



A Review of Sport & Recreation in Surf Life Saving

Project Update - Summary
November 2015



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Information



- A. This report is designed to provide members / interested parties with an update on the national review of sport and recreation in surf lifesaving. The next phase of the process is for key leaders to advance the findings into a proposed implementation plan to be included in the project final report.
- B. The objectives of the national sport summit to be held 21/22nd November in Sydney are to:
1. *Share review insights with SLS leaders and gain valuable input to assist with refining and prioritising solutions*
 2. *Identify champions willing to take ownership of implementation to ensure project outcomes are achieved successfully*
 3. *Generate alignment in the new 'game-plan' for sport and recreation in surf lifesaving in Australia*
- D. The purpose of the summit is not to re-cover ground that has been covered through the review process, rather, to take the insights which have been collated and discuss , debate and prioritise the potential solutions which have been proposed. The summit proceedings will inform the development of the implementation plan.
- E. Following the sport summit, the final report will be prepared and submitted to the SLSA Board (February 2015) for consideration. Implementation of the project in accordance with the SLSA Board's decisions will commence immediately once decisions have been confirmed.



Statement of Intent.

*Surf Sport. A series of physical activities that generates **enjoyment, passion and emotion**. A **connection** to something bigger than yourself. It's about **friendships, comradery and belonging**. A channel to set and achieve **goals** both individually and as a team. An opportunity to strive for **excellence**.*

*But sport and recreation is so much more than this. It's about **growing leaders as role models, inspiring the next generation**. Helping people overcome the obstacles in their lives, whether they be physical, mental, social, or other problems, knowing they can set goals and **overcome challenges**. In a time of sedentary lifestyles where physical activity in the general population wains, surf sport and surf lifesaving recreation activities offer the community a means to **stay healthy and active**.*

Sport and recreation in surf life saving helps save lives, build better communities and create great Australians.

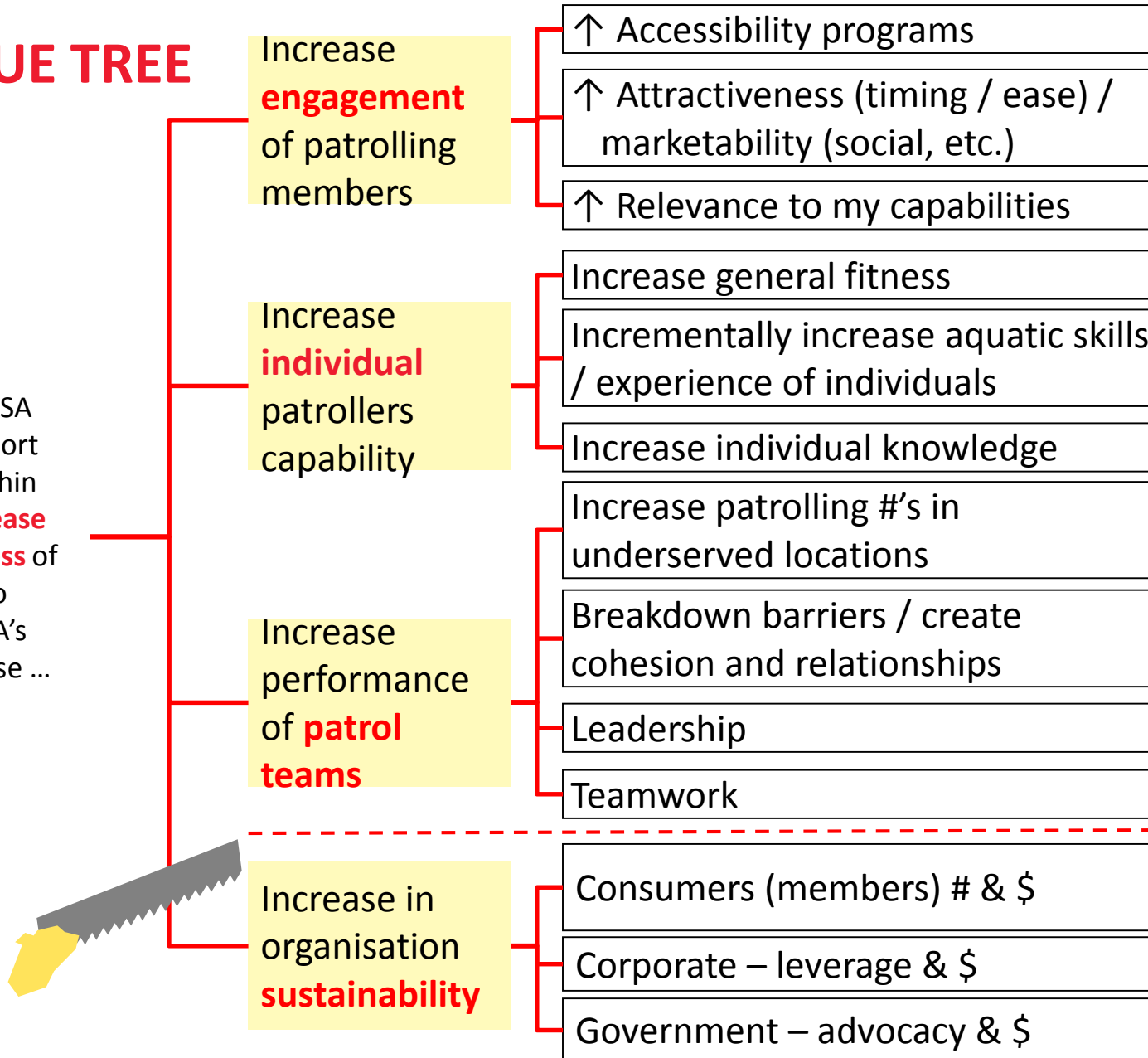
Summary of Problem Statement and Project Design: what are we trying to solve?



