



Council of Lifesaving Clubs Action Plan 2020-2021

Version 2.2 - 3 February 2021



Version Control

Version	Author	Date	Changes	Approved by
DRAFT 0.1	David Potter	13 July 2020	Draft composition	N/A
DRAFT 0.2	David Potter/Simon White	28 July 2020	1. Inclusion of allocations and due dates 2. Refinement of phasing	N/A
1.0	CLC Leadership Team and LSV Support Staff	29 July 2020	1. Refinement of terminology 2. Minor inclusions of sub points	CLC Leadership Team
1.0	David Potter	12 August 2020	Inclusion of key actions for 2020/21 slide	N/A
2.0	David Potter	24 September 2020	Updates to timelines	CLC Leadership Team
2.1	David Potter	3 December 2020	Updates to process and dates	CLC Leadership Team
2.1	David Potter	3 February 2021	Updates to process and dates	CLC Leadership Team

Glossary

- Chair-CLC: Chair of the Council of Lifesaving Clubs
- COO: Chief Operating Officer
- D-CLC (1) – Director, Council of Lifesaving Clubs #1
- D-CLC (2) – Director, Council of Lifesaving Clubs #2
- CLC – Rep: Council of Lifesaving Clubs, Council Representative
- GM-LS: General Manager, Lifesaving Services
- M-VS: Manager, Volunteer Support
- Regional-VSO: Regional VSOs (Central East and West)

Overview and Purpose

Life Saving Victoria Mission

Life Saving Victoria's (LSV) mission is to prevent aquatic related death and injury in all Victorian communities and has the vision that all Victorians will learn water safety, swimming and resuscitation and be provided with safe aquatic environments and venues.

Council of Lifesaving Clubs Purpose

The role of the Council of Lifesaving clubs (CLC) is to assist LSV and the LSV Board ensure the growth, ongoing success and sustainability of lifesaving clubs in Victoria. The CLC provides a two-way link between Victorian Life Saving Clubs, the LSV Board and the LSV administration. The CLC seeks to contribute to ongoing communication between all sections of LSV.

Council of Lifesaving Club's Duties

The duties of the CLC include the following:

- provide a forum for lifesaving clubs and the delegates' issues to be heard;
- receive reports from the LSV Board and staff in relation to CLC matters;
- provide recommendations, policy advice and direction to LSV Board in relation to lifesaving club issues;
- provide guidance on the direction and improvement of lifesaving club administration and development;
- assist in the implementation of lifesaving club governance, management and succession structures;
- assist in the implementation of efficient lifesaving club financial management;
- development of lifesaving club level risk management, policies and procedures;
- assist in the implementation of occupational health and safety requirements in lifesaving clubs;
- assist with lifesaving club facilities management and improvement; and
- attraction and retention of members at all levels.

Shared Responsibility

This action plan relies on the CLC and lifesaving clubs operating with a shared responsibility between volunteer and staff roles in respect of the By-Laws. Actions outlined in this plan have considered the defined roles and the need to set realistic work expectations on volunteers and staff. Where appropriate it is the aim of individual actions to be a consultative process e.g. using advisory groups or subject matter experts, ensuring consistency and feedback across relevant stakeholders.

Key Actions for 2020/21 Season



1. Enhance access to information across clubs

1. Implementation of Club Intranet System (Staged)
2. Establish forums for information sharing in specific fields
3. Review club and member communication pathways
4. Development and implementation of Club Insights System

2. Enhance customer engagement model

1. Improve feedback mechanism for members and clubs
2. Further enhance single point of contact with LSV
3. Continue and enhance flexible approach to meetings

3. Improving club governance and management capability

1. Review and implement LSV Club Development Manual
2. Provide PD for CLC members
3. Review Club and LSV AGM timings and reporting
4. Review LSV Procurement options

4. Improve financial knowledge and sustainability in clubs

1. Provide PD for clubs roles with a financial focus
2. Seek government support for clubs in response to COVID-19
3. Review current member system links with accounting system integration

5. Sustain existing and development of club facilities

1. Review clubhouse of the future document
2. Advocate for facility funding
3. Improve information around emergency service capabilities
4. Tours of new clubhouses
5. Implement new template lease

6. Retain and attract members

1. Creation of membership drive resource kits
2. Review and implementation of member induction
3. Creation and circulation of 'how to' guides'
4. Review of current membership system

Phasing of plan year on year

This Season (2020/21)

1. Enhance access to information across Clubs
2. Enhance customer engagement model
3. Improving club governance and management capability
4. Improve financial knowledge and sustainability in clubs
5. Sustain existing and development of club facilities
6. Retain and Attract Members

Future Seasons (2022+)

1. Enhancement of Club Intranet system
2. Implementation of improved communication pathways
3. Implementation of improved customer engagement model
4. Rollout of statewide membership drive

Note: Additional items to be decided upon annual review

Details: Next Season (2020/21)

