



**SURF LIFE SAVING**<sup>®</sup>  
NEW ZEALAND

# SLSNZ member journey

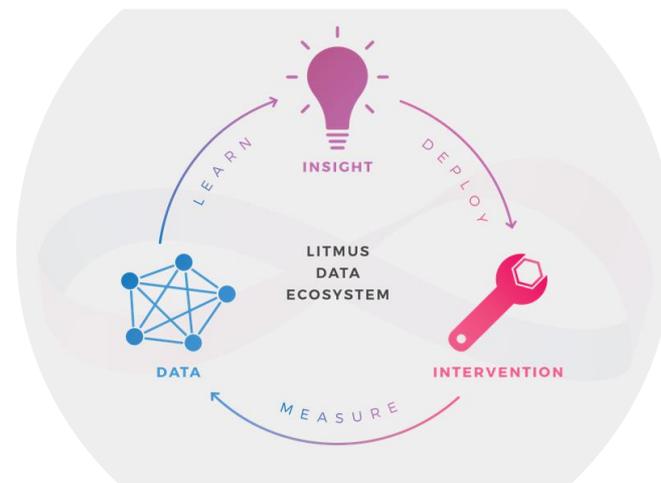
# Litmus Datatech progress update

June 2022

- SLSNZ depends on its members
  - Critical to understand who they are and how they behave
- With better understanding, SLSNZ can design and implement **evidence-based interventions** to improve outcomes
  - Acquisition
  - Retention
  - Member satisfaction
  - Member engagement
  - Volunteer contribution
- SLSNZ asked Litmus Datatech to provide insights about the SLSNZ member journey

- Lists datasets provided by SLSNZ to Litmus
- Shows *draft initial* insights
  - And forms some tentative conclusions about behaviour
- Seeks direction on how to proceed
  - Which of the insights shown are useful?
  - What further insights would be valuable?
  - What interventions could be carried out on the back of these insights?
  - How would the outcomes of those interventions be measured?

- SLSNZ to provide feedback to Litmus
  - Meet up to talk through it
- Litmus to do further analysis
  - Action SLSNZ feedback
  - Carry out more in-depth investigation of areas of interest
  - Provide a revised / extended report
- Begin the cycle of improvement:



Datasets received

- Received from CRM system:
  - Membership history
  - Demographics
  - Awards
  - Patrol data
  - Non-patrol hours
  - Club roles
- Seeking data on competitors in events – SLSNZ have offered to provide this

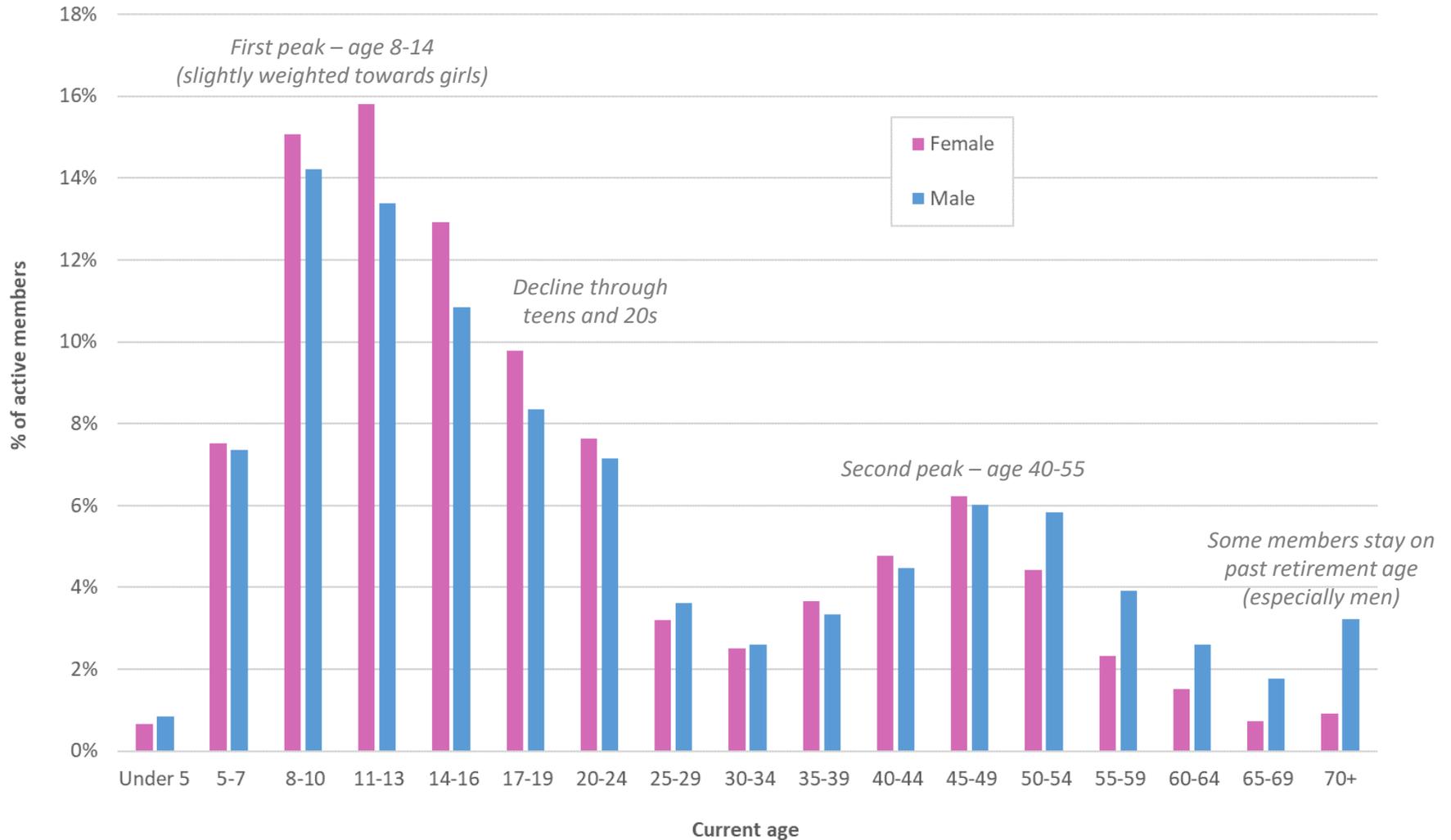
*These data are the lens through which we observe your members...*

