Aquatic Sport Administration Review

REPORT
July 2018

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President's Foreword

Aquatic Sport is a foundation pillar of a strong lifesaving movement. It engages and retains our members; helps to build team spirit and a sense of belonging; it is fun and offers moments of glory; and, perhaps most critically, it helps our members build their core lifesaving skills. It helps ensure we are rescue ready.

The Board of Life Saving Victoria is therefore keenly interested in a vibrant and growing sport in our movement. Which is why we initiated the Aquatic Sport Administration Review. We wanted to seize the opportunities to change and grow. And we wanted to learn from, and try to fix the things, that frustrate members and officials.

The Review was undertaken by the Sport team during the last financial year and has resulted in the presentation of a comprehensive set of recommendations and the development of a two-year Work Plan to implement the Review's recommendations. I believe this now sets a clear direction for Aquatic Sport now and moving forward.

Aquatic Sport is an area our members are passionate about and we're keen to address the issues that were raised and to outline our future investment commitment, both financial and resourcing.

I wish to acknowledge the work done by LSV staff, the Aquatic Sports Executive and the many members who provided their feedback and ideas as part of the process.

Yours in lifesaving,

Tom Mollenkopf
President

Summary of the Review

Aquatic Sport (Sport) is an important facet of lifesaving that is ingrained in our history and culture. It provides an opportunity for our lifesavers and future lifesavers to enhance their skills in lifesaving while enjoying competition between members and clubs. With over 14,000 competitors, 300 volunteer officials and 100 coaches per year across disciplines including beach, pool and inflatable rescue boat (IRB) racing, Sport has strong patronage from our membership. Sport carnivals also enable our single biggest congregation of members, with some events exceeding over 2,000 members as competitors, officials and supporters.

There has been growing feedback from our members about frustrations in Sport. Aligned to this feedback, the LSV Board identified the need to increase the member experience and satisfaction in Sport as a strategic priority for LSV. As a first step, the Board commissioned this Aquatic Sport Administration Review (Review).

The Review, undertaken by the Sport team, commenced in October 2017 and concluded in July 2018 with this report to the Board. The phasing of the Review included a member input period that was carried out during the 2017-18 summer season - see Appendix A.
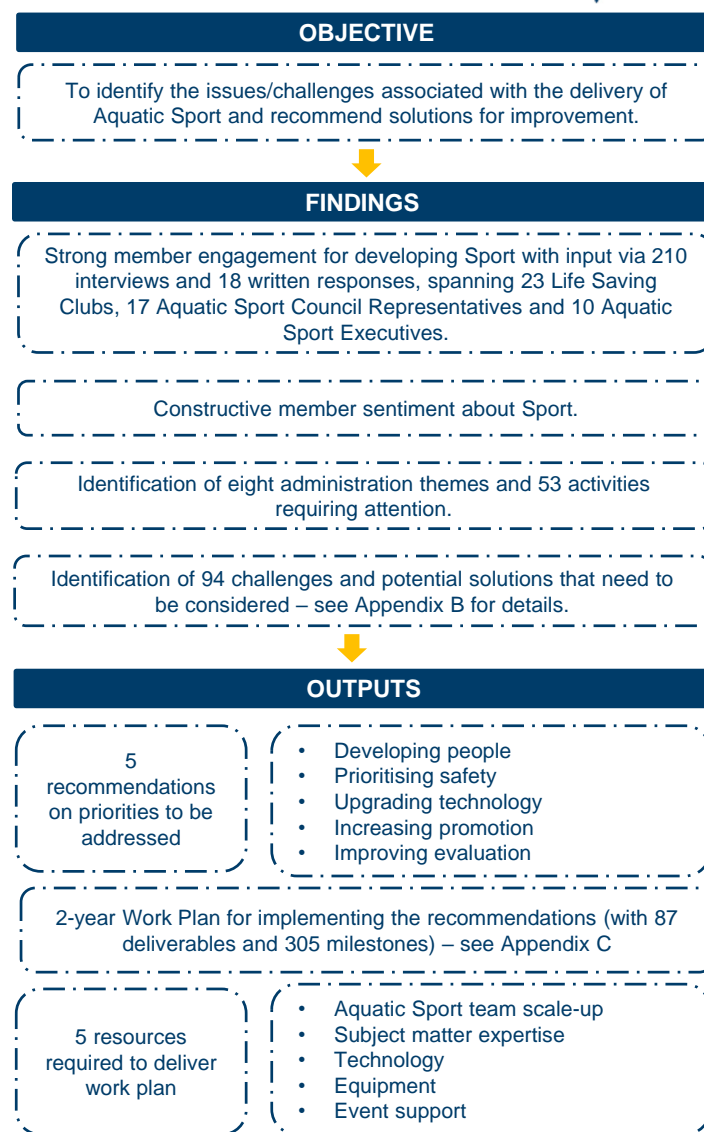
From the onset, two principles were fundamental to the scope of the Review:
1. 'Member driven' - where identification of challenges, solutions and priorities were to be drawn from the participating membership.
2. 'Better before bigger' - where the priority is making Sport better from a member experience perspective before making it bigger from a participation perspective.

The summary on the right outlines the key elements of the Review. The major components of the Review are; a) the 94 challenges and solutions identified based on input from members - see Appendix B, and b) the two-year Work Plan for implementing the recommendations - see Appendix C.

A sentiment that resonated throughout the Review is that LSV is in a unique position with our Sport being more than just a sport. We can use Sport to grow our membership and develop practical lifesaving skills, thereby enabling our capacity to save lives.

Implementing the recommendations from the Review over the next two years is expected to have a significant impact on improving the member experience in Sport. The foundation will enable a targeted focus on 'bigger' from a participation and product offering perspective.

OBJECTIVE

To identify the issues/challenges associated with the delivery of Aquatic Sport and recommend solutions for improvement.

FINDINGS

Strong member engagement for developing Sport with input via 210 interviews and 18 written responses, spanning 23 Life Saving Clubs, 17 Aquatic Sport Council Representatives and 10 Aquatic Sport Executives.

Constructive member sentiment about Sport.

Identification of eight administration themes and 53 activities requiring attention.

Identification of 94 challenges and potential solutions that need to be considered – see Appendix B for details.

OUTPUTS

5 recommendations on priorities to be addressed
- Developing people
- Prioritising safety
- Upgrading technology
- Increasing promotion
- Improving evaluation

2-year Work Plan for implementing the recommendations (with 87 deliverables and 305 milestones) – see Appendix C

5 resources required to deliver work plan
- Aquatic Sport team scale-up
- Subject matter expertise
- Technology
- Equipment
- Event support

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FINDINGS

The key findings are:

1. **Strong member engagement for developing Sport**

2. **Constructive and realistic member sentiment about Sport**

3. **Administrative themes and activities requiring attention**

4. **Challenges and solutions to be considered**

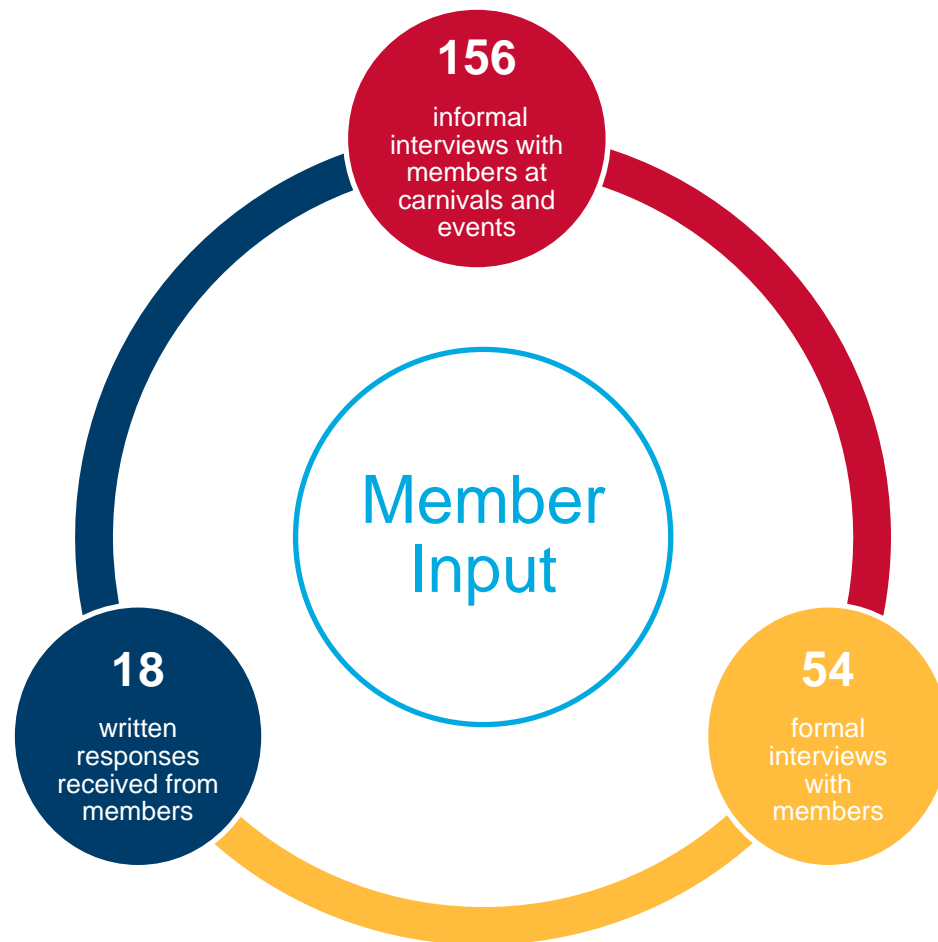# Finding 1: Strong member engagement for developing Sport

The Review confirmed that members were committed to providing input for developing Sport. As detailed in the diagram on the right, there were 228 responses in total from members to help identify challenges and potential solutions.

Members providing input to the Review included representation from competitors, officials, coaches, team managers, club administrators, club presidents and parents of competitors. There was a balanced mix of junior and senior representation.

There were also 23 Life Saving Clubs represented in the input, ranging from clubs with low to high participation rates across the various sports disciplines, as well as a mix of bay and regional (east coast and surf coast) clubs. In terms of elected positions, input was provided by 17 Aquatic Sport Council Representatives and 10 Aquatic Sport Executives.

In addition to members, a number of LSV staff from both the Aquatic Sport team and various other teams (i.e. Volunteer Support Officers, Volunteer Training, Membership & Leadership Development and Finance) also provided input to the Review.

Following a collation of the member input, further feedback to validate preliminary findings was provided by the Aquatic Sport Executive, Board and Aquatic Sport team through a series of presentations, workshops and by written correspondence.

Member Input

156 informal interviews with members at carnivals and events

54 formal interviews with members

18 written responses received from members

Finding 2: Constructive and realistic member sentiment about Sport

In addition to providing input on challenges and potential solutions, member engagement provided an insight into the sentiment around Sport. As evident in the thought bubbles below, there was a realistic recognition of the passion and opportunity in Sport.

Positive – focus on solutions

So much **opportunity** – sport + community service **= #activetraining**

How do we do it? Same old same old

Victim of growth – capacity and capability

Passion for lifesaving sport

Sport is a **beast** – children + volunteers + environment + diversity of events

External drivers – State Budget + active kids + youth participation

Active participation for the **entire membership** demographic

Aquatic Sport develops **practical lifesaving skills**

Finding 3: Administrative themes and activities requiring attention

In the scoping phase of the Review, administrative themes were identified to enable constructive input from members in relation to challenges and potential solutions. As the input from members progressed, a set of relevant activities for each administrative theme was defined.

The administrative themes and examples of activities included are outlined in the table below.

The last theme, People Development, was not in the initial list of themes identified in the scoping phase as it was considered to be embedded within the other themes. However as the member input progressed, it became evident that People Development needed significant attention and subsequently required a theme of its own.

Administrative Themes	Activities (examples)
Calendar Management	Setting dates, venues, host club engagement and permits
Equipment & Logistics	Checklists, packing, cars and trailers
Event Management	Rosters, entries, marshalling and results
Marketing & Communication	Social media, promotion of events and people
Financial	Fee structures and invoicing
Safety & Risk Management	Integration of processes, event safety plans and people
Reporting & Evaluation	Participation data, trends and feedback
People Development	Training, mentoring and courses

Finding 4: Challenges and solutions to be considered

There were 94 challenges and potential solutions identified based on input from members. The challenges and potential solutions were grouped into 53 activities across eight administrative themes – as shown in the diagram to the left.

Refer to Appendix B for the Findings including a detailed list of challenges and potential solutions.
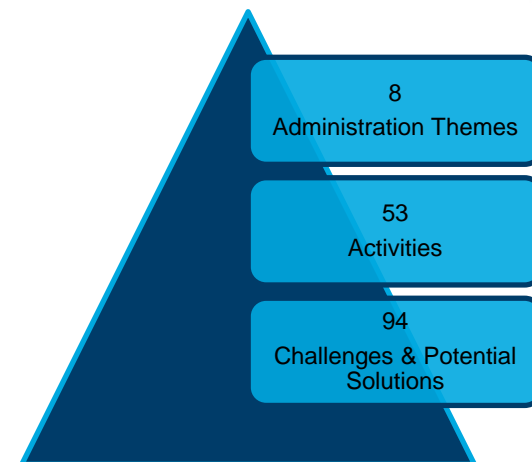
The pie chart to the right shows the distribution of the 94 challenges and potential solutions.

People Development represented 32% of the challenges and potential solutions. This highlights the need to focus efforts on developing the members associated with Sport.

Also of note, Event Management represented 21% and reflects the frustrations and increasing administrative burden related to completing carnival entries, marshalling, results and invoices. A major opportunity noted in this area is enhancing the carnival management system and incorporating new technology in lifesaving such as radio-frequency identification (RFID) tracking systems.

8
Administration Themes

53
Activities

94
Challenges & Potential Solutions

Safety & Risk Management 9%

Calendar Management 10%

Equipment & Logistics 6%

Reporting & Evaluation 6%

Event Management 21%

People Development 32%

Financial 10%

Marketing & Communications 6%

Distribution of Challenges and Potential Solutions by Administrative Theme

OUTPUTS

The key outputs are:

1. **Five recommendations on priorities to be addressed**

2. **Two-year Work Plan for implementing the recommendations**

3. **Five resources required to deliver the Work Plan**

Output 1: Five recommendations on priorities to be addressed

The Review makes the following overarching recommendations:

Developing people	A focus on better training, support, planning, tools and guidance to help our members fulfil the range of roles they play, while fostering and increasing accountability for better behaviour from all stakeholders.
Prioritising safety	A focus on better preparation, planning, tools, equipment, training and integration with lifesaving operations, while communicating better with host clubs, team managers, athletes and families.
Upgrading technology	A focus on better use of technology to improve the ease of use, reduce administration, increase efficiency and make things more fun, while working with the national bodies and clubs to improve integration between systems.
Increasing promotion	A focus on better profiling and promotion of Sport across a range of internal and external audiences through modern channels, while recognising and celebrating the contributions and achievements of our members.
Improving evaluation	A focus on better analysis and evidence for decision making, with a greater emphasis on feedback, while providing more timely and relevant information for stakeholders.