- We want to make sport attractive...[because]
- We want more members to get engaged...[because]
- We want them to be more competent in the water...[because]
- We need them to prevent deaths in Australian Waters.

ISSUE TREE

How can SLSA **leverage** sport and rec within SLS to **increase effectiveness** of lifesavers to deliver SLSA's core purpose ...



“Sustainability” has been identified as a “condition” of all solutions and therefore will be considered against each of the tree branches rather than as a discrete branch itself.

Market Insights Summary...

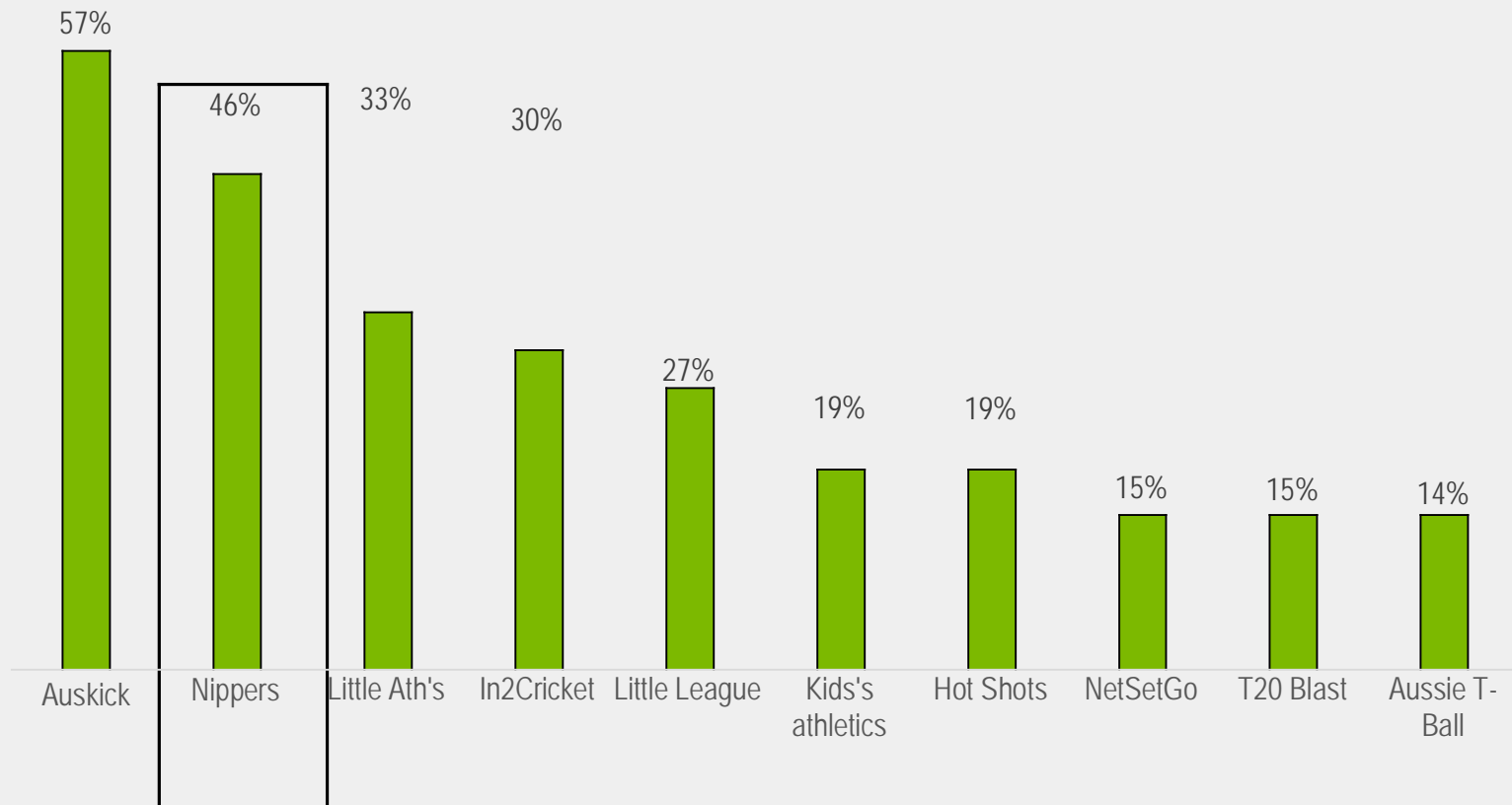


- SLSA commissioned Repucom to undertake market and member survey and combine with their proprietary data to provide useful insights for sport and recreation development in SLS.
- Survey completed in accordance with Australian Standards
- 800 member responses
- 1300 public responses <15km of coast