- Would like to get data on coaching but apparently the recording of coaching is very incomplete
- Another notable gap is recording of ethnicity
  
- We did receive comprehensive Service Awards data but have not used it yet
  - Maybe better to run a separate project describing these exceptional people?
  - Ditto athletes (who are in a sense the public face of your organisation)?
  - Ditto surf examiners (who are required to make it run)?

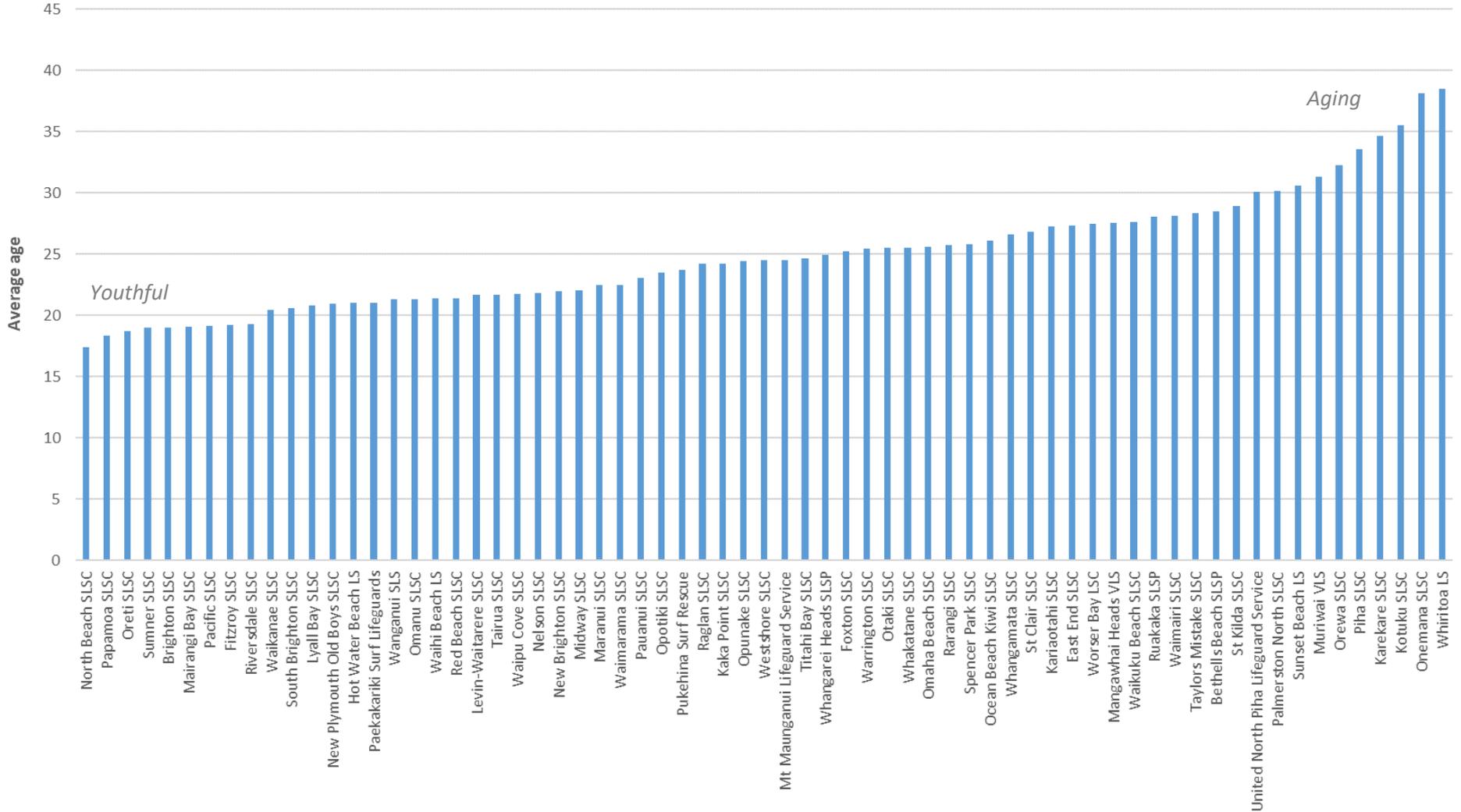
*The techniques used to examine a few people in considerable detail are different from the techniques used to describe thousands of people with a 'broad brush approach'*

