and training rooms;
- delivery of a year round program of complementary health and wellbeing services, such as yoga / pilates / meditation, and access to the gym (for example);
- casual hot desking and internet/wifi access for members (or others for a fee), so people can operate personal and business operations effectively and remotely while based at the Club - increasing connection, length of stay, and spend per head;
- support for the local school camp, and sport and recreation industry - by providing access to facilities (particularly showers and kitchen) for an appropriate fee;
- expanding the Club's membership base by creating new affiliate club relationships with like minded sporting/outdoor groups such as mountain bike riders or coastal bush walkers etc; who could use the Clubhouse as a base for their activities when in Anglesea for an appropriate fee, day pass, membership (or similar);

Implications for the building in particular, include the need to ensure customer service areas are well designed for opening hours and after hours operations; and building security and access requirements support the operational requirements of staff and volunteers - as well as a range of external users at various times of the day and night.

- A detailed facilities and operational management plan is required to map out and clearly define the overall service design enabling shared use to function to its full potential.

Spaces and Places for Young People

Extending the discussion points already made about the need for, and importance of social infrastructure at the Club - young people have expressed a very clear need for a space to call their own.

Consultation has highlighted the importance of them being able to have a place to 'hang out' and socialise informally - the go to place - where you can turn up as you please and someone will always be there to socialise with; without feeling like older people are cramping their style.

From an infrastructure point of view, what young people want is fairly simple; a space they can do what they want with; that they can fit out themselves with whatever they can find off the street, or in people's backyards - that has character and meaning for them.

They would like access to more equipment, more often - so they can get together with their mates at short notice and get out into the action together, without having to jump through hoops or have older people to tell them to be careful and not damage things (like they are totally irresponsible).

They would also like some basic games and activities land-side, like table tennis or pool etc. so they can do something, while doing nothing - in their own space. Interestingly - not one young person has made it a priority to have video games, a big TV or entertainment systems provided. They seem to either not really want that - or will find some way to get it done themselves.

Access to affordable food and drink is also a very high priority for young people, and they feel that this is currently not being met. The Members kiosk is an important response to this.

- The implications for the Clubhouse include the need to provide a dedicated space for young people, but to give them the autonomy to fit it out the way they want - with minimal input from older people. It also emphasises the need for casual and affordable dining options;
- The Member's kiosk is important infrastructure for young people, giving them convenient and safe access at the Club to quality food and drink at an accessible price point - without having to go into town to get what they want.

Emergency Management

While the Club has no formal emergency management planning, response or recovery roles in the State's Emergency Management framework, Surf Lifesaving is the newest addition to Emergency Management Victoria's (EMV) portfolio of state wide responsibilities.

- Previously under the umbrella of Sports and Recreation, this new designation to Emergency Management Victoria, appears to indicate a shift of emphasis.

It is useful to consider the opportunity this context presents.

As the newest edition to EMV's portfolio, the directions and accountabilities of Surf Lifesaving clubs within the State's Emergency Management framework are now beginning to receive a sharper focus. A more proactive approach to partner, collaborate and lead with other agencies in this environment, could enable the Club to significantly shape the interface of Surf Lifesaving in Victoria with the State's Emergency Management framework and responsibilities.

- Consultation indicates that this approach is very much in the Club's best interests; not only formally because of its lines of administration back to EMV, but also informally because people look to the Club in an emergency situation for support.

Evidence of this was presented by recent bushfires impacting Wye River, where despite specific instructions not to use the Surf Lifesaving Club as a refuge or Place of Last Resort - people did - creating challenging administrative and safety issues for everyone involved.

This example highlights the role Surf Lifesaving clubs play for many communities as connection points in times of crisis (formally or informally) - highlighting the need for engagement and coordination with emergency management planners, first responders, and recovery agencies - before, during and after an emergency situation.

It is clear from the consultation that ASLSC is not as well networked or connected with Emergency Management functions in the region as it could be, making the likelihood of a situation such as that experienced recently in Wye River, quite possible. However, the Club is well positioned to work in concert with other agencies to mitigate this risk.

- By working more closely together to better understand and coordinate the Club's roles and responsibilities in supporting emergency planning, response and recovery activities - it can play a much bigger role keeping people safe, and create more value for the local and regional community; it can also lead the way setting an example and standard for other clubs to follow, who might still be finding their way within the EMV framework.

ASLSC should take a proactive leadership position working with relevant authorities to act on:

- Vegetation management;
- Augmentation of the Clubhouse;
- Education and training; and
- Scenario planning and practice.

Through this work, Club Members and leaders will be in a position to create wider and deeper relationships with Emergency Management agencies such as police, fire, rescue and ambulance services. And, through these deeper relationships not only help to improve emergency management capabilities in the region, but also connect more deeply with members of the local community involved.

- This should also create a range of secondary benefits such as new recruitment pathways, new skills and training development opportunities, hybrid membership types, greater year round use of the new clubhouse facilities, and emergency management focused project leadership opportunities for up and coming Club Members looking to extend their personal and professional capabilities.

Strengthening the Club's role and relationship with Emergency Management functions presents a timely and untapped opportunity to demonstrate leadership, create value for the local and regional community, and enhance Member Development opportunities.

The first step required to make this happen involves working closely with LSV's Regional Lifesaving Operations Officer to connect directly with the regional Emergency Management Planning Group - which includes the regional heads of each agency responsible for emergency management planning, response and recovery.

Building on this first step, developing an Emergency Management Plan that is responsive to the issues and opportunities discussed above will enable clear purpose, direction and coordination to take place; and this can then be used as a template for all Surf Lifesaving clubs in Victoria - enabling them to identify gaps and create action plans that fill in the blanks.

Sustainability and Growth

Environmental Leadership

Consultation has emphasised a dominant view that the Club should take on a highly visible environmental leadership role for others to follow - particularly with actions addressing the issues of Climate Change, adaptation, the impact of visitors and population growth, waste, and the need to protect and regenerate the local flora and fauna.

- It has been emphasised that caring for the environment should be a core focus of the Club's Culture, and it is in a unique position to support activities resulting in protection of the environment through education, action and showing people how they can help.

The Club has a large number of Members, and potentially many more visitors, who don't necessarily understand the key issues and what they can do about them. This presents an important opportunity to engage, educate and inspire them on environmental issues, be a good role model, and shape positive behaviours.

At a practical level, the Club can make an impact in two key areas:

- Proactively reducing its own impact on the environment; and
- Working with partners, visitors and Members reduce the impact of others.