REPUCOM

WHILST NIPPERS HAS THE SECOND HIGHEST AWARENESS OF ALL GRASS ROOTS SPORT PROGRAMS

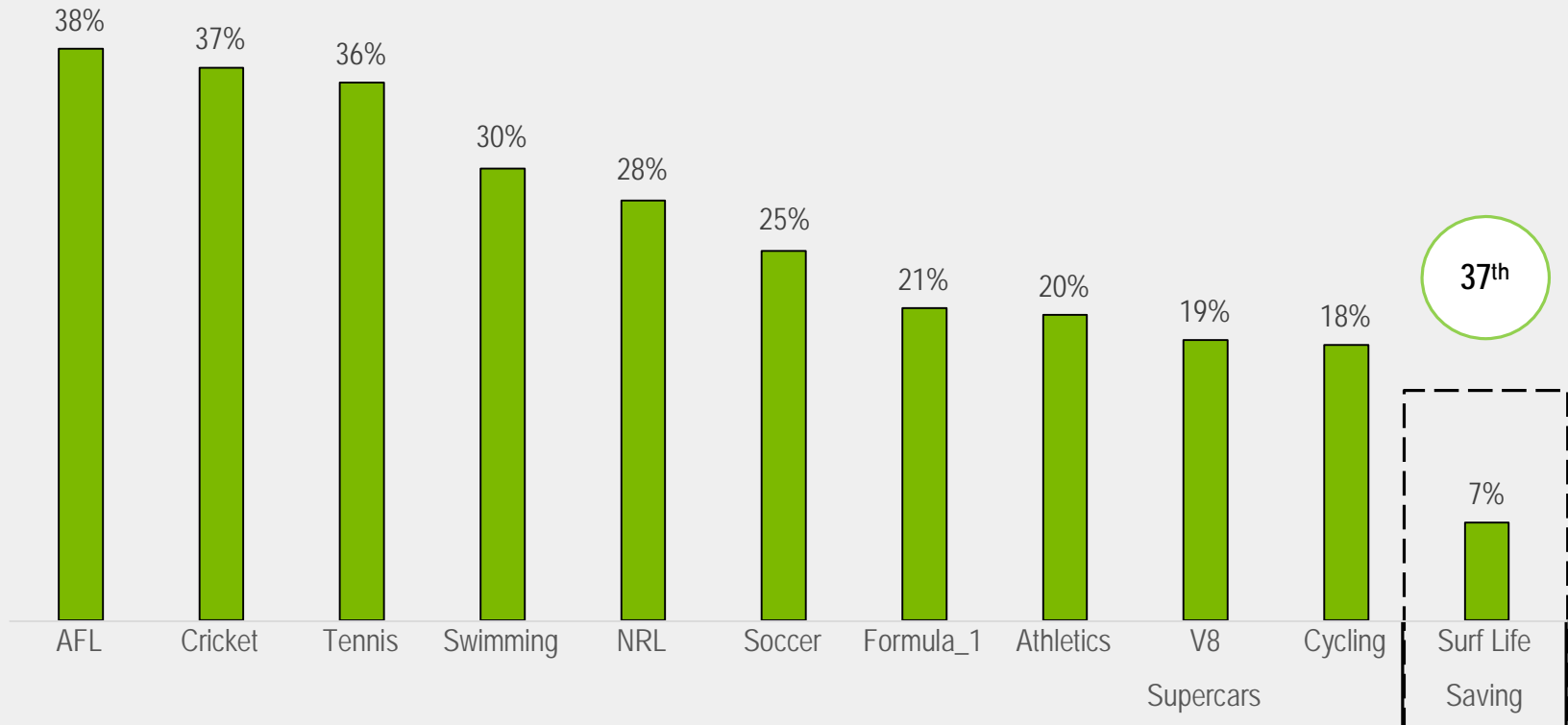
Awareness Grass Roots Sports Participation Programs – amongst parents with children.



Source: Repucom SponsorLink 2015

OUR CURRENT INSIGHTS SHOW SURF LIFE SAVING HAS A ~7% INTEREST LEVEL ACROSS AUSTRALIA, A FAN BASE OF ~1.189 MILLION.