# Demographics of current membership

## Current member demographics

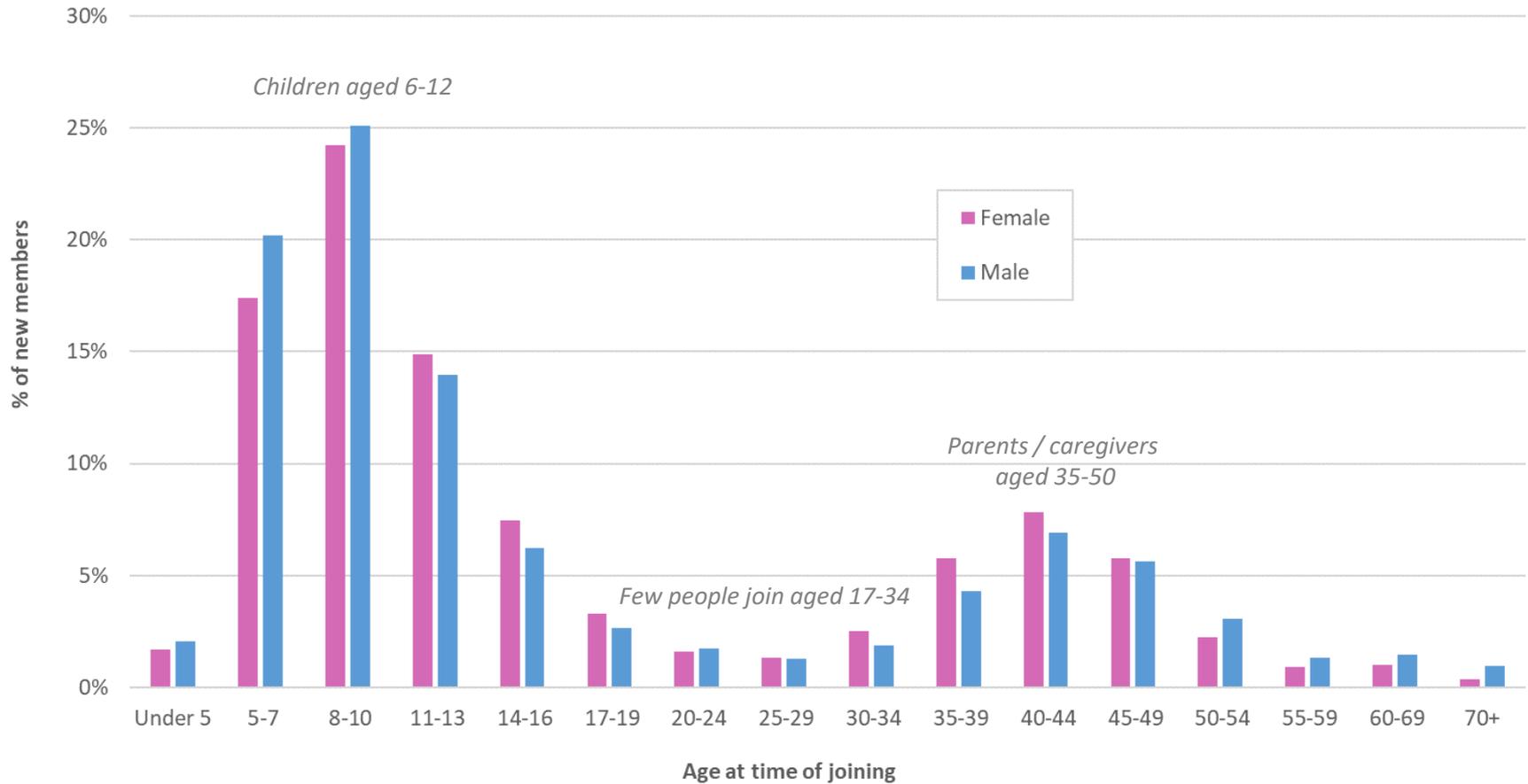


Average age of current members