Addressing its own impacts - it may be helpful for the Club to adopt an environmental leadership framework, such the [UNESCO Sustainable Development Goals](#) or [One Planet Living](#) principles, which targets:

- Zero carbon - making buildings more energy efficient and delivering all energy with renewable technologies;
- Zero waste - reducing waste, reusing where possible, and ultimately sending zero waste to landfill;
- Sustainable water - using water more efficiently in buildings and in the products we buy; tackling local flooding and water course pollution;
- Land use and wildlife - protecting and restoring biodiversity and natural habitats through appropriate land use and integration into the built environment;
- Sustainable transport - encouraging low carbon modes of transport to reduce emissions and reducing the need to travel;
- Culture and community - reviving local identity and wisdom; supporting and participating in the arts;

- Sustainable materials - using sustainable healthy products, with low embodied energy, sourced locally, made from renewable or waste resources;
- Equity and local economy - creating regional economies that support fair employment, inclusive communities and international fair trade;
- Local and sustainable food - choosing low impact, local, seasonal and organic diets and reducing food waste; and
- Health and happiness - encouraging active, sociable, meaningful lives that promote good health and wellbeing.

Guided by and building on a framework such as this, the Club has a key opportunity to show environmental leadership in practical ways, including:

- Implement sustainable practices:
 - no plastic straws;
 - get rid of single use take away cups;
 - reduce packaging, and ensure sustainable packaging options where required;
- Ensuring providers contracted to the Club (such as Captain Moonlite for example) also show environmental leadership and sustainable practices; and
- Ensure transparency in the reporting and measurement of environmental performance and progress towards sustainability goals.

The Club also has the opportunity to seek guidance and support from local sustainability groups, statutory authorities such as Barwon Water, government agencies such as DELWP, and its land management authority - GORCC.

In particular, GORCC is in a position to assist the Club engaging the support of community members and children to implement activities such as replanting sand dunes, and developing volunteer programs. This can be done by leveraging its existing range of programs, and its capacity to create bespoke options for training and development.

Working in partnership with GORCC brings together shared interests in connecting more closely with the local community, and making a positive environmental impact; consistent with the Coastal Marine Management Plan addressing Climate Change, adaptation, and visitor and population growth impacts.

- GORCC is open to a more formal partnership with the Club to bring these interests and priorities together - ensuring both organisations can achieve more than if they were to work independently.

Financial Performance, Costs and Revenue

While the Club is currently in good financial position, with no substantial debt, some retained earnings, and a history of budget surpluses; it should also be noted that the recent capital works to upgrade the Clubhouse brings new financial challenges, as well as opportunities.

- With substantial expenditure on capital works (infrastructure) drawing down savings, and a trend towards decreasing income from Membership - there is an imperative for action to generate additional cash flows from existing and new revenue streams, while carefully managing the Club's ongoing operating costs.

Growth tends to challenge liquidity (cash flows) - with new requirements to fund expanded services offerings, additional operational management capability, overheads, maintenance costs, and depreciation.

- The data and consultation show that avoiding this situation is not such a simple choice; as the challenge of addressing the Club's declining membership, and the need to demonstrate more value to Members - would be even more difficult with the Clubhouse falling down around it.

In this business context, the refurbishment of the Clubhouse is instrumental to the future success and sustainability of the Club; but will require an innovative and entrepreneurial approach to ensure its hunger for financial resources can be properly managed and contained.

This presents the usual conundrum; how to create as much value as possible while containing costs and generating more revenue? In response, the Club is in a unique position to tap into new opportunities presented by the visitor economy (tourism), and associated hospitality and retail propositions that are consistent with its Ethos.

Tourism and the Visitor Economy

The new Clubhouse redevelopment has significant potential to be a target destination in its own right for self drive, free independent travelers (the FIT self drive market); and given its prominent location, views, access to the beach and supporting amenity - is highly likely to be a point of interest for tourists (whether the Club encourages this or not).

There is no other location like it in Anglesea. There is also a significant expectation in the funding agreements for the new Clubhouse that it will make a substantial contribution to the visitor economy (tourism).

Appendix C highlights the importance of the Tourism industry to the Great Ocean Road region, which received approximately 6.6 million domestic (overnight and day trip) and international overnight visitors combined, who spent an estimated \$1.5 billion in the year ending June 2019.

Domestic overnight expenditure in the Great Ocean Road in the year ending June 2019 was estimated to be \$987 million (+4.6% year-on-year), with visitors spending an average of \$141 per night and \$373 per visitor. Daytrip visitors spent an estimated \$362 million in the year ending June 2019, an increase of 10.4% compared to the previous year.

International overnight expenditure in the Great Ocean Road was estimated to be \$109 million in the year ending June 2019, a decrease of 3.7% year-on-year.

In 2016-17, tourism was estimated to be worth \$994 million to the region's economy in direct and indirect Gross Regional Product (GRP), representing 15.2% of the region's economy. Tourism generated employment of approximately 11,200 people or 17.8% of the region's employment (direct and indirect jobs).

Purchase of Food Services (\$111m) accounted for the largest industry share of direct tourism gross value added (GVA), followed by Accommodation (\$100m), Transport (\$79m), and Retail Trade (\$62m).

- The challenge/opportunity is to service the level of activity this may bring to the Club in a way that is manageable, without impeding its core Purpose and objectives, and the quiet enjoyment of facilities by Club Members; to find a way that they can coexist in a symbiotic relationship.

Being proactive to accommodate this situation is crucial, so that the Club can be in control of inbound visitors, and how it interacts with them in a way that meets their expectations, and those of its Members. Understanding the broad needs of visitors is an important part of the overall response, and in general terms it is expected that they will want:

- To be guided to where the beach is;
- Take some interesting photos and post them on social media;
- Have some form of tourism experience, related to Lifesaving, the beach and ocean;
- Eat and drink something, and use the amenities;
- Buy something as a memento of their visit to Anglesea and the Surf Club; and
- Gather additional regional tourism information, and/or (potentially) book accommodation required or a tourism experience nearby.

Visitor Experience, Retail and Hospitality

Being proactive to provide an excellent visitor experience can assist the Club to not only effectively manage and control visitor volumes, but also insulate the Club Member experience and core life saving operations - while generating new and sustainable sources of revenue.

- The Members shop has a key role to play here, as the primary entry and wayfinding point for visitors, who will need to be greeted warmly and assisted with their needs - to ensure the Club's name, brand and reputation are honoured, upheld and strengthened;
 - Initially, the Members shop could be staffed by a combination of existing paid staff, as well as volunteers - all properly trained and incentivised to deliver an excellent visitor experience.