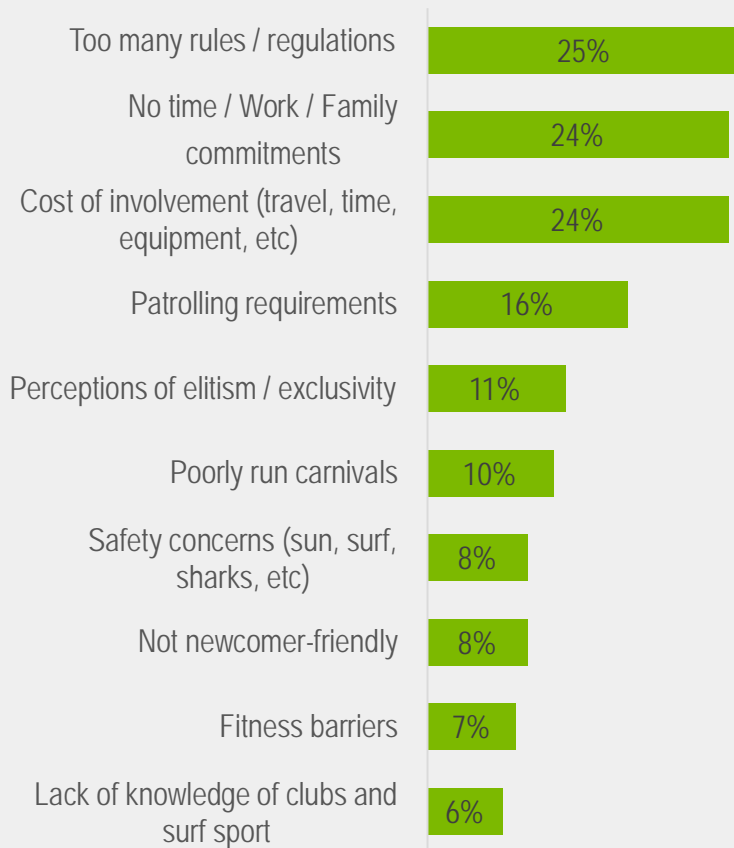
Interest in Sport Australia – All Population 18+ Top Ten (%)



Source: Repucom SponsorLink 2015

EVEN CURRENT PARTICIPANTS FEEL THAT THE SPORT IS TOO EXCLUSIVE AND ELITE

What do you think is stopping more people from getting involved in Surf Lifesaving sports?



Base: Current participants n=238

"The perceived elitism of surf inhibits broad community participation."

"Access to equipment can be quite expensive for those who are looking to start out and access to coaches at smaller clubs can be difficult."

"It is hard to get involved in if you don't have a background in it. Can sometimes have an elite feel if you are not wanting to participate at a high level. Requires a high level of skill and lots of equipment."

"Long hours on the beach at carnivals takes up too much of people's weekends. Too many rules and regulations taking the fun out of it. Cooler sports to take part in. Having to do patrols puts people off doing the sport."

"Too many rules. Patrol obligations. Fun police. Long days spent at the beach to compete. Helmet and life vest introduction. Lots of patrol members these days are not athletes. The club or organisation wants you to work for them for the right to compete which is not accepted by most people it should be fun and enjoyable. SLSA seems to have no connection with normal members."

What do you think could attract more lifesavers to participate in surf life saving sport?

*"Make it more competitor friendly Promote surf sports within clubs - **as fun not elite or exclusive.**"*

*"Letting them know that its **not expensive**, it is very **social** and you can be involved at **whatever level** suits your individual needs."*

*"More **encouragement of beginners and training** specifically for them."*

*"Getting **parents involved alongside their Nippers** is a start, every kid loves to laugh at Mum & Dad."*

*"**Grades of competition.** Everybody likes to have a chance of being successful but not everybody can be an elite athlete. Who wants to draw a NutriGrain athlete in their board heat? Nobody. **Recognise that there is a range of athletes and cater for it.** Make an elite category for Aussies that you have to qualify to enter, then open the rest up for the average punter who trains as much as he / she can. Replicate this within the states. Encourage clubs to have different levels of competition within their own teams."*

*"**Cater to more people (range).** It's not all about competition, sometimes the competition is just about turning up. Make it a challenge, absolutely, but competition is something different."*

*"**Less rules and regulations.** People do this for fun. Patrols come first, that's a given. But there are people in S/C that just want to compete and then there a people who just want to do patrols, there should be some exclusions relating to hours that need to be done on patrol to people who just want to compete. The slack could be taken up by the patrol only members. **The number of hours spent** patrolling and sitting for various awards are driving young members away."*



Snapshot of Member Engagement...