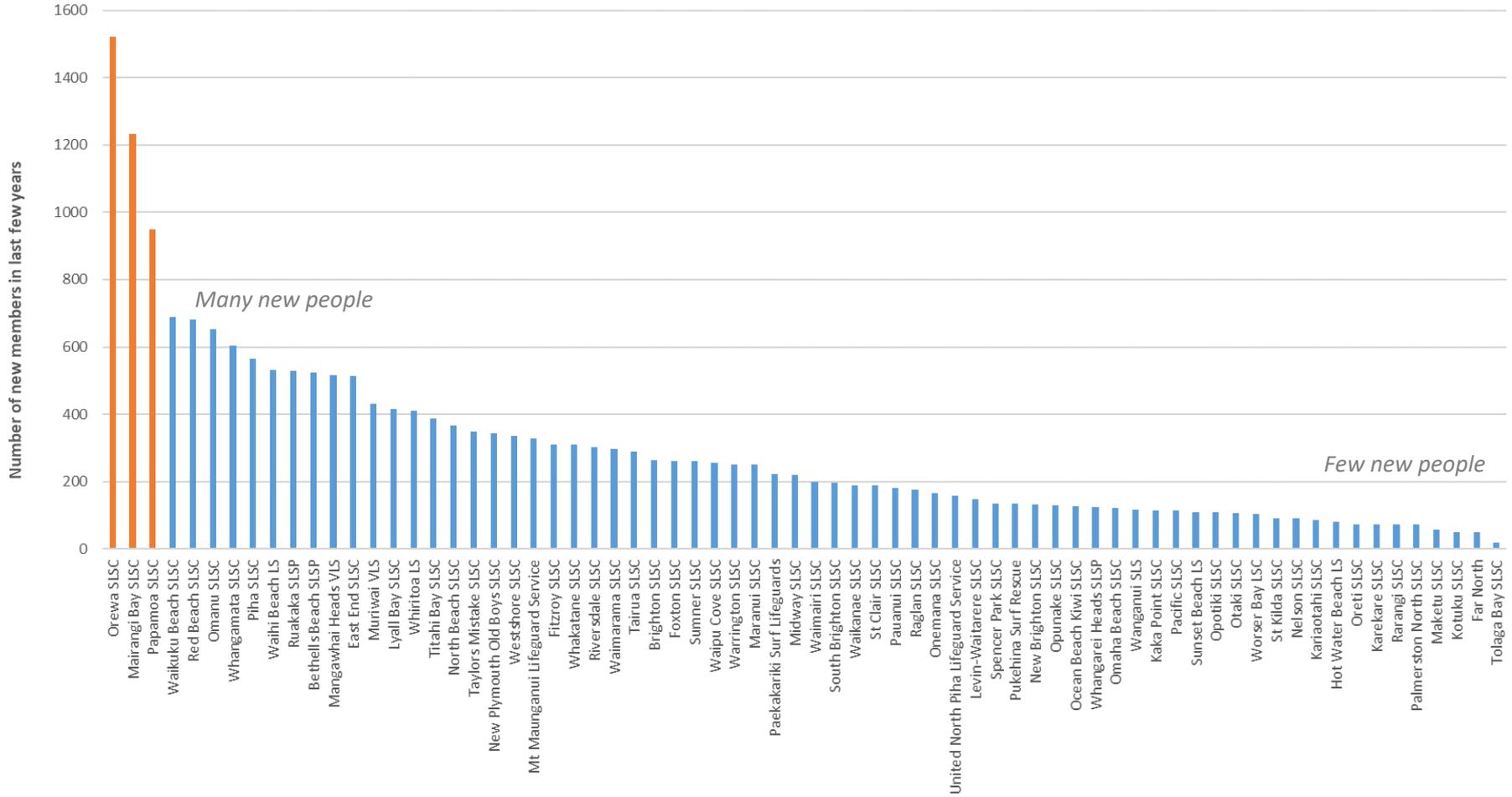


# Acquisition

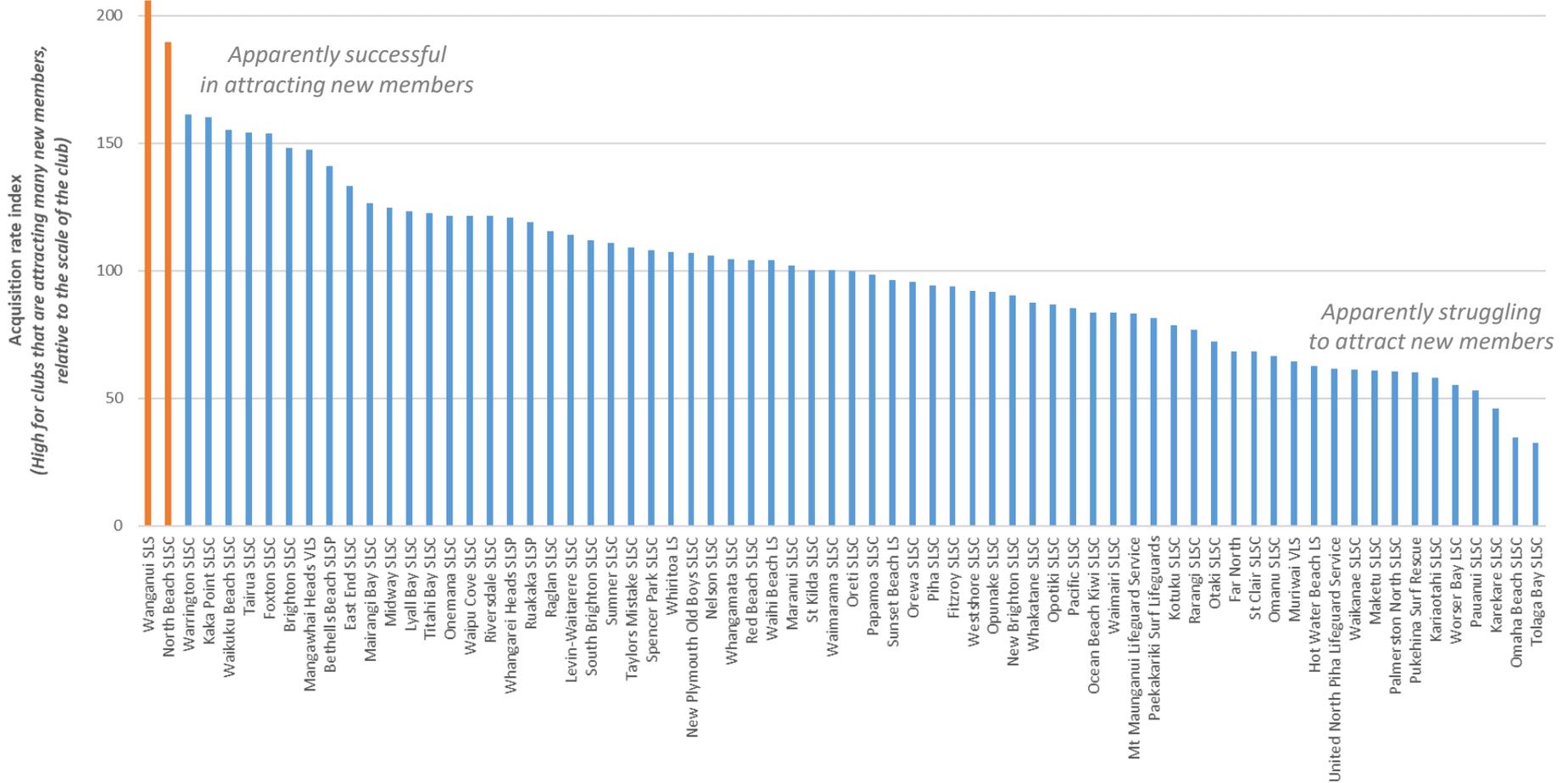
## Demographics at time of joining (for members that joined since 2016, approx)