Strategy	Action	CLC Sponsor	Allocation LSV Staff	Target Date	Completion Status
1. Enhance access to information across clubs	1.1. Implementation of a club's intranet (Staged approach) <ul style="list-style-type: none"> a. Implement Single Sign on to LSV Apps b. Inclusion of club centric information library (e.g. circulars/policies) and links (e.g. GSU) c. Reporting of club FAQ's d. Inclusion of state-wide calendar for LSV events 	CLC – Rep	M-VS	14 October 2020	100%
	1.2. Establish forums for facilitation of information sharing in specific subject fields <ul style="list-style-type: none"> a. Continue implementation of regional and area-based meetings b. Hold subject matter expert sessions on specific topics raised by clubs c. Facilitate meetings between holiday and residential based clubs 	CLC – Rep	Regional-VSO	30 March 2021	50%
	1.3. Review club and member communication pathways <ul style="list-style-type: none"> a. Review current platforms and process b. Implement concise summaries for Club Presidents 	CLC – Rep	GM-LS / M-VS	30 June 2021	50%
	1.4. Development and implementation of Club Insights System <ul style="list-style-type: none"> a. Review data capture points and guidelines with other areas b. Inclusion of club statistical reporting abilities c. Support the concept of self-access to reporting for other council areas 	CLC – Rep	M-VS	Phase 1 – 30 September Phase 2 - 30 March	50%
2. Enhance customer engagement model	2.1. Improve the feedback mechanism for members and clubs <ul style="list-style-type: none"> a. Increase abilities for follow ups to occur 	CLC – Rep	Regional-VSO	31 March 2021	0%
	2.2. Further enhance single point of contact <ul style="list-style-type: none"> a. Implement simple phone number b. Implement single email for support/ticketing system 	CLC – Rep	M-VS	Phase 1 – 14 October Phase 2 (Ticketing) 31 March 2021	50%
	2.3. Flexible approach to meetings with members <ul style="list-style-type: none"> a. Increase use of remote access systems 	CLC – Rep	All	Ongoing	Ongoing

Strategy	Action	CLC Sponsor	Allocation LSV Staff	Target Date	Completion Status
3. Improving club governance and management capability	3.1. Review and implementation of the LSV Club Development Manual	D-CLC (1)	Regional-VS	Phase 1 (a,b,c) - 31 March 2021	25%
	a. Concentrate material on the main duties of CLC including club governance requirements			Phase 2 (d-i) – 30 May 2021	
	b. Include links to other lifesaving areas documents				
	c. Creation and inclusion of templates for key and commonly required information				
d. Inclusion of facilities management and maintenance information					
	e. Provide advice on club strategic planning processes (including succession planning)				
	f. Outline club financial sponsorship mechanisms				
	g. Creation of templated clubs' chart of accounts				
	h. Inclusion of club role description templates				
	i. Guidance on the importance of committee roles e.g. Member Protection Officer information				
	3.2. Provide professional development for CLC members	D-CLC (1)	GM-LS	Ongoing	Ongoing
	3.3. Review Club and LSV AGM timings/reporting periods	D-CLC (1)	GM-LS / M-VS	28 February 2021	0%
	3.4. Review of LSV procurement options for key pieces of equipment, systems and technology	D-CLC (1)	M-VS	30 June 2021	0%
4. Improve financial knowledge and sustainability in clubs	4.1. Provide PD for club roles with a financial focus (e.g. Club Treasurers)	D-CLC (2)	Regional-VSO	21 October 2020	100%
	4.2. Seek government support for clubs in response to the coronavirus [COVID-19] pandemic	D-CLC (2)	GM-LS	30 November 2020	100%
	4.3. Review current member system and workflows for potential links with accounting system integration	D-CLC (2)	M-VS	31 December 2020	100%

Strategy	Action	Allocation: CLC	Allocation: LSV Staff	Target Date	Completion Status
5. Sustain existing and development of club facilities	5.1. Review 'Clubhouse of the Future' document based on recent developments a. Inclusion of recent lessons learnt	D-CLC (1)	GM-LS	30 June 2021	0%
	5.2. Advocate for funding to maintain/replace facilities (multi-year project)	D-CLC (1)	GM-LS	Ongoing	Ongoing
	5.3. Improve information outlining how our clubs work with other emergency services (Note: significant link with LSOC/E) a. Increase level of grant assistance for clubs applying for appropriate projects b. Include equipment requirements for better club understanding c. Review club facilities for potential secondary uses during yearly gear inspections	D-CLC (1)	GM-LS	31 May 2021	25%
	5.4. Implement tours of new clubhouse builds a. Conduct virtual tours of new clubhouse in response to decrease in membership resulting from the coronavirus [COVID-19] pandemic	D-CLC (1)	GM-LS	30 March 2021	10%
	5.5. Implementation of Life Saving Club Leases review a. Approval of overarching policy statement - Done b. Finalisation of leasing template - Done c. Advocation of leasing template to local land managers- Ongoing	Chair - CLC	GM-LS	30 November 2020	100% /Ongoing
6. Retain and attract members	6.1. Creation of membership drive resource kits a. Targeted for Clubs including connections with other local clubs and schools b. Targeted for state-wide use, including: where do I find my local club? A day in the life of? What does a lifesaver do? What does a committee member do?	D-CLC (2)	M-VS	30 October 2020	100%
	6.2. Review and Implementation of member induction a. To include the follow key aspects - Emergency Management Sector involvement - General OH&S Induction - Standardised welcome to Lifesaving - Flowchart of customer service model - Member Protection Information	D-CLC (2)	Regional-VSO	30 May 2021	10%

Strategy	Action	Allocation: CLC	Allocation: LSV Staff	Target Date	Completion Status
	6.3. Creation and circulation of simple “How to guides” and templates <ul style="list-style-type: none"> a. Outlining membership join and renew process b. Outlining club training processes c. Creation of short concise video instructions 	D-CLC (2)	GM-LS	1 September 2020	100%/ Ongoing
	6.4. Review of current membership system and requirements of such a system <ul style="list-style-type: none"> a. Review of currently prescribed membership categories b. Review of workflows for both club administrators and membership user. 	D-CLC (2)	GM-LS	31 December 2020	100%