- 800 member responses to 2015 survey (1200 for 2014 survey)
- 7,900 individual written comments
- 100 face to face / phone Interviews
- 12 State “Insights Workshops” + 10 State “Solutions Workshops”
- Focus groups, written submissions, social media posts
- Across Lifesaving, Sport, Education and Development Portfolios
- Mix of current participants, non participants, former participants





- **IMPORTANT PLEASE NOTE:**

- The following concepts have been developed as a result of member and industry engagement undertaken in August - October 2015. The concepts outlined in this document are ideas developed by the surf lifesaving community in response to national surveys, interviews, member engagement workshops, focus groups, written submissions and social media engagement.
- SLSA has sought feedback from SLSA stakeholders to understand people's views on these ideas during the "solutions" workshop series held across Australia in October 2015.
- This document contains higher level concepts that have been generated from insights across Australia to shape a proposed new model for sport and recreation in surf lifesaving. The proposed new model is summarised on the following 3 pages. In addition to the proposed new overarching model, a number of operational initiatives that support implementation of the proposed model have also been identified and are included in this document in the subsequent pages.
- The objective of the national sport summit will be to discuss and debate the concepts with a view to providing valuable input into the implementation plan due to be drafted.

Findings: Positioning of Sport & Recreation in SLS



Governing Thought: Surf Sport is a critical element of the SLS member strategy, an enabler that supports achievement of surf life saving's purpose by:

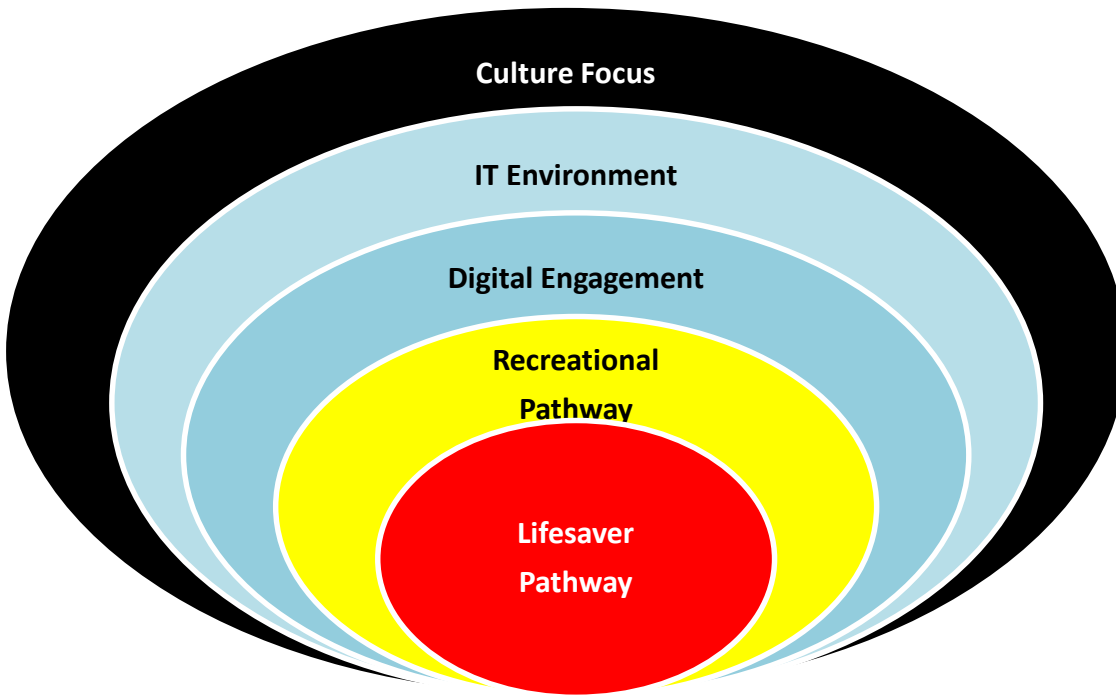
- > Developing physically capable lifesavers
- > Extension of lifesaving coverage
- > Environmental experience
- > Teamwork, club identity and pride
- > Attract members
- > Retain members
- > Inspire & motivate members / public



Findings: Pathways & Product

	Children	Youth	Adult	Senior/Aged
Lifesaver Participants	Nippers	Sport Pathway	Sport Pathway	Sport Pathway
Key Insights Summary	<ul style="list-style-type: none"> • Team focus • Promote role models • Fun / Play • Increase “active” time • Capacity to cater (alternative models for Nippers) 	<ul style="list-style-type: none"> • Team focus • Short events • Easier access • Promote role models • Invest in coaching • Cater for performers • Identity - Nipper vs “?” 	<ul style="list-style-type: none"> • Team focus • Social focus • Short events • Graded competition • In Surf • Easier access • Create role models • Invest in coaching • Career pathway 	<ul style="list-style-type: none"> • Team focus • Short events • Easier access • Social focus
Recreational Participants	Recreation Product(s)	Recreation Product(s)	Recreation Product(s)	Recreation Product(s)
Key Insights Summary	<ul style="list-style-type: none"> • More accessible entry point • Sporting Schools Primary offer • Build club connectivity in community • Promote role models 	<ul style="list-style-type: none"> • More accessible entry point • Sporting Schools Secondary offer / School Surf Leagues • Promote role models • Challenge based offer • Novice Surf Sport Events “have a go events / clinics” 	<ul style="list-style-type: none"> • More accessible entry point • Recreation Event Offers (non-championship) • Group Fitness Offer • Challenge Event Offer • Nipper Parent Offer 	<ul style="list-style-type: none"> • More accessible entry point • Recreation Event Offers (non-championship) • Fitness Offer • Challenge Offer • Mobility Offer

Findings: Proposed “Big Picture” model...