Taking a staged approach to growth, will also provide a low risk opportunity to experiment with this model - allowing revenue potential to be tested and built up over time; and as the potential is proven/disproven, the Club can then consider longer term commitments to paid staff to take it to the next level (if required).

- The specific implications for the Clubhouse include the need to ensure effective point of sales and merchandising fit out are in place, staff are able to operate safely and effectively from the customer service areas, that stock and takings can be properly secured, and basic tourist information can also be provided after hours; and
- Some adjustments to the existing building, including security screening may be required.

The Members kiosk will also play a key role, meeting the immediate hospitality needs of visitors and Members looking for casual food and beverage options. The Club should also have a good case for permission to operate a Members kiosk, including:

- The strong need to provide a casual food and beverage option for Members and the community in a safe, controlled, and family friendly environment;
- The lack of any similar offering within ~800 meters, where alternatives beyond this require children to cross a very busy road and dangerous intersection; and
- The importance of this offering to the development of social infrastructure underpinning the Clubs performance - which is a key strategic priority.

Given the volume of Club Members and visitors whose needs remain unmet, and the strong demand for a casual food and beverage offering voiced in consultation - the revenue potential for the Members kiosk is considered substantial.

Bringing together the discussion on the Members shop and Members kiosk; the Club is encouraged to view them from multiple perspectives; firstly, they both perform important tasks assisting it to build, deliver and manage positive visitor and Member experiences; and second, if done well - they have significant revenue potential.

- But, to realise the productive capacity of these assets, the Club will need to invest in the fit out of both to function properly; and then take a staged approach to the operational and staffing requirements needed to build sales volume and value (spend per head).

The development of these enterprises will require some low fidelity and low risk experimentation and learning at first, as the foundation for the development of more detailed business case (including financials) underpinning the emerging business model - particularly where additional staffing and operating hours might be required. Key areas for consideration include:

- The viability of peak season, shoulder period, and off peak service offerings, in context with market size / visitor volumes, and other options available locally; and
- Taking into account the full and true cost structure and return on investment of each enterprise - giving consideration to the equitable distribution of operating costs, cost of goods sold, overheads including the cost of capital, depreciation, equipment and maintenance etc.

Leadership, Management and Governance

The dominant view from consultation gives recognition to the fact that the Club is actually quite a complex organisation compared to other community, not-for-profit and sporting clubs; due to the diversity of its operational requirements, age range of Members, areas of special interest, and the span of activities required to deliver its Purpose. The Membership base is also quite large in number, and widely distributed with a majority living in Melbourne.

- The Club is also a volunteer organisation that tries to be professional; and while it has led the way in Victoria with the introduction of some paid staff - the majority of its capability and performance is delivered by volunteers.

Bringing these characteristics together (complexity, scale, distribution, and dependence on volunteers), it is no wonder there is significant variation in the ability of Members to perform leadership, management, administrative and governance roles; and to a degree - this is problematic in pursuit of high performance.

Leadership and Management Capability

It appears that high variability in leadership, management and governance capability creates a consistency issue at all levels of the organisation - leaving people confused and unsure of the standards required, how they measure up, what their development pathway as a manager or leader might be at the Club, and what place and responsibilities they have within it. As a result, it is easy for dominant habits and behaviours to form that don't reflect good practice - but are accepted and normalised because they go substantially unchallenged over time.

This is not to say that the Club has a leadership problem - far from it - as there is a significant pool of highly talented, experienced and capable leaders and managers who are already active Members of the Club. However, there is no clear or consistent approach to Leadership Development at the Club, or its approach to upholding and supporting the standards expected of people performing leadership and management roles. It is all rather adhoc - which is not unusual for volunteer organisations, but does become problematic at scale.

Consultation has highlighted a range of symptoms arising as a result, such as:

- Individualistic approach to getting things done;
- Lack of direction and shared purpose;
- Unresolved personality clashes and/or conflict based on differences of opinion;
- Factionalism and/or covert leadership seeking to undermine people and their agendas;
- Inability to stay focused on key priorities;
- An overtly male-dominated representation and culture;
- Low levels of empathy and/or poor people skills;
- Normalisation of micro and crisis management;
- People feeling pressured, intimidated, bullied, excluded, undervalued, or unwelcome;
- Reward and recognition based on tenure, loyalty and friendships - rather than capability, potential, and evidence of performance.

While confronting - this list does not reflect a dominant culture at the Club. But, it is a clear warning sign that action is required to ensure these behaviours do not become normalised as examples of what is expected or required to get things done. It is difficult enough to attract and retain people, without expecting them to also operate in an environment like that.

In strong contrast to these behaviours, there are countless examples of leadership and management success stories at the Club - including past and present Members. The challenge appears to be finding a way that these positive examples shine and dominate over others in the Club's narrative about what it values and expects from people.

- Developing a consistent and structured approach to showcase, teach and develop contemporary leadership and management skills at all levels of the Club, and in all sections, should provide a framework setting clear standards and expectations for all.

Supporting the development of leadership and management capability at the Club is the role of the entire Club Community - not just a select few. Earlier discussion on the importance of the Club Community, and its Culture, Value and Ethos as the engine room fueling its success, are entirely relevant to how the Club approaches the growth and development of people in leadership and management positions. This suggests there is an important opportunity for key leadership and management positions to be more formally coached, supported and mentored throughout their leadership journey in a more structured way - rather than letting it happen organically (or by chance).

- A more formal approach to leadership development and management capability, as well as more structured mentoring and coaching support will be important to making the challenge and opportunity of leadership and management at the Club more appealing, effective, and sustainable.

Leadership on Diversity and Gender Equity

Proactive leadership to increasing diversity will play an important part in the Club's future; not only to better balance out the dominant representation of middle and older aged white males in positions of power and influence at the Club, but also as a core response to meet [Vicsport's gender equity requirements](#) for a minimum of 40% representation of women on Boards for sporting organisations receiving State Government funding.

In this discussion it is also helpful to consider one quarter of the Australian population were born overseas; the fourth highest proportion of any nation in the Organisation for Economic Cooperation and Development (OECD) grouping, and double the OECD average of 12%.

- To ensure the Club's membership and representation reflects the contemporary face and values of society, a proactive effort to seek out, attract and make welcome a more culturally and linguistically diverse (CALD) membership base is required.