Output 2: Two-year Work Plan for implementing recommendations

A detailed Work Plan has been developed based on challenges and suggested solutions outlined in the findings. The work plan is organised by administrative theme and outlines 87 deliverables, 305 milestones and timelines for implementing the recommendations over the 2018/2019 and 2019/2020 financial years.

In delivering the Work Plan, tracking the progress of the deliverables and milestones are expected to be provided to the Aquatic Sport Executive (monthly), the Aquatic Sport Council (quarterly) and the LSV Board (quarterly).

The proceeding pages provide four charts based on the Work Plan. The insights from the charts are:
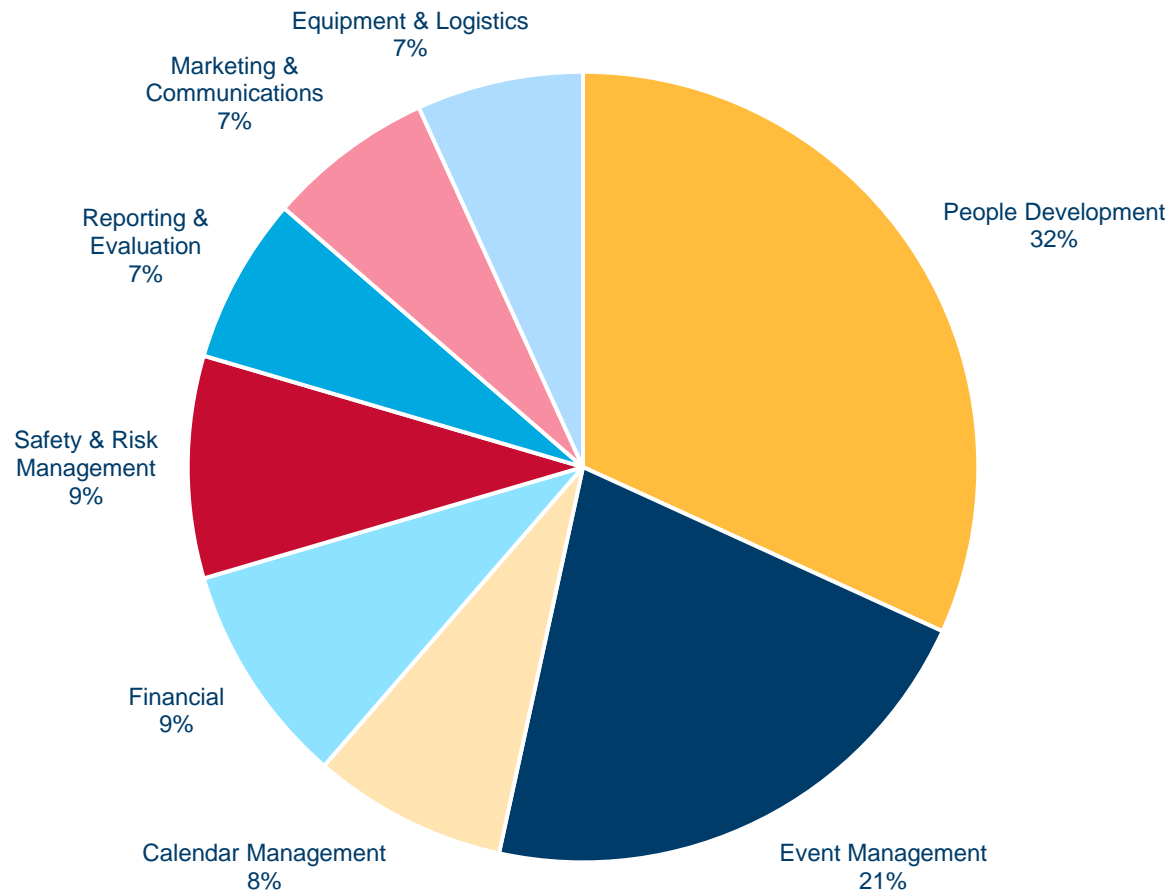- Allocation of deliverables by administrative theme
- Milestones completion by administrative theme
- Allocation of deliverables by resource used; and
- Allocation of resources by administrative theme.

Refer to Appendix C for the detailed Work Plan.

Work Plan insight: Allocation of deliverables by administrative theme

This pie chart shows the distribution of deliverables in the Work Plan by the administrative theme identified in the findings. Note the emphasis on People Development and Event Management identified in the findings continue in the deliverables outlined in the Work Plan.

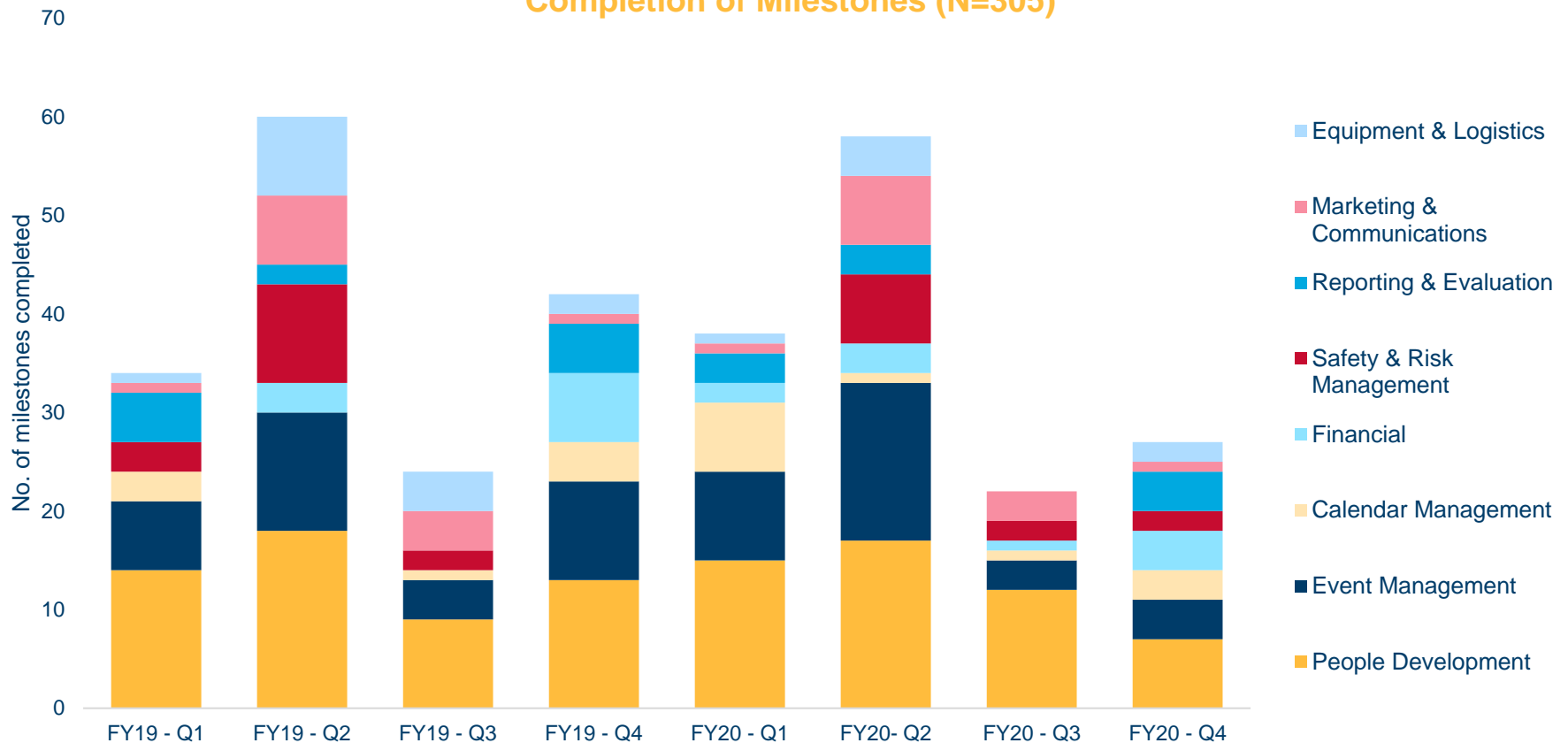## Allocation of Deliverables (N=87) by Theme

- Equipment & Logistics 7%
- Marketing & Communications 7%
- Reporting & Evaluation 7%
- Safety & Risk Management 9%
- Financial 9%
- Calendar Management 8%
- Event Management 21%
- People Development 32%

Work Plan insight: Milestones completion by administrative theme

This bar chart shows the completion of milestones per quarter and distributed over the two years. Note the majority of work will be done outside of the peak event season (Q3).
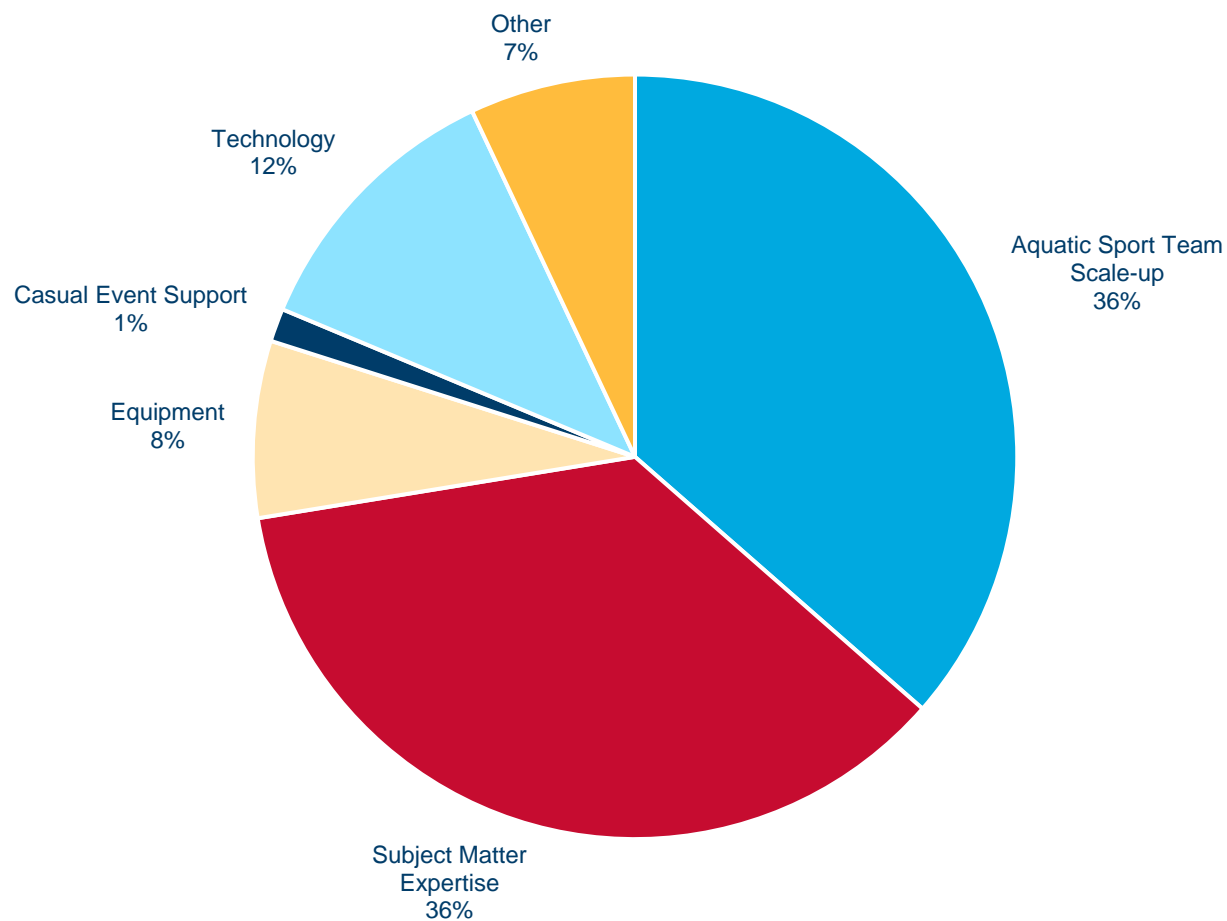

Completion of Milestones (N=305)

Work Plan insight: Allocation of deliverables by resource used

This pie chart shows the overall distribution of resources used to work on the deliverables in the Work Plan. Note the majority of deliverables will utilise the Aquatic Sport Team and a mix of subject matter experts including specialised organisations, individuals and volunteers.

Usage of Resources by Deliverables (n=87)

- Other 7%
- Technology 12%
- Casual Event Support 1%
- Equipment 8%
- Aquatic Sport Team Scale-up 36%
- Subject Matter Expertise 36%

Work Plan insight: Allocation of resources by administrative theme

This bar chart shows the resource usage by deliverables in each administration theme. Note the majority of resource usage within each theme is the Aquatic Sport Team and a mix of subject matter experts.