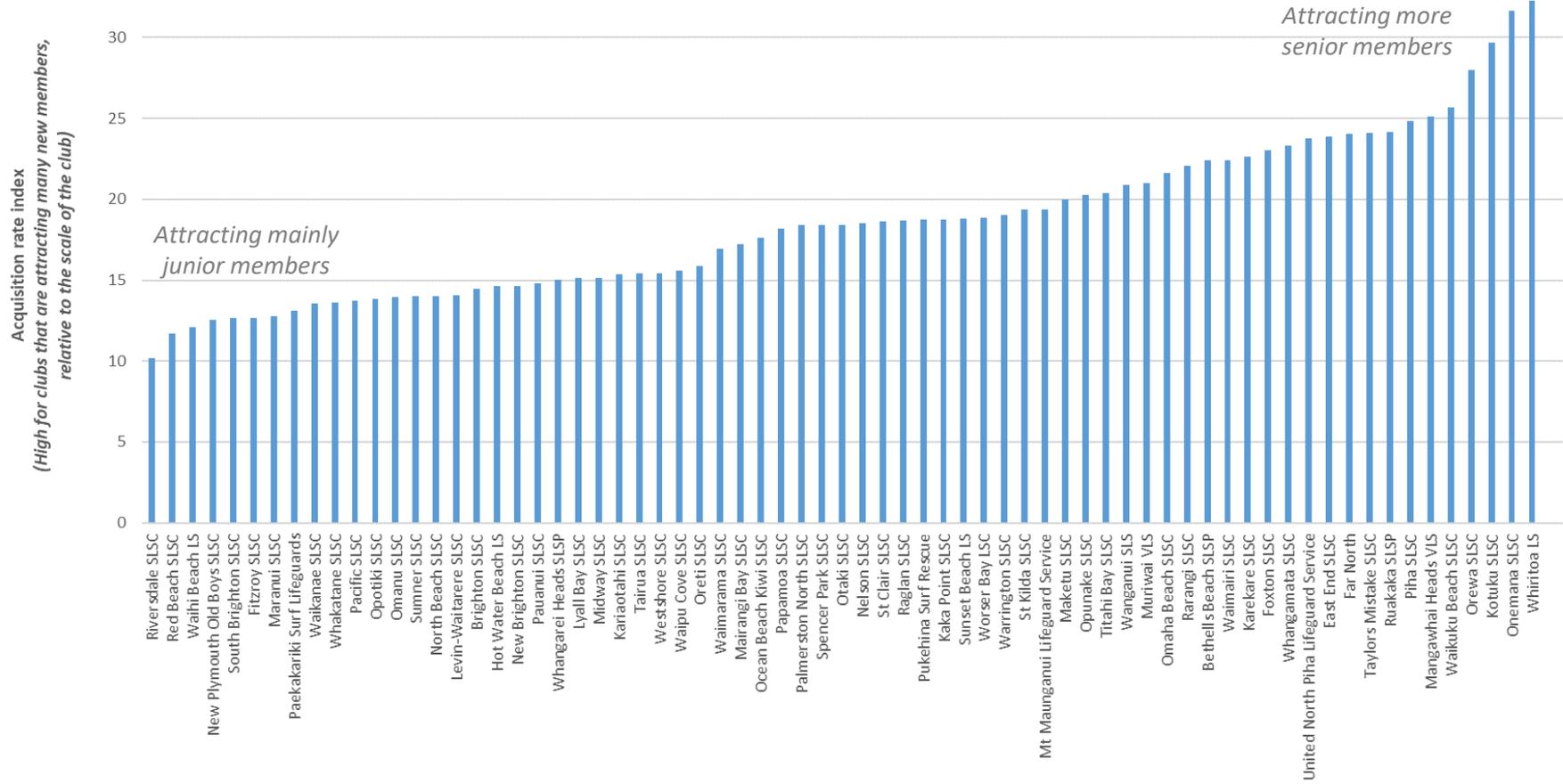
## Acquisitions



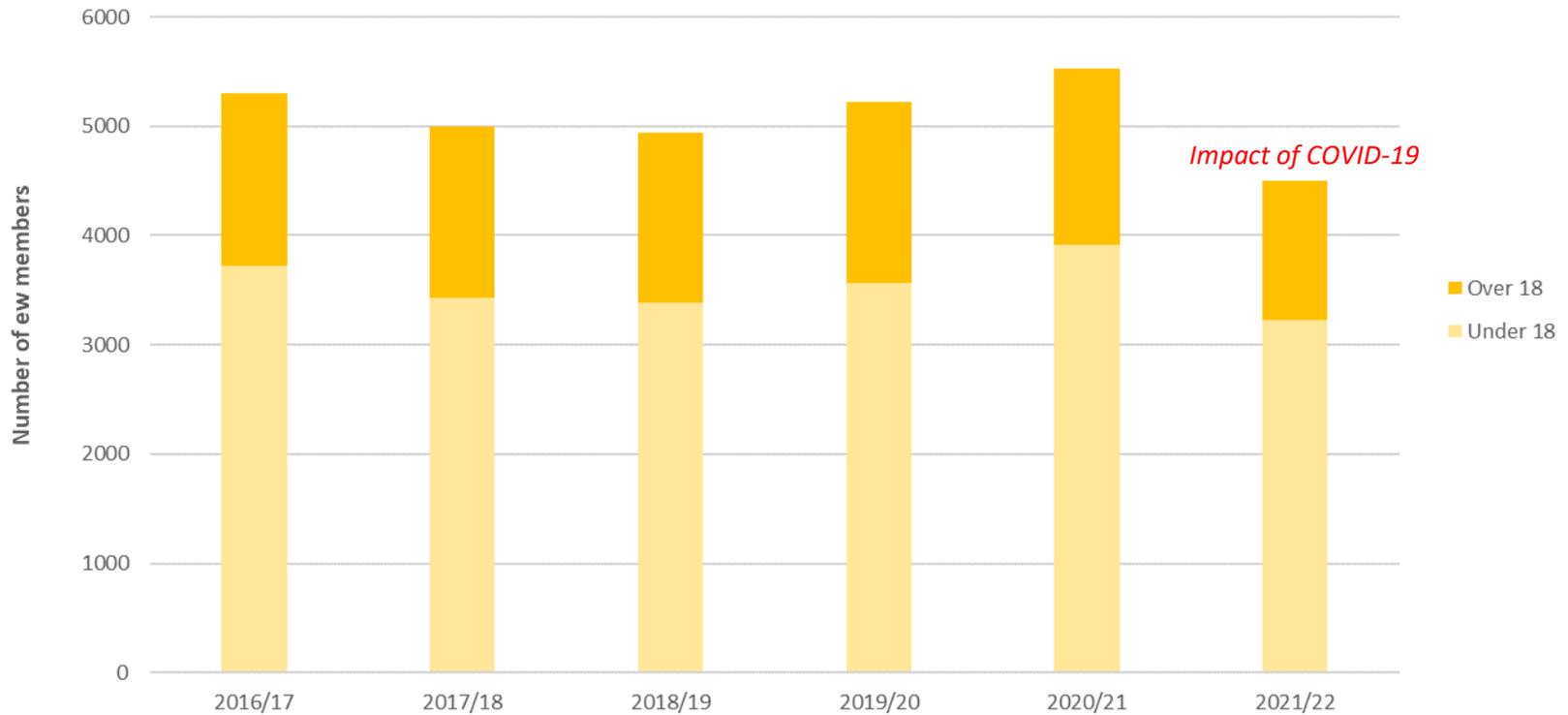
Acquisition rate, relative to size of club



Average age of new members



### New members in each season



- New members are typically children aged 6-12 (and their parents)
  - Need to offer a good experience to keep these juniors engaged
  - They will be the adult members of the future (if they stay)
- Some clubs are attracting significantly more new members than others
  - There may be lessons to be learnt
  - We aren't clear what distinguishes 'low recruitment' from 'high recruitment' clubs – something to discuss?
- The post-COVID-19 world may be significantly more difficult for SLSNZ
  - Last year, there were less new members – both adult and youth
  - Note that youth participation has fallen across a wide range of sports and physical activities (not only surf life saving)
  - It is not clear whether this trend will reverse in the short to medium term