Increasing social and cultural diversity across all levels of membership, representation in positions of influence and decision making, and achieving gender equity at Board level - must be a core priority for the Club in the 21st Century; not just as a matter of compliance, but also as a core foundation bringing it closer to the needs, wants and interests of a contemporary society in the 21st Century, and to build a well rounded capability enabling high performance.

Good Governance

The Club is in a fortunate position to have a group of Board Members with deep expertise in the core financial, risk, and legal obligations underpinning good governance. Infact, it is reported that it has a reputation as one of the best performers in the sector for its prudent financial and risk management capabilities. Recently, this has been consolidated further with updated policies and procedures strengthening controls at all levels of the organisation.

But more widely across the organisations, there appears to be a general lack of understanding about the role of the Board and Directors, their obligations, and boardroom conventions used to operate effectively - which sometimes results in:

- Expertise being held in silos, limiting opportunity for Board Member development;
- People applying effort and concern to pet issues or individual interest, but not more broadly to the wider issues affecting the Club;
- Frustrations when decision making processes and governance principles get in the way of individual priorities and interests;
- People feeling they have not had an opportunity to be heard or express themselves properly due to the dominance and conduct of others at the table;
- Board Meetings taking much longer than they should due to lengthy discussion and work being done in the meeting, rather than prior to it;
- People feeling disengaged, disconnected, or disenfranchised from the people and process representing them around the boardroom table;
- Limited visibility/transparency creating gaps in communication between the Board and Club Community about what decisions have been made and the key reasons why; and
- High turnover of Board Members and people in senior leadership and management positions due to higher than anticipated workloads, expectation gaps about the role they signed up for and processes involved, and frustrations with conflict and politics in play.

These symptoms make the challenge of good governance, leadership and management at the Club more challenging than they ought to be. Building a stronger understanding throughout the whole organisation of the legal and governance obligations of Board Members, as well as boardroom conventions, can play an important role supporting improved performance.

- It is likely that within the Club's existing network the capability exists to provide a more structured effort and focused approach to lifting people's understanding of governance principles and practices; but if not - this expertise should be brought in from the outside.

Achieving this on a consistent basis can assist to reduce conflict, increase focus, efficiency and trust, set clear expectations for Board Members and others about what their role is (and isn't), temper wild ambitions and behaviour (if necessary), and build a more ethical and inclusive governance foundation for the long term.

- A focused effort to build a broad and deep trifecta of leadership, management, and governance capability, will strengthen the position of the Club to go about its business in a more consistent, inclusive and transparent way - supporting high performance.

There is strong support from the Club Community for the development and implementation of a more formal Skills Matrix to assess the suitability of people wanting to be on the Board, and to ensure a balance of skills and experience are well represented around the boardroom table.

It will also be important to take action to meet [Vicsport's gender equity requirements](#) for a minimum of 40% representation of women on Boards for sporting organisations receiving State Government funding; while also seeking a more balanced representation of different age groups and cultural backgrounds in general terms - so the Club can benefit from far greater diversity.

The Board has taken the initiative to use steering committees to support its decision making processes in recent times. This has resulted in an increasingly inclusive approach, drawing on a wider pool of skills, experiences and key points of interest - particularly in respect to the new Clubhouse redevelopment, and Youth and Member Development program redesign activities.

- Consultation has highlighted strong support for the use of sub-committees informing Boardroom decision making processes. Not only does it create a more inclusive process, it also helps to reduce the burden of work on individual directors, and opens up leadership, management and succession planning opportunities.

Deeper consideration of diversity, representation, and how best to structure a portfolio of steering groups and other engagement activities to more effectively support the Board's capacity to make informed and inclusive decisions should be a priority. As the final Strategy and Business Plan emerges - the structure of steering groups, staffing, resources and supporting activities will become more clear.

Paid Staff and Volunteers

Consultation has revealed philosophical and practical considerations relating to the use of paid staff. While the Club has been a pioneer and leader in the use of paid staff, it is clear that the distinction between when work should be done voluntarily, and when it should be paid - is not always as clear cut as people might like it to be.

- As the Surf Lifesaving sector becomes increasingly professionalised, and the burden of administration, time and cost to keep up skill levels and accreditation continue to rise - so does the challenge of running a relatively complex organisation with volunteers.

Philosophically, consultation suggests a dominant position that paid staff should only be used where it is impractical or unreasonable to expect volunteers to do it; as volunteering is central to the Club's Ethos and method of building a strong community and culture. Using paid staff outside these boundaries, can undermine the Club's cultural and community foundations - so caution and discretion in the use of paid staff is required.

Taking into consideration the changing context in which the Club must operate, including increasing professionalism of the sector, factors limiting peoples' availability and commitment to volunteer hours, adversity to risk and administration - from a practical perspective paid staff can add a lot of value carrying workloads and responsibilities that volunteers are increasingly unable to do themselves.

Core functions enabled by paid staff include:

- business operations such as finance, administration, compliance, facilities support, communications and marketing; and
- highly specialised or advanced training and development activities.

The Club also uses a range of contracted staff who deliver services on its behalf, such as cleaning and maintenance, food, beverage and hospitality services.

- The evolution of the Club's staffing model will need to be responsive to its Strategy and Business Plan, potentially adapting to support the main requirements needed for successful implementation.

Consultation has highlighted interest in a General Manager (GM) position to support the evolution of the Club to reach new horizons - with the intent of freeing Board Members from day to day operational activities so they can focus more attention to governance, strategy and leadership. This concept also aims to bring a greater scale of effort and capability to the Club so it can focus on achieving transformational outcomes that might be well beyond its ability using volunteers alone.

While the concept of a GM at the Club has strong support, it is also widely acknowledged this role would require a very experienced and highly capable person, commanding a substantial salary. It follows, for this approach to be successful - the position would need to be inextricably linked to achieving new revenue targets, requiring candidates to have extensive and proven commercial acumen, as well as leadership and management credentials, and Surf Lifesaving sector capability.

- The concept of a GM at the Club could be transformational (if done right), but it also presents a significant risk if that person fails to perform or becomes so crucial that the Club is overly dependent on them. But, this could be addressed with deeper consideration of succession planning arrangements, and some shared leadership responsibilities between a cohort of paid staff at the Club.

Another priority to emerge in consultation is the need for a Volunteer Coordinator (VC) - creating a central point of contact and specific accountability for mapping volunteer skills and capabilities, identifying and scheduling key tasks and roles required to be filled, and proactively matching them.