Resource Usage by Deliverables in Theme
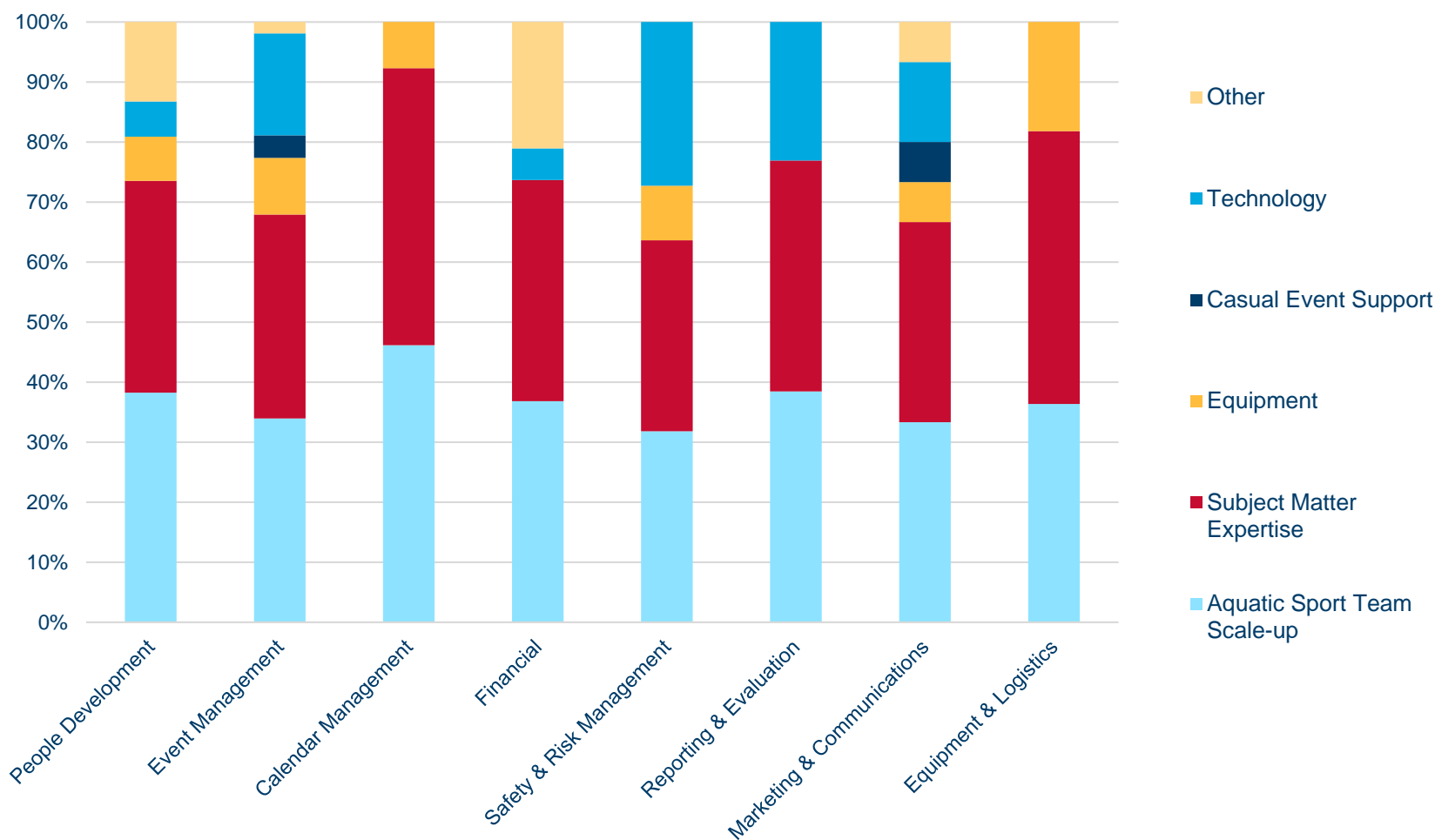
Output 3: Five resources required to deliver the Work Plan

The combination of resources required to deliver the Work Plan are provided in the table below. An investment into the resources listed is required over the two-year implementation period (FY 18/19 and FY 19/20) for the Work Plan. This investment is expected to improve the member satisfaction in Sport and make it a more marketable and income generating product. After this period, there is likely to be an ongoing increased cost base for Sport that needs to be funded through additional income (e.g. through sponsorships, grants, fees) that can be generated as a result of improving Sport.

Resource	Overview
Aquatic Sports Team Scale-up	The team will require a scale-up to enable delivery of the Work Plan while continuing the business as usual work in Sport. It is vital the team has the capacity and capability to simultaneously undertake both activities. The scale up must include management skills as well as a dedicated person to support volunteers in Sport.
Subject Matter Expertise	Expertise in the form of specialised organisations, individuals and volunteers will be required. The areas of expertise will include sport and event management, business analysis, technology, videography, communications, people development, financial modelling and evaluation.
Equipment	Equipment will need to be purchased including trailers, uniforms, discipline specific equipment, shade shelters etc.
Event Support	Casual staff will be required to support volunteers at events. These individuals will be required to help setup events and provide back-up for water safety.
Technology	Systems will be required to reduce administration and make Sport more user friendly. Some systems will require integration with Surf Life Saving Australia (SLSA) systems. Hardware in the form of tablets on the beach will also be required.

Conclusion

The Review achieved its objective to identify the challenges associated with the delivery of Sport and recommend solutions for improvement. The findings have been prioritised into a work plan, and the resources required to implement the work plan have been identified. It will be a big a two years as the Work Plan is implemented and creates capacity to develop a range of innovative and responsive aquatic sport programs to increase capability and sustain membership.

'Better before Bigger'

Over the next two years, the focus will remain on the 'better' in order to create capacity for the 'bigger'. During the discovery phase of the Review, many members could see opportunity for 'bigger'. These ideas included creating a product that is relevant and that members would be excited to be a part of; that attracts and retains members of all ages; that sponsors want to align themselves with, and that meets the needs of increased expectations and a changing society.

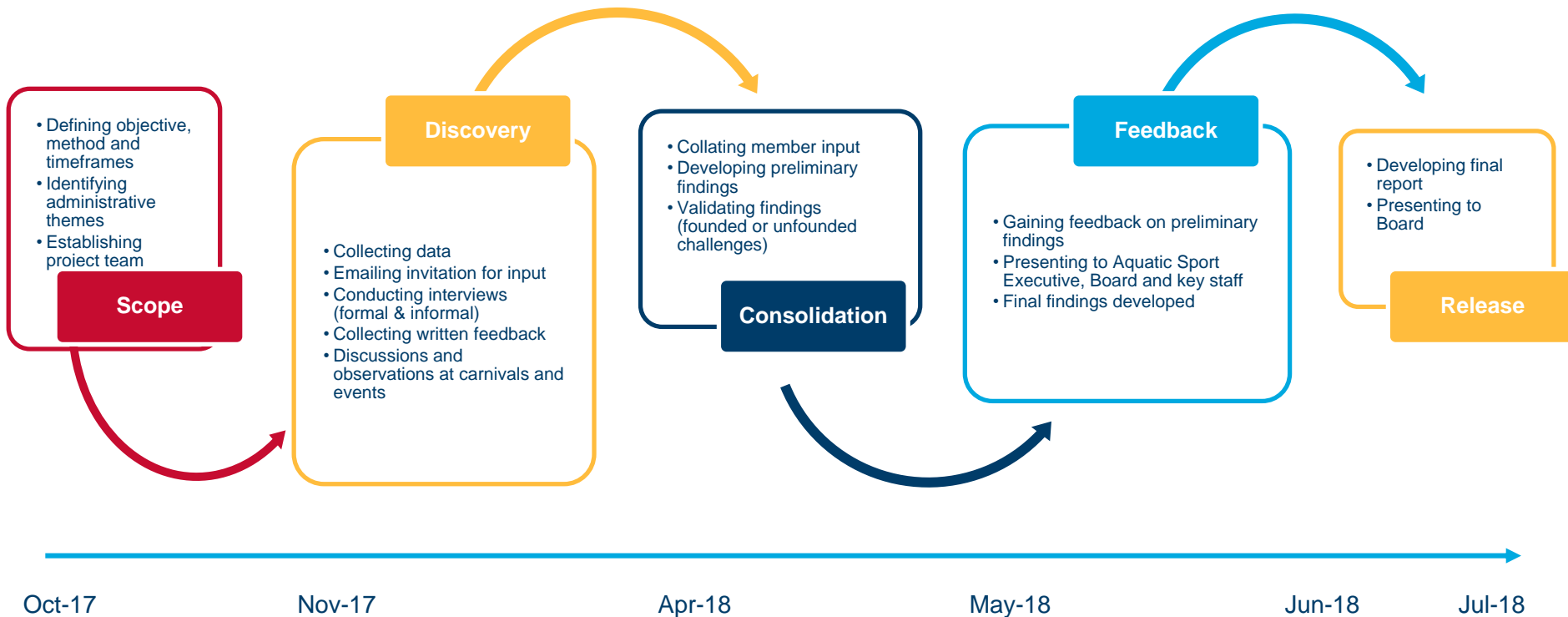**Questions or further information? Please contact:**
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APPENDIX A

Phases of the Review

The Review was initiated in October 2017 and the final report was provided to the LSV Board for endorsement in July 2018.
The following provides an overview of the phases of the Review.

Scope
- Defining objective, method and timeframes
- Identifying administrative themes
- Establishing project team

Discovery
- Collecting data
- Emailing invitation for input
- Conducting interviews (formal & informal)
- Collecting written feedback
- Discussions and observations at carnivals and events

Consolidation
- Collating member input
- Developing preliminary findings
- Validating findings (founded or unfounded challenges)

Feedback
- Gaining feedback on preliminary findings
- Presenting to Aquatic Sport Executive, Board and key staff
- Final findings developed

Release
- Developing final report
- Presenting to Board

| Oct-17 | Nov-17 | Apr-18 | May-18 | Jun-18 | Jul-18 |

APPENDIX B

#	Administrative Theme	Activity	Challenges	Potential Solutions
1	**People Development**	ESOs	Lack of confidence that key officials (Area Referees) know how to respond correctly and use equipment as directed by ESO.	Develop training opportunities for Area Referees, ARROs and ESOs. Examples include: - Facilitate development carnivals for safety and risk management training, focusing on SAR training - Incorporate into pre-season lifesaving conference and forums - Scope opportunities for online training including the use of virtual reality.
2	**People Development**	Team Managers	Lack of capacity and development of Team Managers. Examples include: - Increasing administration burden - Increasing cost to clubs (paying volunteers to take on roles) - Lack of opportunities to share resources and network - Inconsistent processes to manage teams - Inconsistent expectations of support from AS staff - Inconsistent use of SEMS.	Develop Team Manager capability and capacity. Examples include: - Facilitate opportunities for networking and sharing of resources - Facilitate a pre-season Team Manager briefing to communicate and enforce consistent processes, expectations, timelines, 'tips and tricks' and a season update, through use of SEMS - Review work instructions and timelines and communicate these.
3	**People Development**	High performance	Lack of recognition and support for high performance teams. Examples include: - Lack of promotion of athletes, coaches, team managers and supporters - Lack of promotion of results - Lack of presence and facilitated promotional opportunities for athletes - Lack of opportunity for representation by all disciplines, i.e. R&R - Lack of quality uniforms and consistent sizing, i.e. bathers and uniform items are distributed unfairly across teams.	Review recognition and support for state team athletes. Examples include: - Review of uniform supplier, ensuring bather size and quality addressed - Facilitate option for a pop up store for athletes to try uniforms - Facilitate opportunities for Senior State Team athletes to assist / officiate at junior carnivals - Facilitate a state team cocktail evening where uniforms are presented, team photos, key officials present and keynote speaker, etc. - Promote athletes to peers by presenting uniforms in a central area at carnivals, e.g. at Cosy Corner for junior competitors - Scope option nationally for inclusion of R&R state competition - Ensure promotion of athletes and management team visible on the LSV website - Develop a marketing schedule, including social media and profiles of athletes and the management teams.
4	**People Development**	All people	Lack of capacity for a coordinated approach to people development including development, mentoring, retention and pathways.	Scope option for a state-wide People Development capability and capacity role. Examples include: - Support clubs to develop their sport programs and develop their members - Coordinate / support key stakeholders (officials, water safety, powercraft, Team Managers and coaches) - Assist to manage sport grievance and disciplinary actions - Develop a sport welcome pack for parents, athletes and officials.
5	**People Development**	AS staff	Lack of capacity and authority of AS staff. Examples include: - Lack of authority to make decisions - Increased fatigue management - Increased risk of staff turnover - Too much expected of staff.	Provide more realistic expectations with matching incentives. Examples include: - Balance weekend workload - Provide professional development - Increase utilisation of the Aquatic Sport Executive - Clearly define staff roles and club volunteer (i.e. Team Manager) roles to complete tasks - Review decision making structure.

#	Administrative Theme	Activity	Challenges	Potential Solutions
6	People Development	Code of Conduct	Lack of awareness and adherence to the Member Code of Conduct. Examples include: - Increased examples of poor communication and conflicts - Lack of sportsmanship - Lack of athlete acknowledgement and respect for volunteer officials - Perceived conflicts of interest by officials / parents / child athletes.	Promote and educate stakeholders on the Code of Conduct. Examples include: - Ensure Code of Conduct is in all Team Managers and Officials Handbooks - Enforce Code of Conduct through training and regular communications - Actively promote LSV's Values and what good behaviour looks like - Scope roving support staff at carnivals - Provide targeted personal development (PD) avenues to officials, i.e. communication, diffusing situations, conflict resolution and escalation - Develop, communicate and enforce a sport grievance process - Ensure a database is established and maintained to record grievance and disciplinary actions year-on-year - Provide training to relevant officials, office bearing positions and staff, to effectively deal with sport grievance reports - Review process to manage and support officials in areas where children are competing - Scope feasibility of appointing a (paid) Independent Area Ref to act as second-in-charge to volunteer area referee - Facilitate all Team Managers, Coaches and Officials sign up to the Code of Conduct and educate on self-regulation to set a positive example - Develop sportsmanship contracts for athletes - Team Managers to facilitate athletes and parent appreciation of officials - Develop an innovative communication language to increase the Code of Conduct's appeal to target audiences, i.e. translate to plain language - Implement sportsmanship awards at each carnival.
7	People Development	Water safety / powercraft	Lack of appropriately qualified and skilled personnel to conduct water safety and powercraft duties, e.g. can laying, resulting in late starts at carnivals.	Conduct a review of water safety and powercraft skill requirements. Examples include: - Implement can-laying training and development and encourage a minimum of two people per club attend - Implement training and mentoring for in-water judging - Implement a proficiency test for IRB crews at carnivals - Develop an IRB Driver and Crew accreditation / licence audit check and utilise the Appeals Committee to follow up and enforce - Develop simple position descriptions outlining qualifications and skills required in a variety of surf conditions.
8	People Development	Water safety / powercraft	Lack of pathways for water safety and powercraft personnel into lifeguarding and RWC operations.	Identify and address barriers for water safety and powercraft personnel to engage with RWC pathways.
9	People Development	Social networking	Lack of opportunities to facilitate social benefits of participating in AS.	Develop opportunities to facilitate social networking opportunities for the AS community. Examples include: - Facilitate dinners the night before carnivals (particularly for regional carnivals) - Facilitate thank you drinks / finger food post carnivals - Facilitate an event for officials, coaches and team managers pre-season or after the first full carnival - Facilitate a twilight carnival with food trucks / BBQ for whole family and community.
10	People Development	Parents	Lack of education for parents regarding their roles at carnivals for junior competitors.	Develop an online short module for parents that clubs can implement into their junior programming. Examples include: - Information such as the parental role in an emergency, basic line judging, what to bring, what to expect, Code of Conduct, Safeguarding Children and Young People policy, etc.
11	People Development	Officials	Lack of records kept on RLSSA officials.	Scope a system to record RLSSA officials, i.e. through aXcelerate or Surfguard.