What does this diagram mean? *Explanatory Notes – A proposed new model – 5 layers of proposed development.*

A new national sport and recreation model is in place that:

1. Understands and values the role of sport & recreation in SLS in contributing to saving lives, building better communities, creating great Australians through a **positive culture** reinforced at all levels of the federation.
2. Has a **contemporary IT** foundation to support all sport and recreation operations.
3. Provides a modern, competitive, **digital engagement environment that supports increased participation and achievement in the** sport and recreation pathway.
4. Introduces a new **recreational pathway** offer in SLS, making SLS more accessible in the community.
5. **Strengthen the existing sport pathway** for surf life savers including increasing the accessibility of surf sports and providing relevant sport programs that meet member’s needs.



Findings: Operational Recommendations (as rated following solutions workshops)



Increasing Engagement - Solution Concepts...

SLSA can increase accessibility to sport and recreation products by understanding and removing barriers that disincentive patrollers from participating

The following solution concepts were ranked either must implement or strongly support:

1. Recommend constitutional reform at across club network to allow and promote a new “recreational member” category to generate increased participation in surf club programs, support long term lifesaver sustainability.
2. Provide, during bronze medallion program, an induction package for sport and recreation for all new members of SLS promoting the benefits of participation in SLS sport and recreation programs.
3. SLSA, States and Surf Clubs to consider increasing focus on programs that generate increased member engagement in recreation participation (i.e. non-competitive) opportunities.
4. Consider leadership programs for emerging coaches and officials (25-40 year segment) to support sport leadership nationally into the future.
5. Recognize the importance of coaches in the sport system by providing high quality support, resources and increased engagement across the coaching community. Establish a national target of at least one accredited development level coach in every club in Australia by 2018.

Increasing Engagement - Solution Concepts...



SLSA can increase accessibility to sport and recreation products by understanding and removing barriers that disincentive patrollers from participating (raw response analysis)

SLSA can increase accessibility to sport and recreation products by understanding and removing barriers that disincentive patrollers from participating

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
1.1 Reform competition eligibility policy 5.4 by removing	28	45	33	5	4	1	2	2.35	118
1.2 Make signing up for sport and recreational programs	23	45	35	12	3	0	0	2.38	118
1.3 Recommend constitutional reform at across club	32	36	40	7	3	0	0	2.26	118
1.4 Provide, during bronze medallion program, an	28	49	30	10	0	1	0	2.22	118
1.5 Undertake a major cultural change exercise to raise	24	44	41	8	1	0	0	2.31	118
1.6 Provide sport and recreation guidelines for grassroots	12	46	49	11	0	0	0	2.50	118
1.7 SLSA, States and Surf Clubs to consider increasing	13	52	37	15	1	0	0	2.48	118
1.8 Develop and make available an "Everyday Bay SLSC"	5	41	45	24	2	0	1	2.84	118
1.9 Reform equipment policy 1.02 to make access to surf	10	34	46	21	5	1	1	2.86	118
1.10 Consider shortening the length of the competitive	4	27	16	32	26	7	6	3.80	118
1.11 Consider reallocating Coolangatta Gold to every 2	6	13	18	54	16	6	5	3.84	118
1.12 Discontinue the full day "carnival" until at least after	22	28	38	18	9	2	1	2.78	118
1.13 Maximize short (<2 hours) mid-week event	11	24	39	19	16	6	3	3.30	118
1.14 Simplify pathway and target retiring competitors to	27	48	39	2	1	1	0	2.19	118
1.15 Consider leadership programs for emerging coaches	17	55	39	6	1	0	0	2.31	118
1.16 Recognise the importance of coaches in the sport	32	49	32	4	1	0	0	2.09	118

answered question

118



Increasing Engagement - Solution Concepts...

SLSA can increase accessibility/ marketability of sport and recreation products by understanding what motivates the targeted market segment, SLSA can develop its sport and recreation products to more effectively meet their needs

The following solution concepts were ranked either must implement or strongly support:

1. Develop a national digital strategy for SLS sport and recreation. Provide a centralized digital platform for surf sport to allow members and the public a clear destination to access surf sport content which is competitive in the modern sport marketplace (includes: website, event calendars, fan zones, profiling of sport role models, plays of the week, live streaming, on demand hub, promotions).
2. Work with all rights holders and partners of surf life saving sport based TV products nationally to drive broadcast through a national broadcast partnership to enable stronger leverage and alignment of television properties.
3. Develop and implement a sustained national sport and recreation promotional campaign to support an enhanced culture of embracing sport within SLS and the valuable role of sport and recreation in SLS to support physical preparedness of lifesavers.