Consultation has consistently highlighted the challenges people face finding out how to get involved with the Club, and how they can learn more about what they can do to help. All the while, sections report it is often difficult to secure volunteers and no one is available or prepared to step forward and help. Perhaps the reality lies somewhere in the middle of these two propositions, but a concerted effort to close this information gap is expected to be an important step and shouldn't be left to chance.

- There does appear to be a real disconnect between the supply and demand for volunteers at the Club, and a Volunteer Coordinator (VC) role could play an important and proactive role fixing this situation.

The need for resources to assist with the coordination, administration and delivery of Training and Development activities has also featured prominently in consultation. The concept of a Training and Development Coordinator (TDC) acknowledges the burden faced by most Club Members keeping record of qualifications, and ensuring they are best positioned to access requalification opportunities before they lapse - is increasingly challenging.

The scale of the task required to support these functions appears to be beyond what could be reasonably expected of a volunteers; and it has been proposed a TDC could add additional value by also delivering an advanced training function. This could potentially build the Club's overall capability for Training and Development by training its trainers, and delivering advanced or specialised programs on an ongoing rolling basis. It might also create a new revenue stream by attracting Members of other clubs to attend training programs delivered by ASLSC.

While all these concepts present an interesting proposition, deeper consideration of paid staff priorities will need to take into consideration how they primarily support implementation of the new Strategy and Business Plan (structure follows strategy), and how they would be sustainably funded. Consultation has highlighted interest in the following functions as paid roles:

- Operations (Ops) - such as finance and accounting, administration and compliance, facilities support, communications and marketing;
- General Manager (GM);
- Volunteer Coordinator (VC); and
- Training and Development Coordinator (TDC) - including delivery of advanced and specialised programs.

The prioritisation and capacity for these roles will be considered further in the Strategy and Business Plan development process, including their overall interaction with and contribution to the Club's operational efficiency, the service needs of Members, and revenue requirements.

Conclusion and Next Steps

The extensive interviews and data underpinning analysis in this report draw out a set of key insights for consideration in the development of the Club's new Strategy and Business Plans. Overall, these can be summarised as follows:

- External Value Proposition gap...
 - 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.
- Internal Capability gap...
 - 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;
- Vision/Culture/Strategy gap....
 - The lack of an effective framework for the development of a dominant Culture and Values supporting implementation of a shared Vision and strategy, results in competition between subcultures pulling in different directions.

These 'Strategic Issues' or key insights, represent the symptoms resulting from weaknesses in the Club's overall ecosystem, and illuminate areas for focus in the new Strategy and Business Plans. In particular, the importance of....

- Revisiting and reinvigorating the Club's value proposition (VP) in context with its core purpose and the changing needs of key stakeholders, current and potential Members;
- Strengthening the Club Community as the foundation element required to rebuild key pathways and capability in Patrol, Surf Sports, and Training and Development; and
- Engineering a dominant Culture based on well defined values based behaviours that clearly support effective leadership and management effort to implement a shared Vision.

The development of more specific responses to each of these areas will be the focus of the new Strategy and Business Plans, taking into consideration the more detailed elements of the ecosystem explored in each theme area of this Research Report.

Appendix A - Membership Numbers, Distribution and Surf Patrol Performance

1576 Members (28 March 2019)

- **64%** within 20kms of Melbourne CBD, (approximately 1,000 Members)
- **13%** of Members from Anglesea, (approximately 202 Members)
- **320** Members qualified to patrol

65% of qualified Members did patrols in 2018/19, (207 people)

- 58% (187 people) did 5 or more hours...
- 38% (121 people) did 10 or more hours...
- 27% (87 people) did 16 or more hours...
- 17% (55 people) did 24 or more hours...

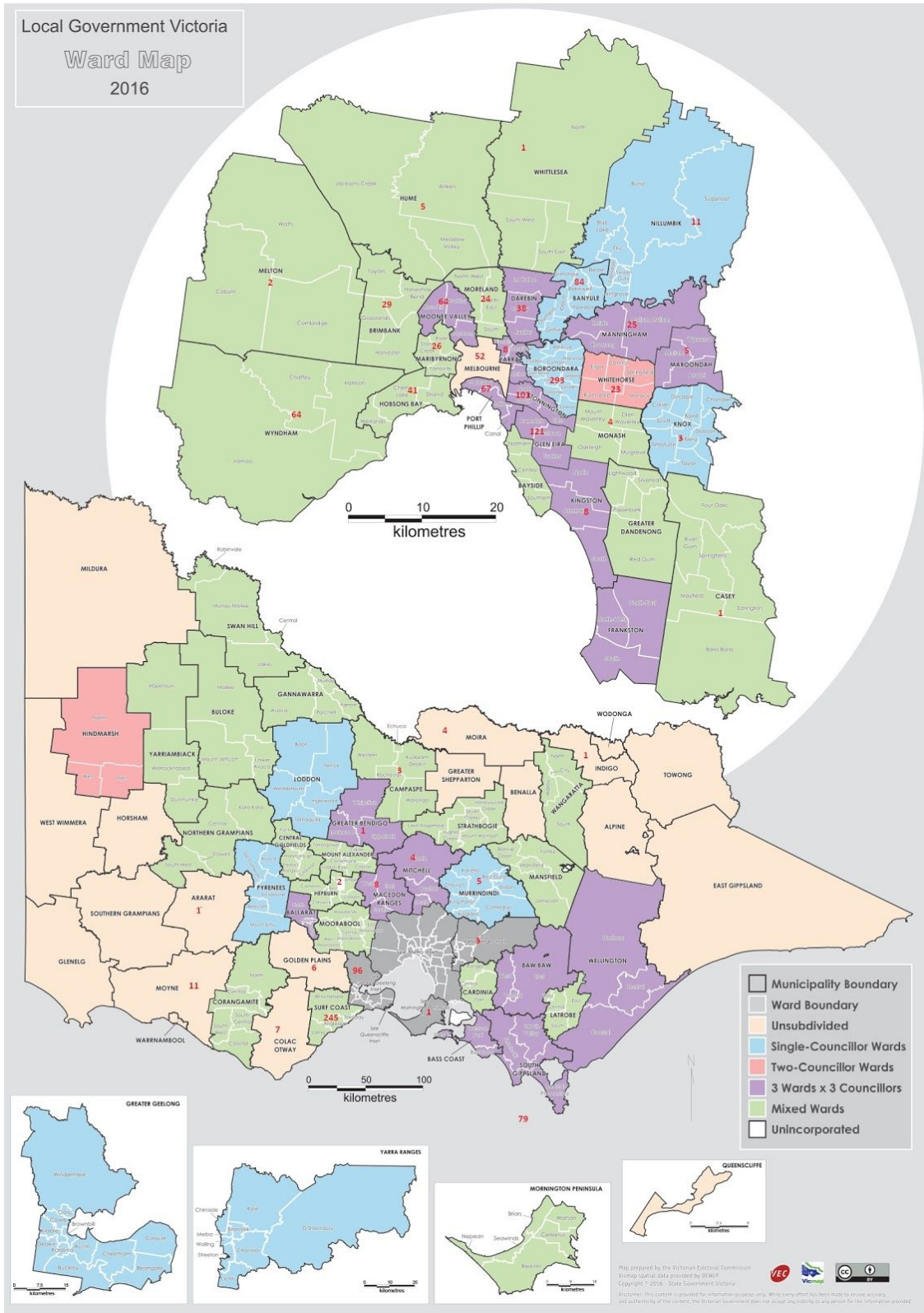
3,634 voluntary hours patrolled, 2018/19