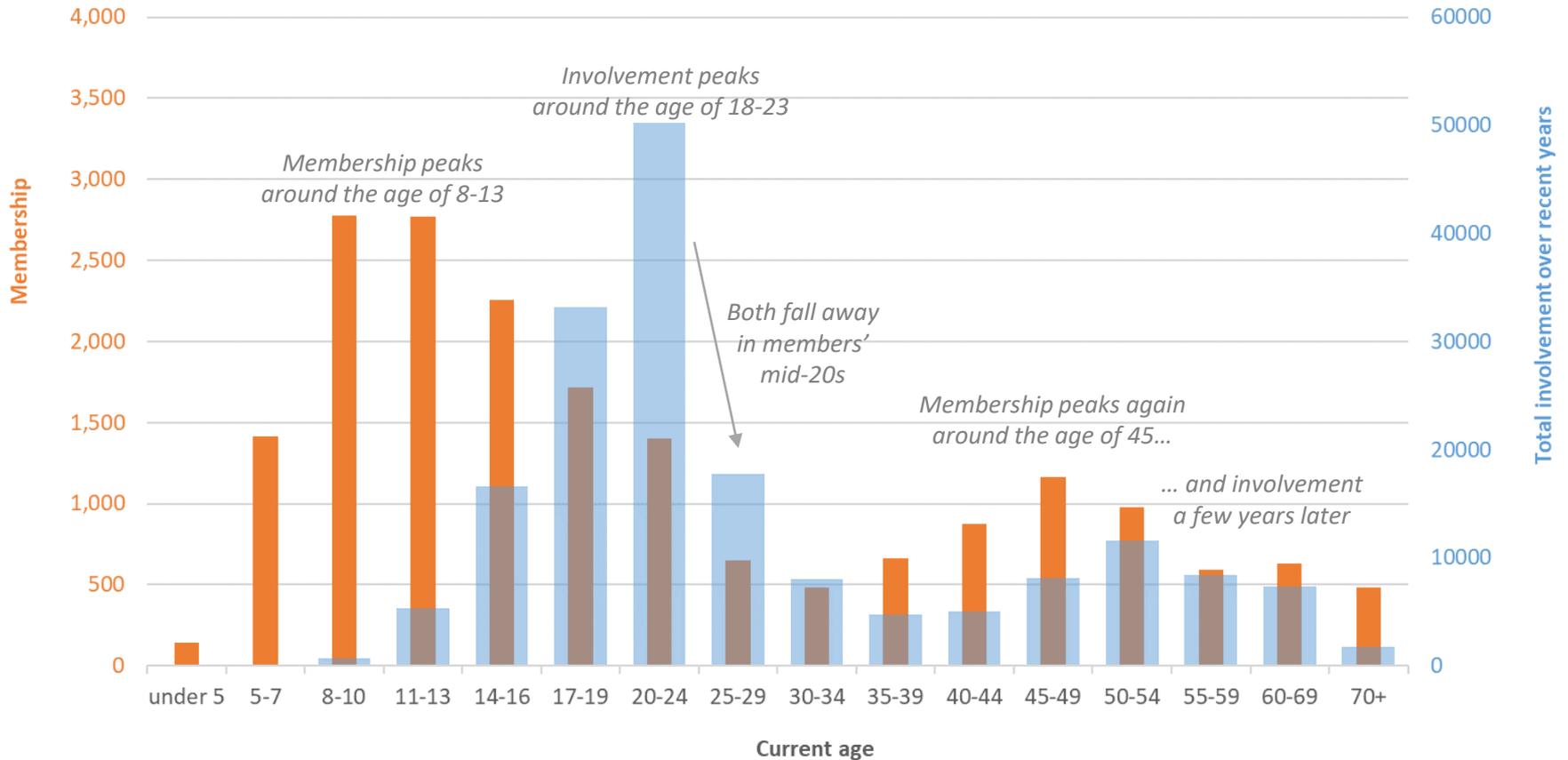
**Level of involvement**

- **Involvement:** “Measured participation in Surf Life Saving activities”
  - Completing awards
  - Patrolling
  - Contributing time to other activities such as running events
  - Fulfilling roles at a club
  - *(We plan to add event participation here)*
  - *(We’d also like to add coaching here but haven’t been able to measure it)*