#	Administrative Theme	Activity	Challenges	Potential Solutions
12	**People Development**	ARROs	Lack of people trained in role of ARRO and lack of development opportunities for current ARROs.	Develop training opportunities for ARROs. Examples include: - Facilitate scenario training for ARROs with ESOs - Facilitate development carnivals for ARRO training - Utilise emerging technologies such as virtual reality to provide online simulation training opportunities - Offer ARRO information sessions and basic training for officials to become ARROs.
13	**People Development**	Coaches	Lack of utilisation of coaches at carnivals.	Develop coaches capacity to: - Assist Marshalls in identifying ability levels of athletes and grading processes - Educate athletes and parents on surf conditions, individual athlete skill assessment and suitability to enter events, to reduce pressure on athletes to compete.
14	**People Development**	Pathways	Lack of promotion of the masters events.	Review opportunities to promote and grow participation in masters. Examples include: - Review events and include modified events, i.e. a beach walk and modified flags - Scope opportunities for juniors and youth to assist with officiating and integrate juniors into carnival management.
15	**People Development**	High performance	Management of high performance programs are inconsistent with expectations and needs. Examples include: - Lack of staff involvement in facilitation, decision-making and determining program impact - Lack of process for selection and perceived conflicts of interest in facilitation of state and development teams.	Review management and selection of high performance program athletes. Examples include: - Facilitated independently by LSV staff and a paid Head Coach employed, who coordinates discipline coaches, selection, training camps, etc. - Employ a High Performance coaching positions for entire seasons - Facilitate High Performance coaches to rove events with an aim to promote High Performance programs and engage with members - Base preliminary selection on performances in prior year state and national competitions, with final selection at the first full carnival - Base on a points system - Base on one-off trials, e.g. swimming - Selection should not include 'all rounders' - Ensure process is clear and unbiased - Ensure Due Diligence (financial members, etc.) and provide club approval for athletes selected in state teams.
16	**People Development**	Mentoring	Lack of mentoring opportunities including succession planning for key official roles.	Develop and enhance mentoring programs. Examples include: - Use roving mentors at carnivals - Implement a buddy system where possible - Implement a training program to identify potential successors - Develop a mentoring program for all roles and determine role of State Centre versus clubs in this process - Ensure officials are provided opportunities to try other roles - Use the Appeals Committee to mentor new officials and be present at the administration tent during sign-in / sign-out.

#	Administrative Theme	Activity	Challenges	Potential Solutions
17	**People Development**	Officials	Inconsistencies between the level of expectation placed on volunteer officials and support provided for this group, who are heavily relied upon for the success of carnivals. Examples include: - Lack of clarity on roles and responsibilities - Lack of development opportunities - Reliance on too many non-accredited officials - Lack of accredited officials - Inefficient balance between use of accredited and non-accredited officials - Lack of visibility of officials - Lack of leadership, positivity and professionalism during carnivals, including at pre-carnival briefings - Increased cost to officiate at carnivals, i.e. travel and accommodation - Lack of consistency across carnivals of people appointed in key roles, i.e. carnival and Area Referees differ from carnival to carnival - Lack of succession planning and pathways from junior to senior carnivals - Increased sense of bias and conflict of interest, linked to parents officiating in their own child's areas - Lack of understanding of safety procedures - Lack of Senior (Level 3) Officials - Lack of understanding of the rules or implications of changing the rules - Lack of constructive feedback provided to all officials post carnivals.	Develop resources and tools to upskill and support officials to run efficient, professional carnivals. Examples include: - Develop simple position descriptions - Develop a lanyard / pocket size booklet for quick reference to roles and responsibilities, area set ups, club caps, etc. - Develop an online toolkit of resources, including checklists, roles and responsibilities, how-to guides, 'tip and tricks' - Provide coloured bibs / role names to key roles, colour coordinated to the relevant areas - Establish a process for pre-carnival meetings between the carnival role hierarchy and areas, i.e. Carnival Referee--> Area Referees; Area Referees-->Area Officials; ESO's-->ARROs & Powercraft Coordinator etc. - Enable Chief Referee and Carnival Referee to appoint all officials to roles (no self-appointments) - Investigate options to pay Carnival and Area Referees to increase subjectiveness and encourage consistency across carnivals - Implement a skills based / experience register and appoint officials accordingly to key roles - Ensure copies of handbooks and Surf Sport Manuals are available in each area - Review minimum number of accredited officials required per area and prioritise skill development in these areas - Develop a briefing checklist for the Carnival Referee and Area Referees to ensure introductions are made and to reinforce positive messages - Subsidise officials for travel (kilometres) to carnivals and /or interstate travel - Facilitate fundraising events to support officials travelling interstate and overseas, e.g. Melbourne Cup lunch - Aim to appoint consistent people in key roles for every carnival, i.e. Carnival Referee + seven Area Referees for juniors - Develop a plan to provide constructive feedback to officials regardless of level and experience - Facilitate a pre-season practical safety training session, conducted by ESOs / Area Referees - Facilitate a pre-season compulsory information session to update officials on new rules, key updates and reminders - Develop an email-based weekly review / weekly tips and rule clarifications from the Surf Sports Manual.
18	**People Development**	Water safety / powercraft	Lack of integration, respect and recognition for powercraft personnel.	Scope options to integrate and develop communication skills of powercraft personnel. Examples include: - Allocate a safe space to store personal belongings, e.g. LSV administration tent - Provide a warm breakfast, e.g. coffee / tea and bacon and egg muffin - Provide PD opportunities to develop effective communication and conflict resolution strategies.
19	**People Development**	ESOs	Lack of people trained in role of ESO, in particular at senior carnivals, resulting in members without required skills doing the role.	Develop training opportunities for ESOs. Examples include: - Identify potential ESOs prior to the season to ensure training in advance is provided - Facilitate development carnivals for ESO training including Search and Rescue (SAR) training - Offer ESO information sessions and basic training for officials to become ESOs - Develop a training plan for individuals with the aim to create a pool of ESOs for junior and senior carnivals - Create an online ESO module with videos on safety procedures for carnivals, multiple choice questions and a printable certificate at completion - Develop a simple position description outlining ESO pre-requisites and essential attributes, i.e. basic beach management, patrol captain, solution-oriented, calm, works/volunteers as a member of the emergency services, i.e. police.

#	Administrative Theme	Activity	Challenges	Potential Solutions
20	**People Development**	Recognition	Lack of process to track and acknowledge volunteer service to AS.	Develop a process to track and acknowledge volunteer services. Examples include: - Scope online database to register attendance, duration and roles at carnivals - Formally acknowledge (via letters) officials, coaches, etc., for appointments at national and international events - Formally acknowledge (via letters) athlete medal success at national and international events and appointments to state, national and international teams - Formally thank officials and team managers at the end of the season - Provide Certificates of Recognition, vouchers, etc. and acknowledge them at the Valuing Volunteers event - Develop a process to track and provide Years of Service Awards - Improve process to nominate and assess various LSV Awards (awarded at Awards of Excellence event) - Introduce a Junior and Senior Official of the Year award at the Awards of Excellence.
21	**People Development**	Coaches	Lack of development of coaches. Examples include: - Lack of available coaches, particularly for smaller clubs and lifesaving events, i.e. R&R, March Past and Patrol Competition - Lack of development opportunities - Increasing cost to clubs (paying volunteers to take on roles) - Lack of opportunities to share resources and network - Coaching accreditation is not valued by clubs, clubs may be paying inadequately qualified coaches (insurance implications).	Develop coaches capability and capacity. Examples include: - Develop a six-month coaches PD forum with monthly sessions and link to a facilitated winter development training program - Increase the number of available coaches to support clubs to retain athletes for lifesaving event participation - Identify requirements and support potential coaches with correct tools, e.g. insurance, accreditation and equipment, particularly for pool lifesaving - Educate swimming coaches on shared / transitional opportunities for their athletes in surf and pool lifesaving - Increase the number of coaching accreditation courses - Upskill experienced coaches to become assessors - Incentivise coaching assessors, e.g. provide travel reimbursement - Develop a pool of coaches and promote to clubs - Provide clubs with assessors and trainers so they can run their own coaching courses - Develop basic coaching programs for clubs without an accredited coach - Scope options to convert Surf Sports Manual and Handbooks to mobile application for ease of use on the beach - Review other sports and their approaches to developing coaches, i.e. AFL and Basketball - Investigate and promote opportunities for Age Managers and Team Managers to be coaches.
22	**People Development**	Pathways	Lack of clear pathways in AS.	Develop and communicate pathways. Examples include: - Develop simple pathway documents for a range of roles, i.e. athlete, coach, official, sweep, employment, squads and state teams, etc. - Facilitate 'come and try' carnival models for officials and athletes, i.e. surf boat rowing in schools - Facilitate senior officials attending and mentoring officials at junior carnivals - Facilitate opportunities to integrate U14 youth athletes and parents as officials into senior carnivals - Review pathways between swimming and pool lifesaving and engage key stakeholders to discuss this process, e.g. Swimming Victoria - Develop a Talent Identification Strategy and training plan for key roles; Carnival Referees, Area Referees, ESOs and Appeals Committee - Utilise other programs such as the Female Leadership Network to facilitate parent engagement in AS.

#	Administrative Theme	Activity	Challenges	Potential Solutions
23	**People Development**	Pathways	Lack of pathways between the education sector (schools and tertiary) and AS.	Undertake a review of school and tertiary-based AS programs. Examples include: - Review the purpose of School Surf League in secondary schools and refine the program accordingly, e.g. modified sport, multi-disciplinary, inclusion of 2 person R&R (link to CPR training), team events-only and multi-age events - Define pathway opportunities for students and links with clubs, utilising the Sporting Schools program - Scope opportunities to promote pool lifesaving to primary and secondary schools - Scope opportunities to engage tertiary students in pool lifesaving through the University Games model - Scope opportunity to engage tertiary residency halls in lifesaving inter-competitions - Scope formal partnerships with School Sport Victoria, Girls Sport Victoria, etc.
24	**People Development**	Incentives	Lack of incentives to volunteer at carnivals.	Scope feasibility and membership expectations of incentivising commitment with fuel re-imbursement, accommodation, jackets, hot breakfast for set up and early powercraft shifts, instead of paying volunteers in key roles.
25	**People Development**	Athletes (training)	Lack of access to training facilities and state-wide training programs.	Scope options to facilitate training opportunities for athletes. Examples include: - Develop a metro training hub for athletes, i.e. rowers, board and ski paddlers, to foster teamwork and increase engagement and retention - Ensure access to stored craft / boats, gym and changerooms (with a female focus) - Facilitate opportunities for teams to train at LSV Headquarters, followed by counter meals at Lifeguards@200 - Develop a training membership model, e.g. pool lifesaving in winter.
26	**People Development**	Officials	Process of accreditation and re-accreditation is inconsistent with needs and expectations (time-heavy, manual and confusing process), contributing to lack of accountability of officials to ensure accreditation is current.	Review officials course including accreditation and re-accreditation. Examples include: - Ensure practical element is engaging and relevant - Develop criteria to support officials to become accredited - Develop an officials accreditation audit check at carnivals and utilise Appeals Committee to follow up and enforce - Prioritise the running of courses for officials across all regions, and support clubs to run own courses, combine clusters of clubs where required - Review re-accreditation process including pre-season audits and reminders to officials - Enforce requirements of accreditation and ensure officials without current accreditation are not appointed to officiating roles - Review course to be completely online with practical component done at carnivals
27	**People Development**	High performance	Lack of purpose for junior aged teams / development squads, creating burnout.	Review the purpose of, and options for, promoting high performance opportunities for junior athletes.
28	**People Development**	High performance	Lack of acknowledgement of Wieland Shield.	Review Wieland Shield team including purpose, role and recognition. Examples include: - Develop a Wieland Shield Handbook for delivery - Promote the Wieland Shield as an education and sport tour linking to emergency services, training and education - Facilitate broader membership in the Wieland Shield (Australian tour), i.e. clinics, forums, social networking, etc.

#	Administrative Theme	Activity	Challenges	Potential Solutions
29	**People Development**	Athletes (participation)	Focus on athlete participation is inconsistent with expectations and needs. Examples include: - Too much general attention on catering for elite athletes - Not enough targeted attention on elite athletes / high performance sport - Lack of support and participation incentives for smaller clubs, large clubs dominate - Junior competition should only be focused on participation and fun, i.e. no results recorded - Insurance is an ongoing barrier, i.e. school students rowing surf boats - Athlete burnout, resulting in lack of retention - Lack of focus on retention of youth (juniors to seniors), resulting in lack of patrolling members.	Review current participation and develop a strategy to increase participation and retention. Examples include: - Use research to guide solutions on retention and a balanced focus on youth sport, i.e. participation and fun focus versus skill development - Facilitate opportunities for C and D grade athlete retention, focusing on fun and social opportunities - Facilitate regional carnivals with a focus on fun and participation for seniors - Review options to support smaller clubs and promote the composite teams model - Explore community-based opportunities, including 'come and try' events for school students, e.g. surf boat rowing in the bay - Review necessity of U9s-U10s participating in the State Championships.
30	**People Development**	Uniforms	Lack of officials wearing correct uniform.	Review uniform requirements and the distribution process. Examples include: - Develop a process to distribute uniform as officials complete accreditation - Scope options to expand uniform to include beanie, poncho, etc. - Scope options to provide officials with an environmentally sustainable pack, e.g. drink bottle, bag, long sleeve top and hat, lunch box.

#	Administrative Theme	Activity	Challenges	Potential Solutions
31	**Event Management**	Program of events	Publishing of carnival programs is untimely and the order of events is not followed on the day.	Develop and publish programs for whole of season with draft order of events included for each carnival. Increase communication and education of clubs, families and athletes regarding the order of events and impact weather, venues etc. can have on changes.
32	**Event Management**	Planning	Lack of season planning for each discipline between LSV Aquatic Sport (AS) staff and discipline/area-specific panels.	Conduct pre- and post-season planning meetings and reviews with each panel / working group for each discipline. Examples include: - Beach (juniors and seniors) - Surf boats - Pool - IRB.
33	**Event Management**	Marshalling	Event marshalling process and management are inconsistent with expectations and needs. Examples include: - Lack of clear and consistent process between areas - Slow process - Increased and unacceptable wait times between events for juniors - Volunteers in marshal role without required people management skill set - Lack of solutions to speed up marshalling - Lack of clarity on grading process for seniors - Grading process for marshalling not necessary due to lack of competitors.	Develop a marshalling process and tools for support. Examples include: - Provide a 'tips and tricks' tool kit for marshals, from heats through to finals - Review the competitor grading system and ensure a clear event marshalling process across age groups and areas - Implement a competitor grading system for one to two carnivals maximum, and for all other carnivals, apply a traditional format without the competitor grading system applied. - Implement a competitor grading system for U14s to encourage fair racing for all abilities, with the aim to retain youth competitors - Provide a scenario /options matrix for marshals and Area Referees to consider in order to speed up events, i.e. shorten course, break out into two areas, etc.
34	**Event Management**	Program of events	Lack of methodology and tools for determining carnival programs based on events and competitor numbers.	Create a program scheduling calculator. Examples include: - Timing of events - Number of competitors.
35	**Event Management**	Program of events	Program of events and carnival layout restricts athlete opportunity to compete across beach and water events, and support club teammates.	Modify program formats. Examples include: - Block racing and set times to enable better planning by competitors - Craft, swim and beach areas to facilitate interactions between males, females and age groups for seniors - Enable senior athletes to compete across beach and water areas - Enable athletes to support teammates in water / beach areas - Simplify programs - Feature and centralise events during carnivals to promote as a spectator sport, i.e. surf boat finals, open iron finals, beach finals, 2 person R&R - Start carnival events with board rescue; great warm up, fun, team event and opportunity to excel.
36	**Event Management**	Awards (prizes)	Lack of award prizes to incentivise attendance at carnivals.	Introduce incentives to increase carnival attendance. Examples include: - A 'triple crown' concept, i.e. points are scored in particular events and successful competitors awarded prizes - Ensure athletes are aware of season awards prior to season, i.e. junior athlete - Sponsor prize packs for different events at each carnival.
37	**Event Management**	Program of events	Lack of communication related to program changes and order of events on the day.	Enhance communication with carnival stakeholders including coaches, team managers, athletes, officials and parents. Examples include: - Provide a whiteboard in each area to communicate program and order of events, changes, reminders, key official names etc. for juniors - Enforce respect between officials, athletes and Area Referees in relation to the shared uses of water and beach areas - Investigate online tools for publishing programs and changes.