48 days patrolled, 2018/19

- 21 half days
- 21 full days (Sundays)
- 6 public holidays

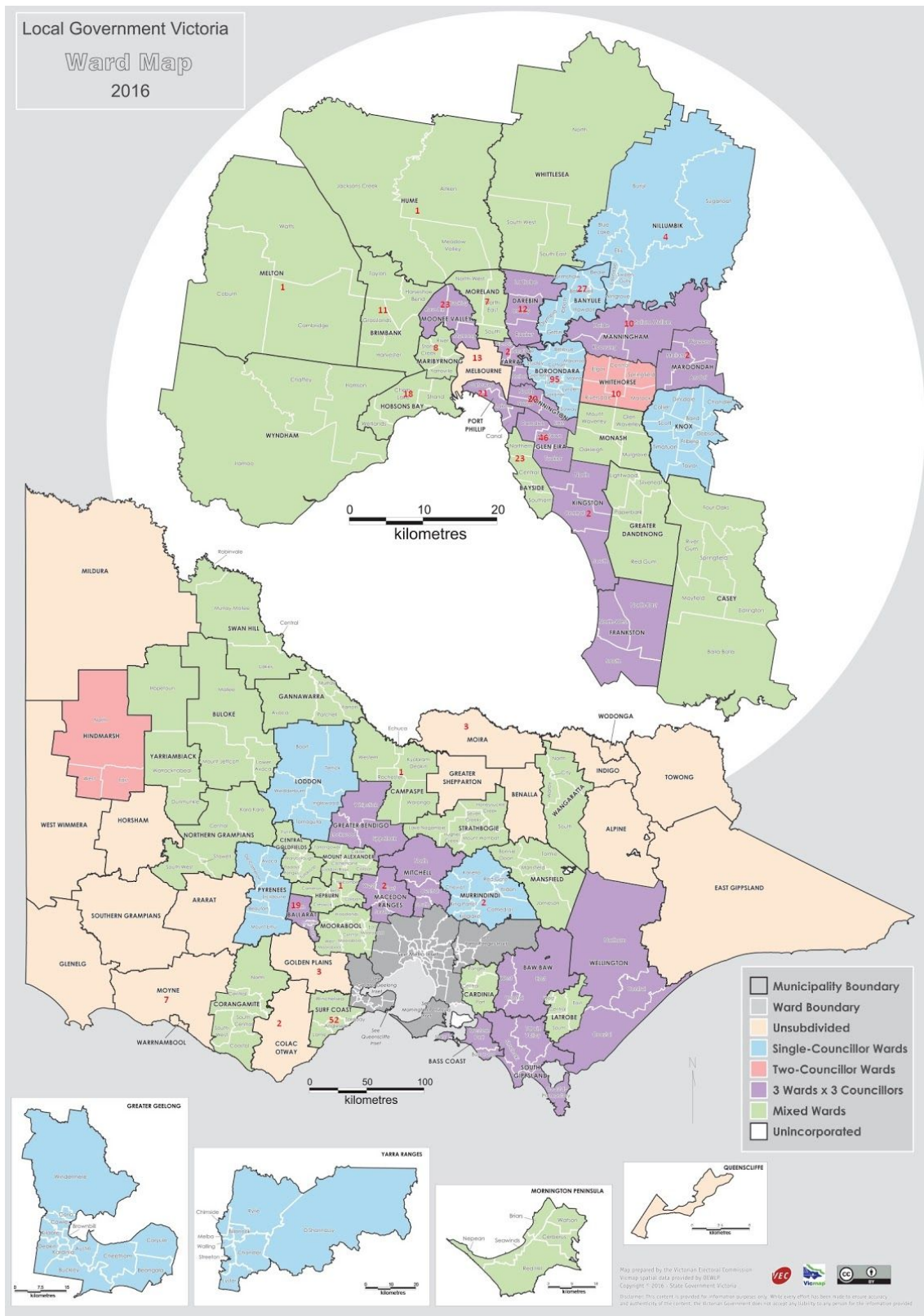
Source: ASLSC Surfguard Data, 2018/19

All Members by Municipality, 2018/19



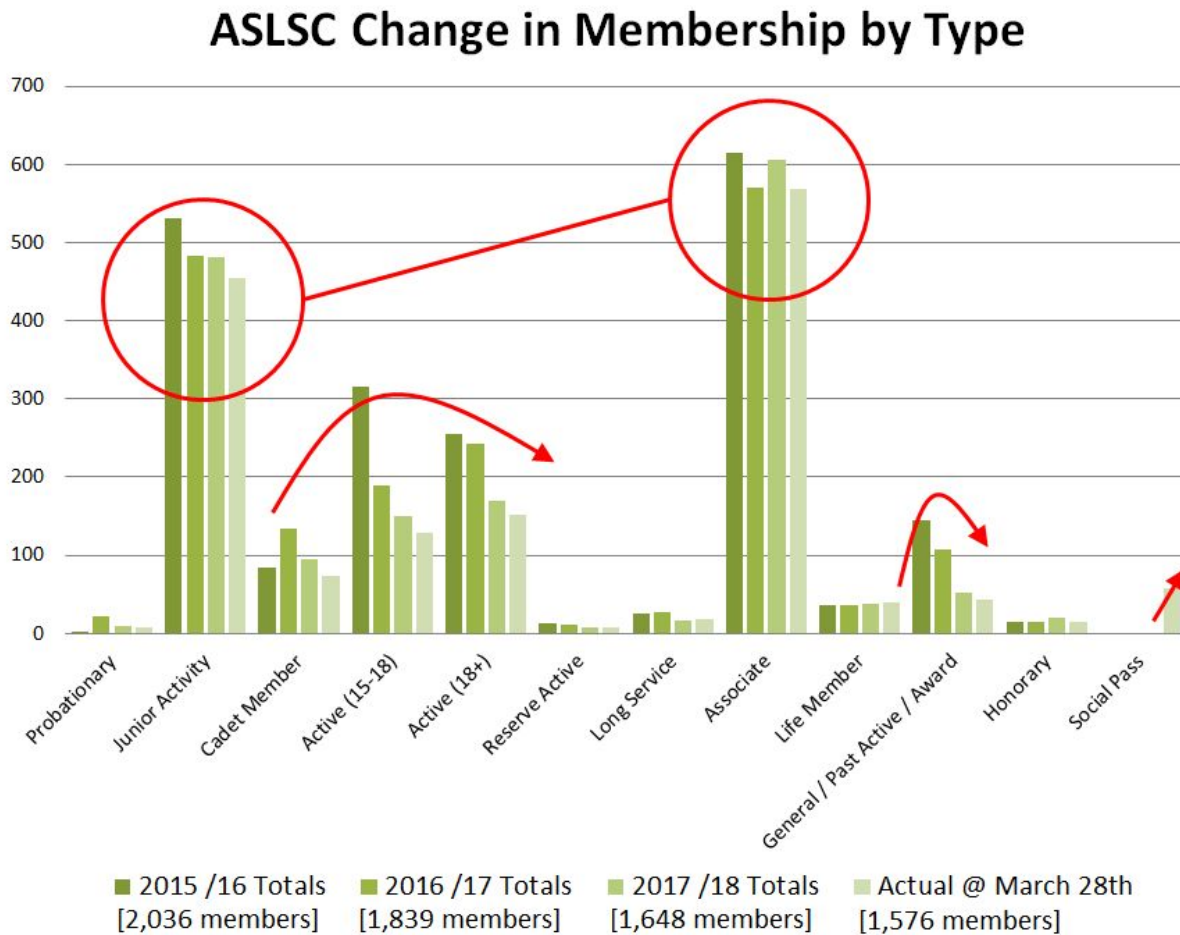