Increasing Engagement - Solution Concepts...



SLSA can increase accessibility/ marketability of sport and recreation products by understanding what motivates the targeted market segment, SLSA can develop its sport and recreation products to more effectively meet their needs (raw response analysis)

SLSA can increase the attractiveness / marketability of sport and recreation products by understanding what motivates the targeted market segment, SLSA can develop its sport and recreation products to more effectively meet their needs

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
2.1 Develop a national digital strategy for SLS sport and recreation. Provide a centralized digital platform for surf sport to allow members and the public a clear destination to access surf sport content which is competitive in the modern sport marketplace (includes: website, event calendars, fan zones, profiling of sport role models, plays of the week, live streaming, on demand hub, promotions)	35	34	36	13	0	0	0	2.23	118
2.2 Work with all rights holders and partners of surf life saving sport based TV products nationally to drive broadcast through a national broadcast partnership to enable stronger leverage and alignment of television properties	23	46	36	11	1	0	1	2.36	118
2.3 Redevelop the rules of the sport to align with consumer demand for the desirable sporting experience - a range or event designs that are <2 hours in length with maximum activity time for participants with opportunities to race other participants at a similar level	21	42	31	15	8	1	0	2.58	118
2.4 Establish a semi-professional national club / franchise team league to showcase the sporting product to members and public , provide a highly competitive outlet for clubs with strong sport drivers and generate revenue to underpin investment in the SLS sport and recreational model (implementation of sport strategy)	7	37	35	27	8	3	1	3.04	118
2.5 Develop and implement a sustained national sport and recreation promotional campaign to support an enhanced culture of embracing sport within SLS and the valuable role of sport and recreation in SLS to support physical preparedness of lifesavers	20	47	45	4	2	0	0	2.33	118

Increasing Engagement - Solution Concepts...



SLSA can increase the relevance of sport and recreation products for beach patrolling capabilities by re-focusing the design of its sport and recreation products to better reflect the physical capabilities required for effective patrolling (raw response analysis)

The following solution concepts were ranked either must implement or strongly support:

1. Recognize the importance of the surf zone in remaining relevant in the eyes of members – consider modified sports which allow qualified members to compete in surf while managing safety effectively but noting the realities of inherent risk in the surf environment.

SLSA can increase the relevance of sport and recreation products for beach patrolling capabilities by re-focusing the design of its sport and recreation products to better reflect the physical capabilities required for effective patrolling

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
3.1 Develop a new recreation offer which is challenge based (not competition based), open to all recreational (includes public) and lifesaver members which centers around completing a range of challenges in a coastal setting	7	49	50	9	3	0	0	2.59	118
3.2 Recognise the importance of the surf zone in remaining relevant in the eyes of members - consider modified sports which allow qualified members to compete in surf while managing safety effectively but noting the realities of inherent risk in the surf environment	19	44	41	10	3	1	0	2.47	118



Individual Focused Solutions...

SLSA can incrementally increase the fitness of participants (for patrolling related physical demands) by offering sport and recreation products that support development of the physical fitness, skill and knowledge components required to be an effective patroller (raw response analysis)

The following solution concepts were ranked either must implement or strongly support:

1. Link sport and recreation products into bronze medallion training and resources to reinforce participating in these programs will assist with developing environmental knowledge and experiences of lifesavers (i.e. water movement, wave activity, conditions assessment etc).

SLSA can incrementally increase the fitness of participants (for patrolling related physical demands) by offering sport and recreation products that support development of the physical fitness, skill and knowledge components required to be an effective patroller

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
4.1 Provide an IOS and Android app that allows members to track their physical capability with support through pre-loaded training programs, fitness tests, fun challenges, tips and tricks which could result in a member benefit once achieved or unlock new content	12	28	43	29	1	1	4	2.98	118
4.2 Develop a group fitness product offer (i.e. boot camp model) which provides easily accessible beach / water based fitness to recreational oriented participants	7	43	46	21	0	0	1	2.73	118
4.3 Develop a new recreation offer which is challenge based (not competition based), open to all recreational and lifesaver members which centers around completing a range of challenges / obstacles in a coastal setting	8	30	60	16	3	0	1	2.83	118
4.4 Link sport and recreation products into bronze medallion training and resources to reinforce participating in these programs will assist with developing environmental knowledge and experiences of lifesavers (i.e. water movement, wave activity, conditions assessment etc.)	13	48	43	11	3	0	0	2.52	118



Team Focused Solutions...