#	Administrative Theme	Activity	Challenges	Potential Solutions
38	**Event Management**	Awards (prizes)	Lack of recognition of event and carnival winners. Examples include: - Individual event winners not recognised publicly, e.g. on social media, in newspapers etc. - Awards (pennants) not available for collection at carnivals - Awards (pennants, medals, ribbons) are costly and require improved sourcing and efficient ordering - Provision of ribbons (participation ribbons in particular) excessive and unnecessary - Medal presentations at State Championships are lacking energy, recognition and value - Lack of process for overall carnival winners.	Review award (prize) process for sourcing, distribution and acknowledgement. Examples include: - Review award types (pennants, medals, ribbons) based on needs and scope options for bulk orders - Provide ribbons for first, second and third only (for heats only) and eliminate participation ribbons - Facilitate opportunities to award pennants to winners at carnival conclusion, e.g. at a celebratory social event - Review medal presentation process and implement improvements such as; Multi age, women and men together, caps on, no prior medals to be worn, no medals handed out prior to ceremony, improve dais etc. - Implement carnival club awards (overall and handicap) and review opportunities for restricted carnivals.
39	**Event Management**	Event set up / pack up	Carnival set up and pack up processes are inconsistent with expectations and needs. Examples include: - Inefficient rostering process, i.e. system, tools, lack of time to notify clubs, manual reminders - Unfair shift expectations - Lack of leadership and coordination during set up and pack up - Rostered individual not matching the requirements of the rostered role - Lack of direction and tools to assist with rostered duties, i.e. position descriptions, beach layouts - Ageing workforce and manual handling / physical work load concerns - Lack of knowledge on how to correctly set up areas and arenas - Unconscious bias present in set up and programs.	Develop carnival set up and pack up process. Examples include: - Create a simple position description for work party role to enable clubs to allocate an appropriate person - Create simple work instructions for roles, including beach / area layouts - Ensure equipment is easily identifiable as per the work instructions - Provide high visibility vests for clear identification of work parties - Develop a process for club allocation of shifts; that is, fair, flexible, practical and communicated at season commencement - Explore rostering tools / systems - Investigate feasibility of casual staff for set up and pack up, e.g. members, SEDA, local sport team, interns, schools and university students (community service) - Create capacity for AS full time staff to support and coordinate events - Apply objective beach layouts for competitors in the upcoming season (men's / women's / age groups and entry numbers / beach / R&R) - Factor in more efficient marshalling and finishing areas, i.e. 'pens' for marshalling, chutes for finish lines and bunting to separate spectators from athletes and officials - Ensure inclusive and timely event set-ups for early starting areas, i.e. R&R - Develop tools for mapping and visualising layouts.

#	Administrative Theme	Activity	Challenges	Potential Solutions
40	**Event Management**	Rosters	Carnival operating personnel (officials, water safety, powercraft) management is inconsistent with expectations and needs. Examples include: - Lack of understanding of shared responsibility (all clubs) and commitment required - Lack of definition of roles and responsibilities and understanding of these applied - Selection of personnel not matching requirements of the role - Inefficient rostering process, i.e. system, tools, lack of lead time to notify clubs, manual reminders, hour tracking for individuals - Unfair shift expectations, i.e. burden on volunteers / impacts on patrol requirements - Lack of accountability in commitment to shifts (no-shows) and process to manage consequence - Lack of flexibility and practicality.	Develop an operating personnel management process. Examples include: - Create simple position description for roles - Create shifts with more objectivity applied, e.g. water safety / powercraft shifts based on the program of events in each area, i.e. water safety for U9s will not be required until 11:00am (as opposed to 9:00am) - Develop a process for club allocation of shifts; that is, fair, flexible, practical and communicated at the start of season, i.e. clubs self-nominate prior to season, one person per club attending every carnival, ballot process - Explore tools and systems, e.g. Time Target / Signup.com for rostering and tracking of hours, and scope options for online sign in / sign out at carnivals linked to Surfguard / aXcellerate, with the ability to send SMS text messages to notify Team Managers of sign ins / no shows, and to provide feedback, track hours etc. - Create capacity for Sport fulltime staff to support and coordinate personnel - Provide alternative shift fulfillment option, i.e. shift cost coverage and develop a pool of on-call paid personnel - Define the consequences and the process for recording and tracking no-shows, including a club shift audit process for each carnival and utilise Appeals Committee to follow up and enforce - Develop method for communicating impact of not meeting personnel requirements (cancelling events / age groups / merging areas etc.) - LSV/Chief Referee/Carnival Referee to appoint all key roles - Implement a skills based / experience register and appoint officials accordingly to key roles - Scope feasibility of adding a parent role nomination when entering junior athlete - Scope feasibility of half day rosters - Scope feasibility of scheduling lunch, bathroom, drink breaks - Scope options to establish a core group of water safety and powercraft personnel - Scope feasibility of paid water safety / powercraft - Increase use of jet ski operators in each water area and IRBs for can laying (set up/ pack up) only - Investigate feasibility of paying people to lay cans for every carnival.
41	**Event Management**	Marshalling	Marshalling is inefficient and ineffective, with opportunities for improvement through technology.	Develop online tools to assist with the marshalling process. Examples include: - Create randomised marshalling sheets based on entries in SEMS - Utilise technology, i.e. iPad / RFIDs to manage beach activity in real time - Develop an SMS text message service for event marshalling notifications.
42	**Event Management**	Results	Results recording and publishing is inefficient and ineffective, with opportunities for improvement through technology. Examples include: - Lack of timely publishing of results - Resourcing required and time taken to manually enter results - Lack of promotion of results - Lack of effective use of technology to record results - Lack of communication between recorders, marshals and starters, leading to confusion, increase pressure and lack of accurate results recording - Athlete identification process (numbering system in seniors) is confusing and is not integrated in SEMS - Inconsistent results recording across recorders and areas - Reporting of results limited based on file download - Issues linking qualified junior athletes in SEMS requiring manual process for results (and entries) - Incomplete results published, i.e. names missing, athletes substituted, ineligible athletes - Incomplete results impacts the ability to maintain comprehensive records for archiving.	Develop a results recording process and tools for support. Examples include: - Develop a consistent process for recording results, including a review of results sheets, ensure clear instructions are available to recorders and spot checks can be conducted throughout carnivals - Increase communication between key roles to ensure efficient and accurate recording of results - Scope tools to assist with faster and more efficient results recording, including use of RFID technology and timing gates - Seek opportunities to publish results in Herald Sun and local newspapers the day after a carnival - Utilise a minimum of two LSV iPads at all carnivals in all areas for results and ensure finish judges are provided with training prior to implementation - Scope use of drone technology for in-water results (and water safety) - Scope option to add athlete number field to SEMS or use Surfguard ID number, or ultimately replace numbering system with a unique RFID system - Scope option for the conversion of paper-based R&R scoring sheets to a mobile application - Provide a 'tips and tricks' tool kit for recorders - Conduct heats with only first, second and third awarded, eliminating the need for recorders (specifically for juniors, excluding U14s) - Develop a volunteer support role for data entry at carnivals - Enable results to be downloaded from the LSV website in Microsoft Excel /.csv files - Scope SEMS functions that provide a qualifying process to remove manual entry and duplication of documents.

#	Administrative Theme	Activity	Challenges	Potential Solutions
43	**Event Management**	Entries	Process for completing entries is inconsistent with expectations and needs. Examples include: - Difficult process (issues navigating system) - Timely process with volume of steps in SEMS (per athlete) - Timelines to complete entries are too short and inflexible - Requirement to provide names for team events inefficient and unnecessary - Different systems for pool and beach entries - Risk of outsourcing pool entries including a lack of staff support to resolve issues.	Develop a process for entering individual athletes and teams and tools for support. Examples include: - Scope option for parents to complete entries with club visibility and the ability to enter teams, or develop a dual system to enable club / parent entries - Scope an 'enter all events' function on SEMS - Scope a function to enter team name only, without individual names on SEMS - Review the amount of time people have to complete entries, i.e. load programs on SEMS earlier - Review the link between pool entry (Meet Manager) and beach entry (SEMS) systems and scope integration options - Scope a system for competitor check-in to carnival (using RFID technology) and link to Surfguard and SEMS which can then notify relevant persons of any ineligibilities.
44	**Event Management**	Eligibility	Process for managing athlete eligibility is an inconsistent, inefficient, resource-heavy manual process, with a lack of accountability and consequence applied to clubs. Examples include: - SEMS and Surfguard systems not set up to manage eligibility and award / pre-requisite checking - Lack of process and time to check competitor eligibility for late entries - Athletes competing without the required awards - Requirement for manual athlete entries due to award checking system limitations - Inconsistent award checking by LSV - Lack of accountability to maintain athlete records by clubs - Lack of consequence applied to ineligible athlete entries.	Develop a process and scope system enhancements to improve the review of awards and pre-requisites. Examples include: - Scope award checking functions in Surfguard and SEMS to facilitate ease of data entry, i.e. competition skills, preliminary, junior development program award for State Championships - Scope better integration of Surfguard and SEMS - Develop a process for athlete eligibility checking, including spot checks, at carnivals, i.e. utilising the Appeals Committee - Develop, communicate and enforce consequences for entering ineligible athletes - Review process for checking athlete eligibility associated with late entries.
45	**Event Management**	Program of events	Events are inconsistent with expectations and needs. Examples include: - Events with lack of rationale, based on participation level - Too many events - Lack of focus on events (and disciplines) where Victorian athletes and clubs are better placed for success nationally and internationally - Not enough Victorian rowers to justify current age groups, limits good racing - Not enough 'champions' within clubs to promote team manager opportunities, e.g. March Past and R&R.	Conduct a review of events. Examples include: - Review events and confirm purpose (fun, championship, heritage) and rationale / viability for conducting - Run traditional lifesaving event carnivals and seek opportunities to re-engage athletes, focusing on team events as well as catering for various abilities - Facilitate program of events planning between Junior Referee, Powercraft Coordinator and Panel members, i.e. R&R to ensure inclusive programming - Ensure good and fair balance between beach and water events - Conduct team event-only carnivals - Conduct heat-only carnivals for juniors - Increase focus on areas where Victoria can excel nationally and internationally, i.e. pool lifesaving, beach events and board rescue, lifesaving events (March Past and R&R) - Review surf boat rowing age groups and necessity of reserves - Seek out and advocate for champions within clubs.
46	**Event Management**	Qualifiers	Qualifiers are inconsistent with expectations and needs. Examples include: - Too much wait time at qualifying events - Inefficient and confusing qualifying process - The necessity for qualifying based on State Championships carnival capacity - Dedicated qualifying events limiting participation growth.	Review and modify the qualifying process. Examples include: - Re-introduce regional model or review the school sport qualifying model - Clubs to select athletes, based on a range of factors, e.g. club championships performance - Implement a ballot system - Limit events per athlete, e.g. maximum of four individual events - Qualify age groups over multiple carnivals, as opposed to all at once - Split larger age groups into multiple areas to reduce wait times - Review capped events and capped participation numbers - Review age groups that require qualifying, i.e. remove U9s-U11s - Set up carnival and coordinate groups to rotate to areas (officials remain in areas).

#	Administrative Theme	Activity	Challenges	Potential Solutions
47	**Event Management**	Entries	Late entries create issues from a capacity, insurance (travelling to event) and eligibility checking perspective.	Review late entries process. Examples include: - Review necessity of a late entry process - Communicate the importance of entering prior to deadline for insurance reasons, i.e. travelling to carnival - Scope a system to support rapid review of pre-requisite awards - Review the late entry and scratchings process, i.e. enable quota by age group on late entries, pay on the day, accept swaps but no scratchings (credits) - Ensure timelines are communicated and enforced on the entries process.
48	**Event Management**	Eligibility	There are barriers and perceived barriers for eligibility to participate in pool lifesaving, which is limiting opportunities for the sport's growth. Examples include: - Competing as a member of a swimming club - Requiring RLSSA awards - Perception that patrol hours are a pre-requisite to competing.	Review the membership criteria and pre-requisite awards for participation in pool lifesaving. Examples include: - Scope participation avenues for athletes representing their swimming clubs - Develop communication materials to educate members about participation requirements.
49	**Event Management**	Eligibility	There are barriers and perceived barriers for eligibility to participate in beach lifesaving, including First Aid/Patrol Competition and R&R, which is limiting opportunities for the sport's growth, and resulting in shortcuts and lack of quality training provided in order for athletes to compete. Examples include: - Necessity of awards, e.g. Bronze Medallion vs. First Aid only - Time required to gain an award - Patrol hours required - Requirements to have a Working With Children Check - Award expiry date / skills maintenance date is inefficient and puts too much pressure on clubs, Chief Instructors and volunteer training (staff and volunteers).	Review the membership criteria and pre-requisite awards for participation in beach lifesaving. Examples include: - Scope options for different pre-requisites depending on events, i.e. water versus beach and lifesaving events - Develop communications to enforce expectations associated with training for pre-requisite lifesaving awards - Review the expiry date in Victoria alternative to December 31, to enable more time for award processing and ability to determine eligibility - Develop a communications plan to highlight the unique opportunity lifesaving sport provides, by linking sport with community service.
50	**Event Management**	Communication	Radio use limitations. Examples include: - Ongoing cost of hiring a large number of radios required for events - Accessibility and use during radio network implementation.	Review the feasibility of purchasing radios and radio bags, in parallel with implementation of a new radio network.