- Member involvement is critical
  - It gets the work of SLSNZ done
  - It is also a key driver of retention *(as will be shown)*

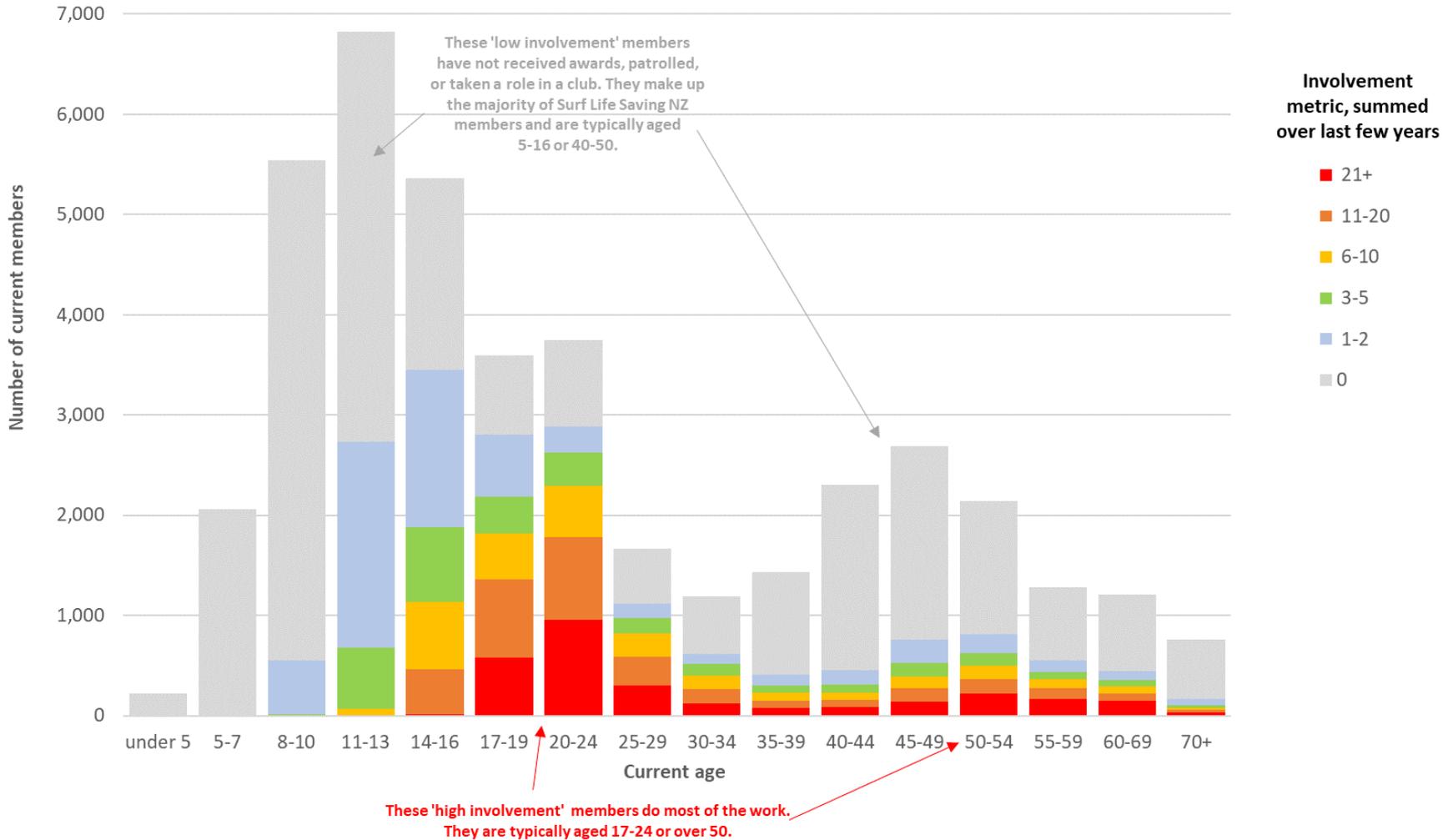
- We calculated an 'involvement score' for each member in each season
- Score as follows:
  - Up to 5 points for receiving awards
  - Up to 5 points for doing volunteer hours of various types
  - Up to 5 points for fulfilling roles at clubs
- *Examples overleaf*