Source: ASLSC Surfguard Data, 2018/19.

All Nippers by Municipality, 2018/19

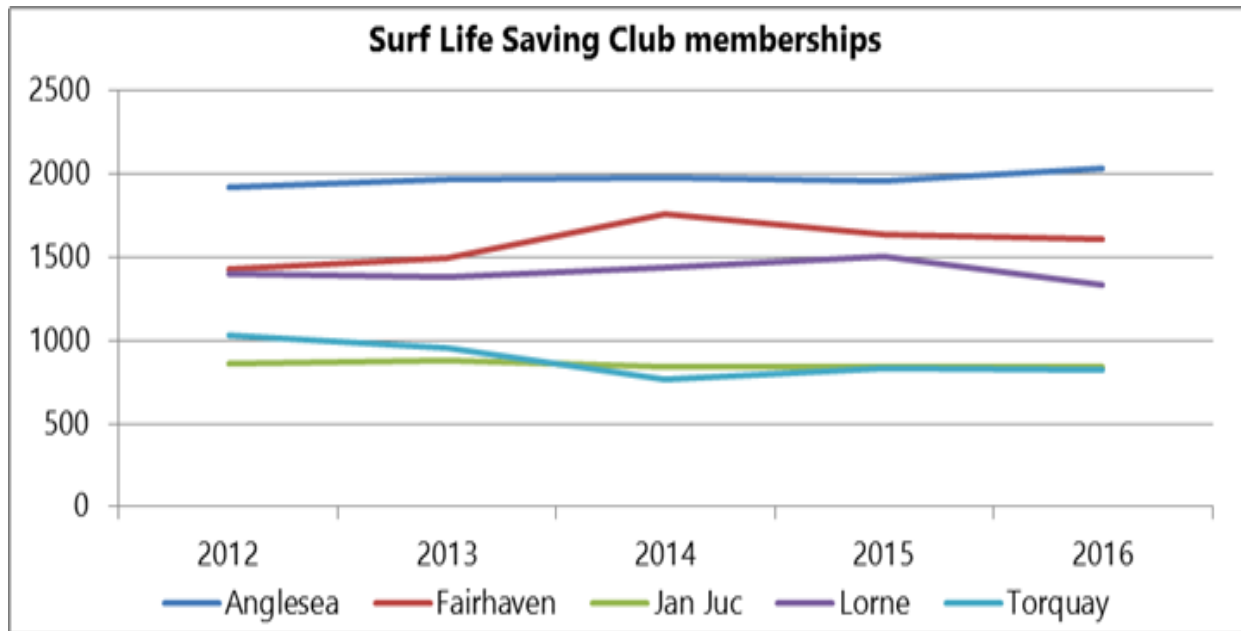


Source: ASLSC Surfguard Data, 2018/19.

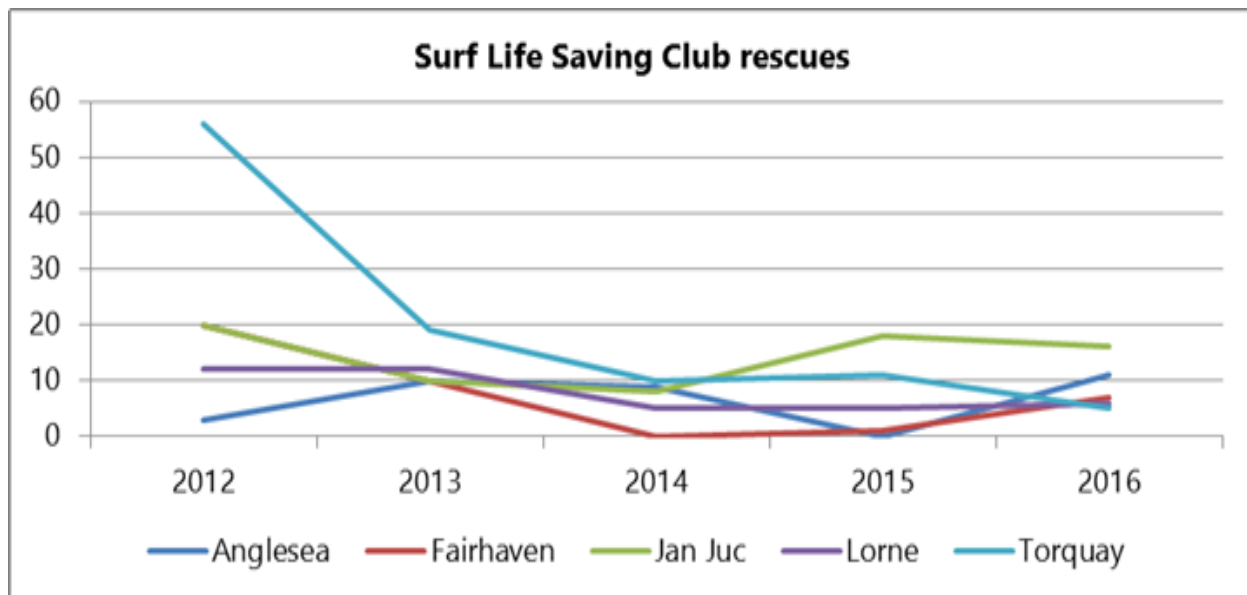
Appendix B - Change in Membership and Comparative Data