#	Administrative Theme	Activity	Challenges	Potential Solutions
51	**Financial**	Fees	Lack of staff and volunteer resourcing.	Develop a resourcing calculator to determine the volunteer and staff resourcing levels required and the impact of new outputs and processes.
52	**Financial**	Sponsorship	Lack of sponsor relationship fostering and building.	Maintain an active registry of all sponsors with a specific deliverables and relationship history.
53	**Financial**	Grants	Lack of capacity to apply for grants and missed opportunities.	Develop strategic 'projects on a page' with various disciplines. Examples include: - Use areas like projects, needs, goals and equipment wish lists - Set up a grant application process with the Surf Life Saving Grant Seeking Unit.
54	**Financial**	Fees	Lack of financial understanding of sport and fees, and missed opportunities for better fee structures.	Conduct a financial analysis of all carnivals, plus outputs. Examples include: - Review of the fixed and variable costs, and the case for paying key carnival roles - Income and sources of income - Benchmarking, including against other sports, i.e. swimming, and review of fees, including junior versus senior and across various disciplines, and ensure value for money - Analysis of fee structure for one payment carnivals versus per-event payments at carnivals - Analysis of fee structures for late entries, scratchings and swaps - Feasibility of developing an incentive fee model, e.g. attend all carnivals and receive a 10% discount on entry fees - Feasibility of developing a 'summer series' one-off fee for all carnivals - Resources for communicating fee information for improved transparency.
55	**Financial**	Sponsorship	Lack of sponsors and resources for seeking new sponsors.	Scope options to increase resourcing and source new sponsors. Examples include: - Form a sponsorship panel to actively seek sponsorship for local carnivals and State Championships - Seek sponsors for special events, e.g. watercraft carnivals / beach carnivals, Cosy Corner etc.
56	**Financial**	Sponsorship	Lack of flexibility for clubs to incentivise attendance and seek sponsors for events.	Develop sponsorship prospects for local community engagement at carnivals, with the ability for state- and club-specific content.
57	**Financial**	Equipment hire	Lack of process and opportunity for facilitating the hiring of LSV sports equipment.	Review options for external hire of LSV sports equipment.
58	**Financial**	Fee payments	Inefficient and untimely management of carnival fee payments.	Develop a solution for carnival entry fee payments considering on the day late entries, swaps and scratchings. Examples include: - Single or bulk payment prior to carnival or up front (with entry) by parent / club utilising a payment gateway, i.e. Trybooking, that links to SEMS
59	**Financial**	Sponsorship	Lack of sponsor engagement.	Facilitate sponsor engagement opportunities. Examples include: - Install a platform for viewing events during State Championships - Host lunches - Present commendations at the Awards of Excellence / forums / conferences / council meetings, etc.

#	Administrative Theme	Activity	Challenges	Potential Solutions
60	**Reporting & Evaluation**	AS Executive	Concerns regarding AS Executive structure, communication and activity. Examples include: - Too many roles on executive - Lack of decision making - Too operational, need to be more strategic - Lack of leadership - Dismissing and overruling subject matter expert recommendations with limited objectivity - Perception that decisions are made for the benefit of individual clubs, as opposed to the broader sport community.	Review opportunities to improve structure, communication and activities. Examples include: - Develop a 12-month workplan with calendar that includes projects, decisions to be made and questions on notice - Consolidate representative areas including reviewing the structure of the ASE - Review options to have a greater emphasis on panels and formal working groups for subject matter experts to provide recommendations - Develop representative area report templates and discussion paper templates - Confirm governance and decision making parameters - Conduct an AS Executive self-evaluation on performance - Disseminate executive and council agendas and minutes in a timely manner, i.e. define and link to the workplan.
61	**Reporting & Evaluation**	Reporting	Lack of process to provide reports to key stakeholders. Examples include: - Lack of carnival reporting by key officials - Lack of carnival reporting by LSV - Lack of understanding of issues, solutions, safety decisions and participation data.	Develop a process for providing reports to stakeholders. Examples include: - Develop a post-carnival report, disseminated to presidents, Team Managers, officials and coaches, including information such as participant and club numbers, reminders, safety, appeals and technical rule reminders - Develop templates or scope use of an online tool for key carnival roles to complete post-carnival, including issues, technical reminders, officials' performance, equipment audit / needs, etc.
62	**Reporting & Evaluation**	AS Council	Concerns regarding effectiveness of council meetings. Examples include: - Lack of incentive for clubs to attend, resulting in lack of club representation to make decisions - Lack of balanced discussion between disciplines and also between junior and senior beach - Lack of understanding of council purpose and delegate roles by members / delegates - Perception that decisions are made for the benefit of individual clubs, as opposed to the broader sport community.	Review opportunities to improve structure, communication and activities. Examples include: - Define role of delegates - Develop simple position descriptions - Work with M&LD to develop communications to educate on difference between nippers (surf education) and junior sport - Develop incentives to attend council meetings, i.e. workshops, guest speakers, finger food, video conferencing and publishing podcasts - Run separate Junior and Senior Sport Council meetings.
63	**Reporting & Evaluation**	Evaluation	Lack of clear goals and objectives for AS in Victoria.	ASE to develop a strategic plan underpinned by an evaluation plan. Examples include: - Define values, i.e. why sport exists and what Victoria's purpose is - Define objectives, i.e. retention, attraction, participation, fun, active training, in order to develop the best trained and skilled lifesavers who are 'rescue ready' - Establish measures and measurable KPIs (for first, third and fifth year evaluations, etc.), i.e. by age, gender, club, carnival, carnival type (beach, pool, IRB, surf boats, etc.), event discipline, National Championships, World Championships, trained officials, trained coaches, satisfaction and link to membership / patrolling numbers, etc. - Determine and monitor barriers to participation and loss of athletes - Identify recommendations for the next annual plan - Conduct interviews and feedback forums - Produce formal report for the AS Council.
64	**Reporting & Evaluation**	Archives	Lack of process to provide results to LSV archives.	Develop a process and format to annually provide carnival, state and national championship results to the LSV historian / archive committee.
65	**Reporting & Evaluation**	Feedback	Lack of process to seek and provide feedback. Examples include: - Lack of specific process for collecting feedback from stakeholders post carnivals - Lack of process for providing feedback outcomes to stakeholders - Lack of engagement / evaluation with clubs post season - Lack of feedback forums held for key groups of stakeholders, i.e. athletes, officials, team managers, coaches.	Develop a process for seeking and providing feedback to stakeholders. Examples include: - Scope option to send SMS text messages to athletes, officials and parents of junior athletes, with 3-5 questions and star ratings, following each carnival - Increase promotion of the LSV Feedback App to members - Develop a plan to capture feedback from non-sport participating members and athletes that drop out - Conduct individual end of season debriefs with a sample of high and low participating clubs - Conduct feedback forums pre-, during- and post-season to seek feedback from key stakeholder groups.

#	Administrative Theme	Activity	Challenges	Potential Solutions
66	**Marketing & Communications**	Communication	Lack of promotion of the link between sport and LSV's mission and vision, including links between athletes as lifesavers and water safety ambassadors.	Develop a plan to promote links back to 'active training' and the uniqueness of the sport of lifesaving (sport and community service). Examples include: - Profiling athletes who transition between disciplines, i.e. beach to pool - Using sport as a member attraction and retention strategy - Highlight lifesaving events including R&R and link with CPR training - Facilitate 'come and try' clinics for non-competing members / non-members with top AS athletes - Use athletes as ambassadors and role models to promote water safety key messages (beach and pool) - Scope local opportunities to promote upcoming carnivals to the community using local faces (athletes).
67	**Marketing & Communications**	Promotion of sport	Lack of engagement with key community stakeholders.	Develop a plan to invite and host key stakeholders, e.g. government, council, sponsors, etc.
68	**Marketing & Communications**	Communication	Lack of communication to enforce a shared responsibility and expectations for the delivery of AS carnivals.	Develop communication materials on expectations, shared responsibilities and consequences and ensure to communicate pre-season.
69	**Marketing & Communications**	Promotion during events	Lack of promotion of events, people and sport by the organisation.	Develop a promotional plan for single carnival events. Examples include: - Appoint a season MC to commentate carnivals (source via membership or internship) - Source banners, flags and buntings to showcase events, appeal to sponsors, increase atmosphere - Incorporate live streaming of a range of events and disciplines - Arrange professional photography to capture the action and scope options to offer parents and clubs the ability to purchase photographs of athletes (i.e. during State Championships) - Facilitate high performance athletes to assist with promoting key events, i.e. R&R Senior Australian Champions promoting R&R at junior carnivals, wearing medals and handing out flyers at carnivals to parents and athletes. - Establish a volunteer 'carnival atmosphere' panel.
70	**Marketing & Communications**	Communication	Communication before, during and after carnivals is inconsistent with expectations and needs. Examples include: - High volume of email communication to Team Managers - High number of communication channels, e.g. circulars, website, direct email, Facebook - Stakeholders not aware of current communication channels, i.e. Facebook forums - Lack of centralised communication channel - Clubs not utilising resources available, with reasons including difficulty in navigating LSV website and lack of centralised portal for information - Lack of clear communication and transparency during carnivals - Too many systems, documents, Google docs and spreadsheets - Lack of communication of key changes, i.e. rule changes from national bodies to officials on the beach.	Consolidate and develop efficient communication methods including tools to support. Examples include: - Review communication and the document storage process and source a consolidated portal or intranet option, i.e. the LSV From Anywhere portal - Scope options for implementation of an online communication tool such as Team App or an SMS text message service - Streamline communication and scope an intranet option for ease of information access, resources and alerts - Develop an online space for each key role with accompanying resources - Consolidate spreadsheets - Facilitate Team Manager pre-season meetings and networking to increase sharing opportunities for clubs on processes, tools and resources - Review the naming conventions and structure of the LSV website with a selection of clubs, parents and officials - Promote Facebook forums to relevant stakeholders - Develop an AS eNewsletter.

#	Administrative Theme	Activity	Challenges	Potential Solutions
71	**Marketing & Communications**	Promotion of sport	Lack of promotion of the sport.	Develop a promotional plan, informed by other state and sport activities, for each discipline and event, i.e. state carnivals, interstate, national, ASRL, etc. Examples include: - Media releases - Social media strategy, including developing incentives for clubs to promote sport, e.g. use of hashtags, competitions, 'Talent Tuesday' - Engage youth members (19-25 years) to assist with social media photos and engagement strategies - Develop a process to enable clubs, parents and athletes to submit their best photos from carnivals - Local print and radio media engagement - Use drones and Go Pros to capture event footage and develop YouTube videos of disciplines, engage videographers and use packages for sponsorship - Establish a stronger working relationship with Ocean6 and use it to promote lifesaving to junior athletes and families - Scope options for carnival event additions, e.g. food trucks, roving radio visits.

#	Administrative Theme	Activity	Challenges	Potential Solutions
72	**Safety & Risk Management**	Reporting	Lack of reporting to, and by, the AS Executive in relation to safety and risk management.	Develop a process for reporting safety and risk management at AS Executive meetings. Examples include: - Staff to prepare post-carnival summary reports for AS Executive meetings, including reports from key officials and LIMSOC - Safety and Risk Management added to AS Executive as a standing agenda item - Explore options to integrate the Lifesaving Operations Executive with the AS Executive to promote best practice and consistency in safety and risk management - Add a Safety and Risk Management rep to the AS Executive.
73	**Safety & Risk Management**	Equipment	Lack of well maintained equipment to manage risk. Examples include: - Search and Rescue (SAR) tubs inconsistent - Athletes wearing very faded high visibility vests.	Develop a process to review and maintain the SARS tubs and ensure Area Referees / ARROs have on hand approved high visibility vests to educate athletes.
74	**Safety & Risk Management**	First aid	Lack of process and responsibility for managing first aid incidents at carnivals.	Ensure process to manage first aid at carnivals is clear and understood. Examples include: - Define roles and responsibilities, including integration of volunteer first aid, carnival patrol and ESOs - Develop simple position descriptions for first aid roles - Develop a reporting process and checklist for minor and major first aid incidents, including integrations with LIMSOC - Scope feasibility of employing a paid (reimbursed / vouchers, etc.), dedicated first aid officer at every carnival - Scope necessity and feasibility of an ambulance onsite at carnivals, i.e. where participation is greater than 500 and by location.
75	**Safety & Risk Management**	ESOs	Processes are manual and paper-based, with limited templates available.	Develop an ESO toolkit. Examples include: - Use of iPads - Minute pre competition meetings and ensure ESO and Referee sign off minutes that outline issues and resolutions - Develop a carnival safety checklist, which contains reports to be completed, briefings required, SLSA surf hazard rating checklist, reporting to 13SURF, first aid, pre-, mid-, post carnival reports, laminated key policies and report templates, etc.
76	**Safety & Risk Management**	ARROs	Processes are manual and paper-based, with limited templates available.	Develop a process to manage water safety within specific carnival areas. Examples include: - Develop a pre-carnival briefing template for water safety personnel / Area Referees - Minute pre competition meetings and ensure ESO and Referee sign off minutes that outline issues and resolutions - Review water safety count templates and provide ratios / maximum numbers and a traffic light warning system for each event as a quick reference, i.e. leverage technology solutions.
77	**Safety & Risk Management**	Decision making	Decisions involving safety are inconsistent with expectations and needs. Examples include: - Lack of club engagement in carnival risk management - Gaps in host club engagement management, to ensure patrol and public requirements are addressed on the day of the carnival - Lack of transparency in decision making around cancelling of events, changing of venues, etc. - Lack of application of a common sense approach to risk management - Increased perception that safety is an inconvenience - AS has become too risk adverse.	Conduct a review into the process for making and communicating safety decisions. Examples include: - Investigate opportunities to develop the role of Independent Safety Advisor to provide advice when required - Increase communication with stakeholders and include rationales behind decisions - Improve processes for communicating safety related decisions, i.e. use of SMS text message service - Review option for host club representatives (i.e. patrol captains) to be involved in decision-making as the perceived experts on beach carnivals - Increase engagement with host clubs to facilitate patrol areas and communication with the public - patrols are the priority, not carnivals - Enforce a decision-making process, with particular attention to where decisions are made, i.e. they must be with key personnel and out of ear-shot of all other members - Seek input from SLSA and other SLS states to access existing resources and tools - Develop processes and training to foster a 'common sense approach' that still enables athletes to be challenged in varying surf conditions.

#	Administrative Theme	Activity	Challenges	Potential Solutions
78	**Safety & Risk Management**	Documentation	Lack of documented streamlined processes that incorporate too many documents, inconsistent processes and paper-based forms.	Conduct a review into the process and tools for managing risk. Examples include: - Facilitate a workshop to identify process and document gaps and plan to develop updates to processes and templates, using existing LSOC / SLSA documents where available - Source examples from SLSA, other SLS states and Australian Championships and apply to a Victorian context - Confirm carnival roles and responsibilities - Develop a carnival decision-making hierarchy and communication flowchart - Scope options to streamline and consolidate areas, i.e. beach and surf boat area - Review and confirm the process of reporting and storing of carnival safety reports.
79	**Safety & Risk Management**	Technology	Lack of use of technology to manage risk.	Review feasibility of applying technology. Examples include: - Scope shark monitoring drones - Increase use of iPads - Seek input from SLSA and other SLS states to access existing technology development - Increase use of RFIDs with GPS technology.