SLSA should increase patrolling membership in areas that are currently underserved by providing modified sport and recreation products, specifically designed for defined areas which are underserved for patrols (raw response analysis)

The following solution concepts were ranked either **must implement** or **strongly support**:

1. Allow composite club teams for all non-championship competition to encourage participation by members in smaller clubs who are unable to field team events.
2. Strengthen relationships with local schools by conducting surf club based programs that promote surf life saving as a valuable pathway for young people in the community and provide safe, fun experiences for school aged children linked into the ASC Sporting Schools program.

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
5.1 Consider providing recreational opportunities (as outlined in "individual" section) to grow engagement with the community in regional areas (personal fitness and team challenge oriented	1	27	74	16	0	0	0	2.89	118
5.2 Identify metro surf clubs (or stronger regional clubs) that could "twin" with smaller regional clubs to provide coaching support, nipper clinics using high profiled personalities, exchange opportunities	22	45	46	4	1	0	0	2.30	118
5.3 Allow composite club teams for all non-championship competition to encourage participation by members in smaller clubs who are unable to field team events	33	55	25	3	0	2	0	2.05	118
5.4 Consider a "club of origin" reform to competitive rights policy to allow members originating from regional areas to return "home" to contest local carnivals under their original club cap	18	39	38	18	3	1	1	2.63	118
5.5 Strengthen relationships with local schools by conducting surf club based programs that promote surf life saving as a valuable pathway for young people in the community and provide safe, fun experiences for school aged children linked into the ASC Sporting Schools program	43	55	17	3	0	0	0	1.83	118



Team Focused Solutions...

SLSA can generate increased comradery and relationship among individuals in the community by evolving sport and recreation products to ensure they are fun, social and interactive (raw response analysis)

The following solution concepts were ranked either must implement or strongly support

1. Strengthen use of social media, audio/visual, on beach media to highlight fun, comradery and relationships as a key message (such as interviewing participants even at local recreational level events) to reinforce the values of surf sport (fun, social, mateship) .

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
6.1 Develop a corporate / business house /social league offer based on the "Premier League" concept (outlined in attractiveness and marketability section)	2	20	43	47	5	0	1	3.31	118
6.2 Recognise the importance of social interaction between participants, officials, coaches and spectators/supporters. Conduct or promote social activities for participants during and/or after surf life saving events at all levels	20	42	46	6	2	0	2	2.46	118
6.3 Strengthen use of social media, audio/visual, on beach media to highlight fun, comradery and relationships as a key message (such as interviewing participants even at local recreational level events) to reinforce the values of surf sport (fun, social, mateship)	18	56	33	9	1	0	1	2.35	118
answered question									118



Team Focused Solutions...

SLSA can increase leadership and decision making capability of individuals by developing sport and recreation products that contain leadership requirements and decision making to simulate these demands in a patrolling context (raw response analysis)

(High Indifference / Minor Support)

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
7.1 Develop an online interactive game (ala stick sports) targeted at kids / youth which simulates key decision making such as negotiating the surf, diving down, identifying rips and replicates key identities within the sport in a fun and competitive design. This would also be promoted through SLS's sponsor channels as a means of generating interest and new memberships in Surf Life Saving	7	26	38	37	9	1	0	3.15	118
7.2 Leverage the proposed premier league format and competition season to build the leadership role of team captains in surf life saving league teams. Use existing SLS leadership initiatives to support increase in leadership capability within surf sport (i.e. state leadership camps, national leadership masterclass / college)	5	32	45	30	6	0	0	3.00	118
								answered question	118
								skipped question	0



Team Focused Solutions...

SLSA can increase teamwork of patrollers by providing sport and recreation products that include a focus on team work, these team work skills will transfer across to a patrol team (raw response analysis)

The following solution concepts were ranked either must implement or strongly support

1. Significantly strengthen recognition of team events at events including championship events. It is proposed that the points increase by a factor of the number of people in that team event.

Answer Options	Must Implement	Strongly Support	Support	Indifferent	Oppose	Strongly Oppose	Don't Implement	Rating Average	Response Count
8.1 Offer team based “challenge” events where groups of members can pursue achievement of a challenge (Deep Water Team Challenge, Coastal Obstacle A to B Challenge) in the coastal environment will allow team work skills to be honed outside of the operational patrol setting while also supporting fitness and leadership outcomes required in a lifesaving context	6	34	55	22	1	0	0	2.81	118
8.2 Positioning of the proposed National Premier League as the premier TV event for surf life saving in Australia supported by a national competitive window for team based competition to ensure the grass roots sporting experience is aligned to the elite televised product	10	35	47	21	3	1	1	2.82	118
8.3 Recognise the importance of the team impact within sport and recreational activities. Consider “team only” events for Nippers until ~10 years of age, offer more team based events	8	38	27	17	19	4	5	3.28	118
8.4 Significantly strengthen recognition of team events at events including championship events. It is proposed that the points increase by a factor of the number of people in that team event.	14	37	22	19	15	6	5	3.19	118



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