Source: ASLSC Surfguard Data, March 2018/19.



Source: Data available from the Annual Reports of respective Surf Life Saving Clubs



Source: Data available from the Annual Reports of respective Surf Life Saving Clubs

Appendix C - The Value of Tourism in the Great Ocean Road Region

Tourism is an important industry for the Great Ocean Road. The region received approximately 6.6 million domestic (overnight and day trip) and international overnight visitors combined, who spent an estimated \$1.5 billion in the year ending June 2019.



GROSS REGIONAL PRODUCT

GRP	% OF ECONOMY
\$994M ▲ 17.4%	15.2% ▲ 1.2%pts

VALUE OF TOURISM

In 2016-17, tourism was estimated to be worth \$994 million to the region's economy in direct and indirect Gross Regional Product, representing 15.2 per cent of the region's economy.



TOURISM EMPLOYMENT

JOBS	% OF ECONOMY
11,200 ▲ 16.1%	17.8% ▲ 1.8%pts

Tourism generated employment of approximately 11,200 people or 17.8 per cent of the region's employment (direct and indirect jobs).



DOMESTIC OVERNIGHT

SPEND	VISITORS
\$987M ▲ 4.6%	2.6M ▲ 14.8%

DOMESTIC OVERNIGHT SPEND

Domestic overnight expenditure in the Great Ocean Road in the year ending June 2019 was estimated to be \$987 million (+4.6 per cent year-on-year), with visitors spending an average of \$141 per night and \$373 per visitor.



DOMESTIC DAYTRIPS

SPEND	DAYTRIPS
\$362M ▲ 10.4%	3.7M ▲ 15.5%

DOMESTIC DAYTRIP SPEND

Daytrip visitors spent an estimated \$362 million in the year ending June 2019, an increase of 10.4 per cent compared to the previous year.



INTERNATIONAL OVERNIGHT

SPEND	VISITORS
\$109M ▼ -3.7%	251,000 ▲ 14.5%

INTERNATIONAL OVERNIGHT SPEND

International overnight expenditure in the Great Ocean Road was estimated to be \$109 million in the year ending June 2019, a decrease of 3.7 per cent year-on-year.

Source: Great Ocean Road Regional Tourism Summary, Year Ending June 2019;
https://www.business.vic.gov.au/_data/assets/pdf_file/0009/1844883/Great_Ocean_Road_Regional_Summary_year_ending_June_2019.pdf

GREAT OCEAN ROAD VICTORIA

SUMMARY OF RESULTS	2016-17	CHANGE ON 2015-16
TOURISM CONSUMPTION (\$m)		
Total tourism consumption	1,711	▲ 17.2%
TOURISM GRP (\$m)		
Direct	495	▲ 18.7%
Indirect	498	▲ 16.1%
Total tourism GRP	994	▲ 17.4%
Tourism's direct share of GRP (%)	7.6%	
TOURISM GVA (\$m)		
Direct	440	▲ 18.6%
Indirect	431	▲ 16.9%
Total tourism GVA	871	▲ 17.8%
Tourism's direct share of regional GVA (%)	7.2%	
TOURISM EMPLOYMENT (persons)		
Direct	8,296	▲ 15.9%
Indirect	2,873	▲ 16.5%
Total tourism employment	11,169	▲ 16.1%
Tourism's direct share of regional employment (%)	13.2%	

HOW DO I READ THIS TABLE?

- In 2016-17, direct tourism GRP in the Great Ocean Road was worth \$495 million (▲ 18.7% compared to 2015-16). This was 7.6% of the region's total GRP.
- Indirect tourism GRP was worth an extra \$498 million to the Great Ocean Road economy
- So, in 2016-17, tourism (both direct and indirect) was worth \$994 million to the Great Ocean Road economy.

What is **tourism consumption**?

- The total value of goods and services consumed by domestic and international visitors in Australia

What is **direct contribution**?

- Money spent directly in the tourism industry – with no tourism industry this money wouldn't be generated, or these people wouldn't be employed.

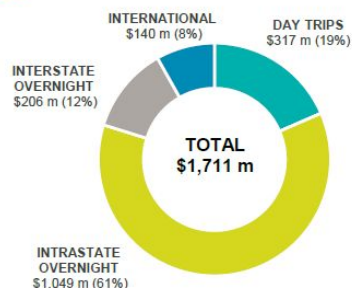
What is **indirect contribution**?

- The flow-on effect of the tourism industry. In the Great Ocean Road, every dollar spent in the tourism industry, created additional value elsewhere in the economy.

Why do we use **GVA**?

- GVA allows easier comparisons across industries. GVA is equal to GRP minus taxes.

SHARE OF REGIONAL CONSUMPTION



INDUSTRY SHARE OF DIRECT TOURISM GVA



TOURISM'S DIRECT CONTRIBUTION TO EMPLOYMENT

	DIRECT
FULL TIME	3,685
PART TIME	4,606

Source:

Tourism Research Australia, Great Ocean Road Regional Tourism Satellite Account 2016-17,
<https://www.business.vic.gov.au/tourism-industry-resources/research/economic-significance>

End Note

This report was written by [The Geelong Consulting Group](#), in partnership with and on behalf of the Board and Members of the [Anglesea Surf Life Saving Club](#), November 2019.

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END