#	Administrative Theme	Activity	Challenges	Potential Solutions
80	**Calendar Management**	Host clubs	Lack of resources to support and develop volunteer resourcing of carnivals.	Develop resources and upskill host club volunteers. Examples include: - Tailor contracts, including a financial needs analysis by the host club, i.e. road closures, permit costs, toilets, etc., to cater for varying needs - Develop a club guide for hosting carnivals, including templates, checklists, equipment lists and position descriptions for all volunteer roles required - Facilitate host club mentoring to support new clubs to host carnivals.
81	**Calendar Management**	Venue selection	Lack of understanding of venue specifications and limitations, e.g. parking and size.	Develop club / venue (beach / pool) profile. Examples include: - Crowd capacity - Beach length and width - Water quality / sand conditions - Tide movements - Parking (cars and trailers) - Beach access for range of gear - Club rooms - Toilets / changerooms - Tent area - Membership base to support the event - Support from local council / land manager - Competing community events (sport, festivals, etc.) - Safety (historic incidents) - Pool sizes and depths, facility parking, spectator seating, sole use availability, safety standards, cost, etc.
82	**Calendar Management**	Setting calendar	Lifesaving calendar is so busy, members are often forced to choose what to be involved with.	Consider broader lifesaving areas and activities when developing the AS calendar. Examples include: - Consult with other lifesaving departments, i.e. Membership & Leadership Development and Lifesaving Operations - Consider the impact carnivals have on club nipper programs - Utilise the LSV Website's 'Event Calendar' to promote events across the organisation - Publish the calendar with other relevant lifesaving events and activities, e.g. Leadership and Development Camps, etc.
83	**Calendar Management**	Setting calendar	Increased clashes during the season with Swimming Victoria meets, including potential for a future March long weekend clash if Swimming Victoria changes its event schedule.	Increase stakeholder collaboration with Swimming Victoria to alleviate pressures for athletes related to event selection and participation.
84	**Calendar Management**	Host clubs	Increased expectations by clubs that they are entitled to host the same carnival(s) every year.	Determine and manage expectations and acknowledge all 'expressions of interest' to host carnivals.
85	**Calendar Management**	Host clubs	Lack of financial incentive to host carnivals.	Review opportunities to increase financial support for host clubs. Examples include: - Increase catering reimbursement - Provide club equipment repair reimbursement - Increase competitor fees to provide clubs with a per-competitor subsidy - Scope feasibility of a % fee sharing model.
86	**Calendar Management**	Host clubs	Lack of opportunity and flexibility for host clubs to manage a state carnival.	Scope feasibility of developing an individual or collaborative (cluster of clubs) club model to manage state carnivals, as opposed to LSV. Examples include: - Define roles and responsibilities - % fee sharing - Equipment (hire versus own) - Access / use of event systems, i.e. SEMS - Coordinate permits and approvals - Develop event programs - Coordinate rosters - Performance KPIs.

#	Administrative Theme	Activity	Challenges	Potential Solutions
87	**Calendar Management**	Setting calendar	Slow processes, late announcements and changes to club committees result in lack of communication and transparency around venue selection.	Conduct a complete review of the selection process and associated timelines. Examples include: - Investigate solutions for enabling host club preferences, i.e. dates and multiple years - Develop a carnival criteria checklist for host clubs - Reverse engineer the selection process, i.e. an AS Executive selects and then approaches clubs to host.
88	**Calendar Management**	Setting calendar	Too many carnivals during summer season results in member fatigue and poorly run events.	Conduct a review of the number and format of carnivals per season. Examples include: - Investigate options to conduct multiple carnivals on single day, i.e. east coast and west coast (same amount of carnivals, less dates in a season) - Scope feasibility of applying a 'less is more' approach - Provide rationale and carnival focus with calendar, i.e. participation, technical constraints, competition - Finish junior / youth beach season earlier to prevent clashes with competing priorities, i.e. school and other sports - Provide minimum two month break between beach and pool competitions for rest and recovery - Review rationale for holding Saturday carnivals (which clash with school sport), as well as junior and senior events during the same weekend (burden on volunteers) - Ensure furthest travel is Point Leo (east) and Lorne (west), however ensure to travel far east and far west in alternating years and develop incentives for clubs to travel and attend, e.g. organise shuttle bus from Melbourne, pub meals Saturday night, etc. - Increase number of carnivals and educate members that athletes/clubs do not have to all - For regional (far east and west) carnivals, scope options for a Saturday afternoon / Sunday morning carnival program, to allow travel and facilitate social and professional networking Saturday night - Revise start time from 8:00am to 8:30am, to enable more time for travel and correct carnival set up, taking into consideration the early commencement of events such as R&R - Space carnivals to occur two weeks apart - Run annual reports on athlete residential details versus club membership and select venues accordingly - Hold the State Championships at the same venue every year - Consider the option for holding four State Championships (junior, youth, senior, masters) - Add an extra day to Junior State Championships (Friday afternoon / twilight beach events / Monday of long weekend), particularly given the Champion Lifesaver events, R&R and Belt & Reel are already held on a separate day - Ensure balance between bay and surf venues, to ensure exposure to varying conditions and skill development for juniors - Increase the number of carnivals at soft sand beaches, in preparation for the Australian Titles - Consider equipment requirement impacts, i.e. number of sets, small and large carnival sets, cope options for modified equipment, i.e. inflatable buoys instead of a full string of nine, and simplify equipment requirements based on a streamlined program, i.e. emphasise efficient use of equipment.

#	Administrative Theme	Activity	Challenges	Potential Solutions
89	**Equipment & Logistics**	Equipment	Resourcing required to prepare, pack and unpack equipment.	Develop a 'check-in' and 'check-out' process for packing and unpacking trailers and vehicles. Examples include: - Develop checklists, including photos of equipment - Develop trailer packing checklists with photos of 'how to correctly pack' - Develop an Area Referee Equipment Checklist and provide feedback on missing and broken equipment after carnivals - Colour code sets of equipment and colour code equipment to age groups - Ensure checklists are attached / on top of every required tub.
90	**Equipment & Logistics**	Equipment	Lack of process for equipment maintenance and management.	Review opportunities to integrate equipment management into LSV's warehouse supply chain (schedule, checklist, pick up and return). Examples include: - Ensure a pre- and post- season stocktake and maintenance is scheduled and completed following each discipline's season - Develop an asset management plan, including schedule of gear replacement.
91	**Equipment & Logistics**	Logistics	Transport of equipment is resource heavy, untimely and relies on inadequate trailers.	Develop options for transporting and storing equipment. Examples include: - Shipping container transported between venues - Mobile storage solution - New trailers or mid-size truck / van for transporting equipment - Service plans for any transport option - Develop a roster for equipment transport, including role of host club to transport.
92	**Equipment & Logistics**	Logistics	Lack of process for equipment resourcing, management and transport by volunteers.	Develop options for volunteer assistance in equipment logistics. Examples include: - Re-introduce Gear Steward role and scope feasibility of this being a paid casual role - Establish a 'grey army' or Men's Shed concept for equipment packing and maintenance, budget provided for food (promotes social connectivity) and coordinated by Gear Steward - Budget assigned for ad hoc repairs and maintenance - Develop roster for equipment transport.
93	**Equipment & Logistics**	Logistics	Use of club ATV at carnivals could compromise patrols.	Investigate options for transporting equipment, officials and injured competitors during carnivals, ensuring not to impede on carnival patrol ATV requirements, i.e. ATV, truck, ute, etc.

#	Administrative Theme	Activity	Challenges	Potential Solutions
94	**Equipment & Logistics**	Equipment	Lack of equipment.	Review targeted equipment needs. Examples include: - Improve the PA system, inclusive of roving microphones, cord solutions and set up process - Provide working megaphone in each area - Explore fencing options in competition areas, i.e. temporary fencing, poles and bunting, etc. - Provide water bottles to all officials and a 10-litre water tub in each area - Explore shade provision options including shade shelters for recorders and athletes while marshalling - Explore Wi-Fi network for local carnival area.

APPENDIX C

WORK PLAN	2018/2019 FY				2019/2020 FY			
	DUE DATE							
Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - People Development								
Deliverable: Develop training opportunities for Area Referee and ARROs.								
Milestone: Develop training plan	▊				▊			
Milestone: Implement training plan		▊				▊		
Milestone: Develop selection process of Area Referees and ARROs and conduct information sessions					▊			
Milestone: Scope options for online training, including VR				▊				
Deliverable: Develop training opportunities and resources for Team Managers.								
Milestone: Develop season work instructions and timelines for Team Managers	▊				▊			
Milestone: Plan and implement pre-season Team Manager briefing	▊				▊			
Deliverable: Develop recognition plan for state team athletes and management.								
Milestone: Review and confirm uniform supplier	▊				▊			
Milestone: Develop and implement marketing plan for state teams								
Milestone: Scope options to hold event to announce and celebrate state teams			▊				▊	
Deliverable: Recruit a dedicated state-wide capability and capacity role to facilitate programs and training associated with Sport's people.								
Milestone: Advertise and recruit role	▊							
Milestone: Coordinate and deliver relevant work plan milestones					▊			▊
Deliverable: Provide for support for Aquatic Sport staff including with an aim to retain staff.								
Milestone: Confirm individual staff learning and development plans	▊				▊			
Milestone: Define and communicate roles and expectations of staff versus ASE versus clubs (Team Managers)	▊				▊			
Deliverable: Promote and educate stakeholders on the LSV Code of Conduct.								
Milestone: Develop and implement communications plan for promotion of Code of Conduct and LSV's Values		▊				▊		
Milestone: Develop and communicate Aquatic Sport and LSV grievance process		▊						
Milestone: Develop database to record and monitor Sport related grievances and disciplinary actions, including penalties		▊						
Milestone: Develop and implement a plan for on-the-beach support for officials, parents and carnival stakeholders			▊				▊	
Deliverable: Conduct a review of water safety and powercraft skill requirements.								
Milestone: Develop simple positions descriptions for water safety and powercraft personnel		▊						
Milestone: Develop and implement can-laying and boat judging training and development across all regions						▊		
Milestone: Develop and implement powercraft personnel accreditation and licence check process			▊					
Deliverable: Identify and address barriers for water safety and powercraft personnel to access RWC pathways.								
Milestone: Develop RWC pathway plan including determining pre-requisites and selection of water safety and powercraft personnel							▊	
Deliverable: Facilitate social networking opportunities for the Aquatic Sport community.								
Milestone: Develop an annual social networking calendar						▊		
Deliverable: Develop an online short module about junior carnivals for parents.								
Milestone: Conduct a scan of existing club resources		▊						
Milestone: Develop online module and provide to clubs for implementation into their junior programs			▊				▊	
Deliverable: Scope a system to record RLSSA officials, i.e. through aXcelerate or Surfguard.								
Milestone: Scope systems and develop plan to implement		▊						

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Milestone: Implement system			X					
Deliverable: Review opportunities to promote and grow participation in masters competition.								
Milestone: Review events and scope options for modified events					X			
Milestone: Scope opportunity to integrate juniors and seniors into carnival management						X		
Deliverable: Review management and selection of high performance program athletes.								
Milestone: Scope feasibility of year-round Head Coach and develop position description				X				
Milestone: Review selection and endorsement of high performance athletes and management teams and communicate process					X			
Milestone: Develop a plan to promote high performance opportunities to junior and youth athletes					X			
Deliverable: Develop and enhance mentoring programs for officials.								
Milestone: Develop and promote training plan including roving mentors, buddy-system etc.		X				X		
Milestone: Implement training plan				X				X
Deliverable: Develop resources and tools to upskill and support officials to run efficient, professional carnivals.								
Milestone: Develop a toolkit of resources available online and during the event within Areas		X				X		
Milestone: Provide coloured bibs for easy identification	X	X						
Milestone: Develop and implement a pre- and post-carnival meeting schedule with checklists	X	X						
Milestone: Plan and implement pre-season officials briefing and season communications plan	X					X		
Deliverable: Scope options to integrate powercraft personnel.								
Milestone: Implement plan for storage of personal belongings and provision of breakfast		X						
Milestone: Provide PD opportunities to develop effective communication and conflict resolution strategies				X				
Deliverable: Develop training opportunities for ESOs.								
Milestone: Develop a simple position description outlining ESO pre-requisites and essential attributes	X							
Milestone: Develop selection process of ESOs and conduct information sessions		X				X		
Milestone: Develop and promote training plan including search and rescue (SAR), scenario-based, development carnivals etc.	X				X			
Milestone: Implement training plan		X				X		
Milestone: Scope options for online training, including VR				X				
Deliverable: Develop a process to track and acknowledge volunteer services.								
Milestone: Scope online database to register attendance, duration and roles at carnivals			X					
Milestone: Implement database					X			
Milestone: Implement annual plan to provide recognition, i.e. letters, awards, certificates etc.					X			
Deliverable: Review process and opportunities for coaches to gain accreditation and re-accreditation.								
Milestone: Facilitate a coaches forum during summer						X		
Milestone: Develop and implement a training plan (including courses) for coaches across all regions and provide clubs with trainers and assessors to run their own courses						X		
Milestone: Develop a coaches accreditation audit check at carnivals		X				X		
Milestone: Review re-accreditation process including pre-season audits and reminders to coaches						X		
Milestone: Review course to ensure relevant and engaging content (theory and practical)								X
Deliverable: Enhance pathways for a range of Aquatic Sport roles								
Milestone: Develop simple pathway documents for a range of roles				X				
Milestone: Facilitate 'come and try' events								X
Milestone: Develop and implement a plan for integration of Under 14 athletes and parents into Senior carnivals	X				X			
Deliverable: Undertake a review of school-based Aquatic Sport programs.								
Milestone: Conduct a review of the School Surf League model		X				X		

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Milestone: Develop pathway document for schools into lifesaving sport					■			
Milestone: Scope formal partnerships with education and sport peak bodies				■				■
Deliverable: Scope feasibility and membership expectations of incentivising commitment								
Milestone: Feasibility analysis completed with recommendations					■			
Deliverable: Scope options to facilitate training opportunities for athletes.								
Milestone: Facilitate opportunities for teams to train at LSV Headquarters							■	
Milestone: Develop and implement a training membership model								■
Deliverable: Review process and opportunities for officials to gain accreditation and re-accreditation.								
Milestone: Develop and implement a training plan (including courses) for officials across all regions					■			
Milestone: Develop an officials accreditation audit check at carnivals		■				■		
Milestone: Review re-accreditation process including pre-season audits and reminders to officials			■				■	
Milestone: Review course to ensure relevant and engaging content (theory and practical)			■					■
Deliverable: Review Wieland Shield team including purpose, role and recognition.								
Milestone: Develop a Wieland Shield Handbook for delivery					■			
Milestone: Develop plan for Wieland Shield tours 2020 (USA) and 2022 (VIC)					■			
Deliverable: Review current participation and develop a strategy to increase participation and retention of members in sport.								
Milestone: Develop an Aquatic Sport strategy to increase participation and retention					■			
Milestone: Implement strategy						■		
Deliverable: Review uniform requirements for officials and the distribution process.								
Milestone: Confirm uniform requirements	■							
Milestone: Develop and implement distribution process		■						
Milestone: Scope feasibility of providing officials a sustainability pack						■		

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Event Management								
Deliverable: Develop and publish programs for whole of season.								
Milestone: Programs published prior to the season	█				█			
Deliverable: Conduct pre- and post-season planning meetings and reviews with each panel / working group for each discipline.								
Milestone: Develop annual calendar of planning and review meetings	█					█		
Milestone: Meetings conducted				█				█
Deliverable: Improve the marshalling process and tools for support.								
Milestone: Develop a marshalling toolkit	█							
Milestone: Review the grading system for seniors		█						
Deliverable: Review options to modify program formats.								
Milestone: Review conducted and recommendations provided to Referees					█			
Deliverable: Introduce incentives to increase athlete carnival attendance.								
Milestone: Develop and implement incentive options						█		
Deliverable: Enhance communication with carnival stakeholders including coaches, team managers, athletes, officials and parents.								
Milestone: Provide a whiteboard in each area		█						
Milestone: Investigate online tools for publishing programs and changes				█				
Deliverable: Review award (prize) process for sourcing, distribution and acknowledgement.								
Milestone: Review award types (pennants, medals, ribbons) based on needs and scope options for bulk orders	█				█			
Milestone: Review distribution of awards and implement process			█				█	
Milestone: Develop process of awarding overall club carnival winners							█	
Deliverable: Develop carnival set up and pack up process.								
Milestone: Create a toolkit for set-up and pack-up		█				█		
Milestone: Review personnel requirements for set-up and pack-up including paid and volunteer						█		
Milestone: Develop process for rostering clubs on set-up and pack-up	█				█			
Milestone: Scope system for managing rosters				█				
Milestone: Implement system						█		
Deliverable: Develop an operating personnel management process (officials, water safety etc.).								
Milestone: Create a toolkit for each role		█						
Milestone: Review personnel requirements for officials, water safety and powercraft including paid and volunteer						█		
Milestone: Develop process for appointing and rostering individuals		█						
Milestone: Scope system for managing rosters					█			
Milestone: Implement system					█			
Deliverable: Develop online tools to assist with the marshalling process.								
Milestone: Scope system to manage marshalling process						█		
Milestone: Implement system					█			
Deliverable: Develop a results recording process and tools for support.								
Milestone: Develop and communicate process (provide training) for a consistent process for recording results		█						
Milestone: Scope system to manage recording of results						█		
Milestone: Implement system					█			
Milestone: Scope option for the conversion of paper-based R&R scoring sheets to a mobile application				█				
Milestone: Implement system					█			

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Deliverable: Develop a process for entering individual athletes and teams and tools for support.								
Milestone: Scope system to improve individual and team entries				▉				
Milestone: Implement system						▉		
Milestone: Develop and communicate process (provide training) and timelines for completing entries						▉		
Deliverable: Develop a process and scope system enhancements to improve the review of awards and pre-requisites.								
Milestone: Develop process for award and pre-requisite checks			▉					
Milestone: Scope system to manage process				▉				
Milestone: Implement system						▉		
Deliverable: Conduct a review of events included within carnival programs.								
Milestone: Review conducted including meetings with various panels				▉				▉
Milestone: Facilitate increased engagement between referees, powercraft coordinator and panels								▉
Deliverable: Review and modify the qualifying process								
Milestone: Review and recommendations completed by Junior working group	▉				▉			
Milestone: Recommendations reviewed and trialled			▉				▉	
Deliverable: Review late entries process.								
Milestone: Complete review of the late entry and scratching process		▉				▉		
Milestone: Revised process implemented and communicated to all clubs								
Deliverable: Review the membership criteria and pre-requisite awards for participation in pool lifesaving.								
Milestone: Review of membership requirements and pre-requisites and develop recommendations			▉					
Milestone: Develop communication materials to educate members about participation requirements.				▉				
Deliverable: Review the membership criteria and pre-requisite awards for participation in beach lifesaving.								
Milestone: Review of membership requirements and pre-requisites per competition area (water, beach, first aid/patrol and R&R) and develop recommendations							▉	
Milestone: Review challenges associated with gaining training awards and expiry dates								▉
Deliverable: Review Aquatic Sport radio requirements and scope the feasibility of purchasing radios, in parallel with implementation of the new radio network.								
Milestone: Determine Aquatic Sport radio requirements	▉				▉			
Milestone: Source radios as per requirements		▉				▉		

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Financial								
Deliverable: Maintain an active registry of all sponsors with a specific deliverables and relationship history.								
Milestone: Develop and maintain registry				▰				
Deliverable: Source grants to support strategic projects								
Milestone: Conduct meeting with Surf Life Saving (SLS) Grant Seeking Unit to increase scope of grants for Sport				▰				▰
Milestone: Develop and submit grant applications as opportunities arise				▰				
Milestone: Develop strategic 'projects on a page' with various disciplines								▰
Deliverable: Conduct a financial analysis of all carnivals.								
Milestone: Develop fee calculator (income and expenses) to educate on true carnival cost		▰						
Milestone: Conduct benchmark of fees against other sports and activities				▰				
Milestone: Conduct financial analysis and make recommendations regarding fee structures				▰				
Milestone: Implement recommendations						▰		
Milestone: Develop communications for clubs						▰		
Deliverable: Source new sponsors.								
Milestone: Scope subject matter expertise to source				▰				
Milestone: Develop sponsorship prospectus					▰			
Milestone: Target potential new sponsors								▰
Deliverable: Develop sponsorship prospects for local community engagement at carnivals.								
Milestone: Develop prospectus and provide to host clubs						▰		
Deliverable: Review options for external hire of LSV sports equipment.								
Milestone: Develop process and promote options for equipment hire		▰						
Deliverable: Develop a solution for carnival entry fee payments considering on the day late entries, swaps and scratchings.								
Milestone: Review process and scope system to manage		▰						
Milestone: Implement system				▰				
Milestone: Develop communication materials for clubs					▰			
Deliverable: Facilitate sponsor engagement opportunities.								
Milestone: Develop sponsor engagement plan and link to individual event marketing plan							▰	

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Reporting & Evaluation								
Deliverable: Improve structure, communication and activities of the Aquatic Sport Executive (ASE).								
Milestone: Develop an annual work plan	▩				▩			
Milestone: Develop templates for reports and discussion papers	▩							
Milestone: Conduct a review of representative areas and the structure of the ASE, including scope to enhance the role of panels			▩					
Milestone: Conduct an ASE self-evaluation on performance								▩
Deliverable: Develop a process for providing reports to stakeholders.								
Milestone: Develop a post-carnival report	▩							
Milestone: Develop templates or scope use of an online tool for key carnival roles to complete post-carnival			▩					
Deliverable: Deliverable: Improve structure, communication and activities of the Aquatic Sport Council.								
Milestone: Define role of delegates and implement education process on the role of the Executive and Council				▩				
Milestone: Develop an annual work plan								▩
Deliverable: Develop an Aquatic Sport strategic plan underpinned by an evaluation plan.								
Milestone: Scope and determine annual evaluation plan with LSV Aquatic Risk & Research department	▩				▩			
Milestone: Implement evaluation plan		▩				▩		
Milestone: Publish evaluation report			▩					▩
Milestone: Draft Aquatic Sport strategic plan						▩		
Deliverable: Develop a process and format to annually provide carnival, state and national championship results for the LSV								
Milestone: Develop and implement process								▩
Deliverable: Develop a process for seeking and providing feedback to stakeholders.								
Milestone: Scope and determine methods to collect feedback and link with annual evaluation plan	▩				▩			
Milestone: Implement feedback collection plan		▩				▩		

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Marketing & Communications								
Deliverable: Develop a marketing and communications plan to promote link between sport and 'active training'.								
Milestone: Develop and implement athlete and discipline marketing plan		�|				▊		
Milestone: Scope options to link athletes and events with key water safety messages via Play it Safe by the Water		▊				▊		
Deliverable: Develop a marketing plan to invite and host key stakeholders, e.g. government, council, sponsors etc. at events								
Milestone: Develop and implement plan		▊				▊		
Deliverable: Develop communication materials on expectations, shared responsibilities and consequences.								
Milestone: Develop and distribute communications pre-season	▊				▊			
Deliverable: Develop a marketing and promotional plan for single carnival events.								
Milestone: Develop event marketing and promotional plan		▊				▊		
Milestone: Implement plan			▊				▊	
Milestone: Appoint MC for events			▊			▊		
Milestone: Source event marketing collateral, i.e. bunting, feather flags etc.							▊	
Deliverable: Consolidate and develop efficient communication methods including tools to support.								
Milestone: Review communication channels and document storage process and source a consolidated option		▊				▊		
Milestone: Implement preferred option			▊					
Milestone: Scope options for development of an Aquatic Sport eNewsletter		▊				▊		
Deliverable: Develop a marketing and promotional plan to promote Sport and the various disciplines								
Milestone: Develop marketing plan		▊				▊		
Milestone: Implement marketing plan			▊				▊	

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Safety & Risk Management								
Deliverable: Develop a process for reporting safety and risk management at Aquatic Sport Executive meetings.								
Milestone: Develop and implement a process for collation of post-carnival safety reports		█				█		
Milestone: Add safety and risk management to the ASE monthly meeting agenda	█							
Milestone: Explore options to integrate the Lifesaving Operations Executive with the AS Executive to promote best practice and consistency in safety and risk management							█	
Milestone: Scope opportunity to add a safety and risk management representative role on the ASE								█
Deliverable: Develop a process to review and maintain the SAR tubs								
Milestone: Develop and implement process		█				█		
Deliverable: Ensure process to manage first aid at carnivals is clear and understood.								
Milestone: Develop a carnival first aid resource toolkit		█						
Milestone: Develop a reporting process and checklist for minor and major first aid incidents, including integrations with LIMSOC		█						
Milestone: Scope feasibility of employing a paid (reimbursed / vouchers, etc.), dedicated first aid officer at every carnival						█		
Milestone: Scope necessity and feasibility of an ambulance onsite at carnivals								
Deliverable: Develop an ESO toolkit.								
Milestone: Develop a toolkit of equipment and resources		█				█		
Milestone: Develop a process and checklist to manage safety at carnivals		█				█		
Deliverable: Develop a process to manage water safety within specific carnival areas.								
Milestone: Develop a pre-carnival briefing template for Area Referees and water safety personnel		█						
Milestone: Review and update water safety count templates		█						
Milestone: Scope systems to manage online			█					
Deliverable: Conduct a review into the process for making and communicating safety decisions.								
Milestone: Investigate opportunities to develop the role of Independent Safety Advisor								█
Milestone: Develop processes for communicating safety related decisions, i.e. use of SMS text message service						█		
Deliverable: Conduct a review into the process and tools for managing risk.								
Milestone: Facilitate a workshop to identify processes and document gaps	█							
Milestone: Source examples from SLSA, other SLS states and Australian Championships with the aim to apply to a Victorian context								
Milestone: Develop a carnival decision-making hierarchy and communication flowchart		█						
Milestone: Scope options to streamline and consolidate areas, i.e. beach and surf boat area						█		
Milestone: Review and confirm the process of reporting and storing of carnival safety reports.		█						
Deliverable: Review feasibility of applying technology to safety and risk management.								
Milestone: Scope use of various technologies to manage risk including; drones, RFIDs, iPads etc.			█					

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Calendar Management								
Deliverable: Develop resources and upskill host club volunteers.								
Milestone: Review and update host club contracts, including a financial needs analysis by the host club	■				■			
Milestone: Develop a club guide for hosting carnivals,			■					
Milestone: Develop and facilitate a host club mentoring program to support new clubs to host carnivals.				■				
Deliverable: Develop a club / venue (beach / pool) profile for hosting events.								
Milestone: Develop venue options matrix and guide		■						
Deliverable: Consider broader lifesaving areas and activities when developing the AS calendar.								
Milestone: Consult with other LSV teams i.e. Membership & Leadership Development and Lifesaving Operations					■			
Milestone: Utilise the LSV Website's 'Event Calendar' to promote events across the organisation	■							
Milestone: Publish the Aquatic Sport calendar with other relevant lifesaving events and activities					■			
Deliverable: Review opportunities to increase financial support for host clubs.								
Milestone: Scope feasibility of increasing host club contribution	■							
Milestone: Scope feasibility of a % fee sharing model					■			
Deliverable: Scope feasibility of developing an individual or collaborative (cluster of clubs) club model to manage state carnivals, as opposed to LSV.								
Milestone: Conduct a workshop to scope feasibility of hosting models					■			
Milestone: Pending workshop outcomes, pilot and evaluate new hosting models								■
Deliverable: Conduct a complete review of host club selection process and associated timelines.								
Milestone: Review process for selecting host clubs and venues					■			
Milestone: Develop a carnival criteria checklist for host clubs, linked to venue matrix						■		
Deliverable: Conduct a review of the number and format of carnivals per season.								
Milestone: Review the number and format of carnivals and provide recommendations					■			■
Milestone: Review the State Championships format and provide recommendations					■			

Deliverables and Milestones	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administrative Theme - Equipment & Logistics								
Deliverable: Develop a 'check-in' and 'check-out' process for packing and unpacking trailers, vehicles and area tubs.								
Milestone: Develop and make available a series of checklists		■						
Milestone: Scope feasibility of colour coding equipment sets by area		■						
Deliverable: Review opportunities to integrate equipment management into LSV's warehouse supply chain.								
Milestone: Complete review and integrate where possible		■						
Milestone: Develop and implement a pre- and post-season stocktake and maintenance plan				■				■
Milestone: Develop and implement an asset management plan, including schedule of gear replacement.				■				
Deliverable: Develop options for transporting and storing equipment.								
Milestone: Complete options analysis	■							
Milestone: Implement preferred option			■					
Deliverable: Develop options for volunteer assistance in equipment logistics.								
Milestone: Review option to re-introduce Gear Steward role		■						
Milestone: Review option to develop a roster for equipment transport			■					
Deliverable: Investigate options for transporting equipment, officials and injured competitors during carnivals, i.e. ATV, truck, ute,								
Milestone: Complete options analysis					■			
Deliverable: Review targeted equipment needs.								
Milestone: Improve the PA system, inclusive of roving microphones, cord solutions and set up process			■					
Milestone: Provide working megaphone in each area		■						
Milestone: Explore fencing options in competition areas, i.e. temporary fencing, poles and bunting, etc			■			■		
Milestone: Provide water bottles to all officials and a 10-litre water tub in each area		■						
Milestone: Explore shade provision options including shade shelters for recorders and athletes while marshalling						■		
Milestone: Explore Wi-Fi network for local carnival area.		■						