- In 2021/22, Bob was a Search and Rescue Team Member at Raglan SLSC. Bob did 170 patrol hours during the year (for callouts or as a volunteer). Bob achieved 11 different awards, including IRB Instructor's Award and Probationary Examiner IRB.
  - *Bob had a high involvement score of 12.*
- In 2019/20, Keri did 56 patrol hours at Sunset Beach. Keri achieved 2 different awards – Surf Lifeguard Award (Refresher) and Senior Lifeguard Award – IRB (Refresher).
  - *Keri had a medium involvement score of 6.*
- In 2018/19, Naomi (who was then 13) achieved the Junior Surf 200m Safety Badge and Refresher.
  - *Naomi had an involvement score of 2 (which is lower than Bob and Keri, but quite respectable for her age)*

## Involvement and membership are out of step



## Involvement with Surf Life Saving over recent years

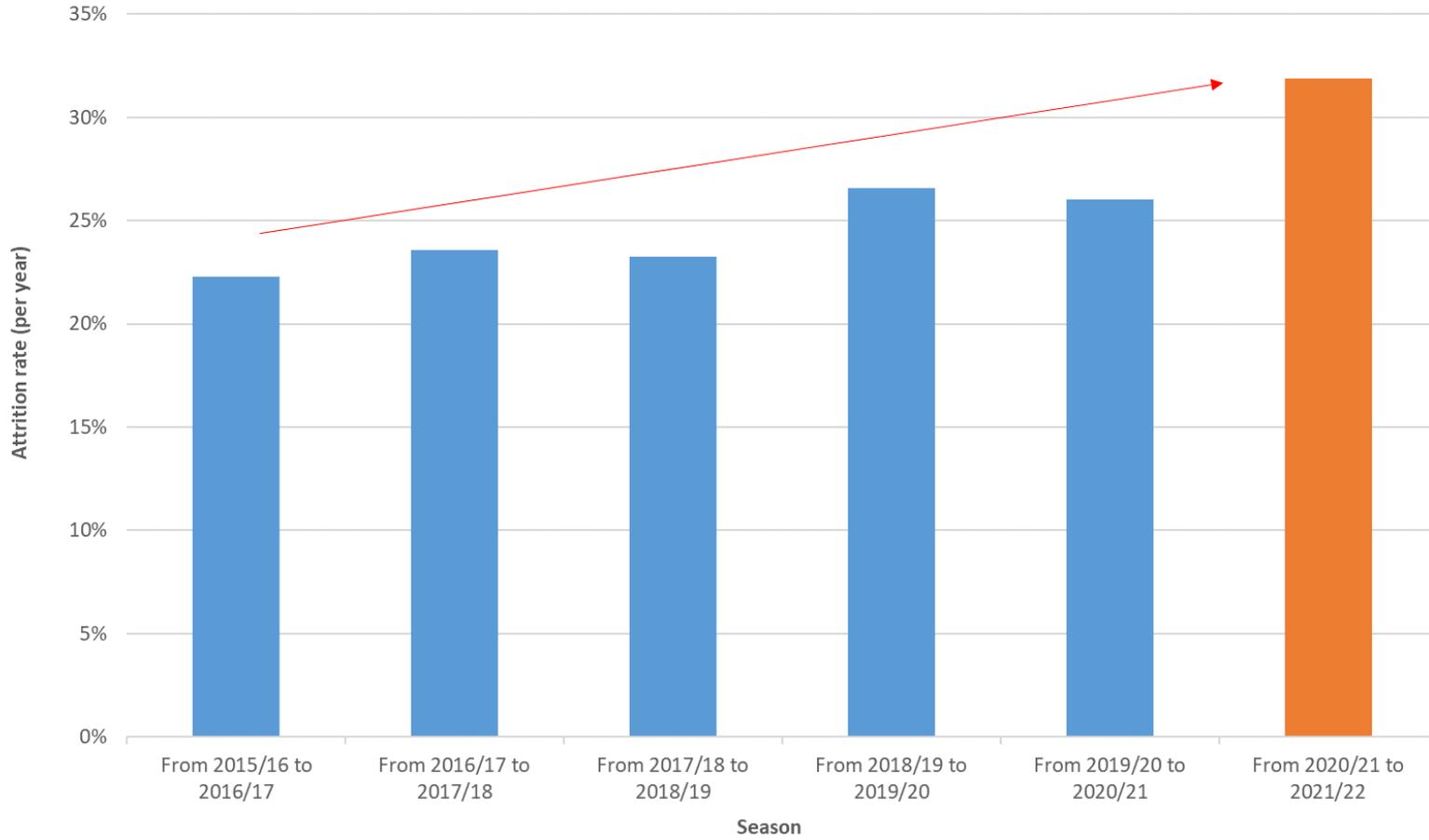


- Members in their late teens and 20s do most of the ‘coalface’ work of SLSNZ
  - Need to keep junior members engaged so that they stay involved into their 20s
  - May be possible to develop members faster through their teens, to bring forward the start of this productive period
  - Would be extremely valuable to retain highly engaged members through their late 20s and even 30s – though in many cases this may be impossible due to other life events
- Members in their 50s and over also do a substantial amount of work at SLSNZ
  - Worthwhile to get junior members’ parents engaged in volunteer activities, so that they stay involved even after the kids are grown

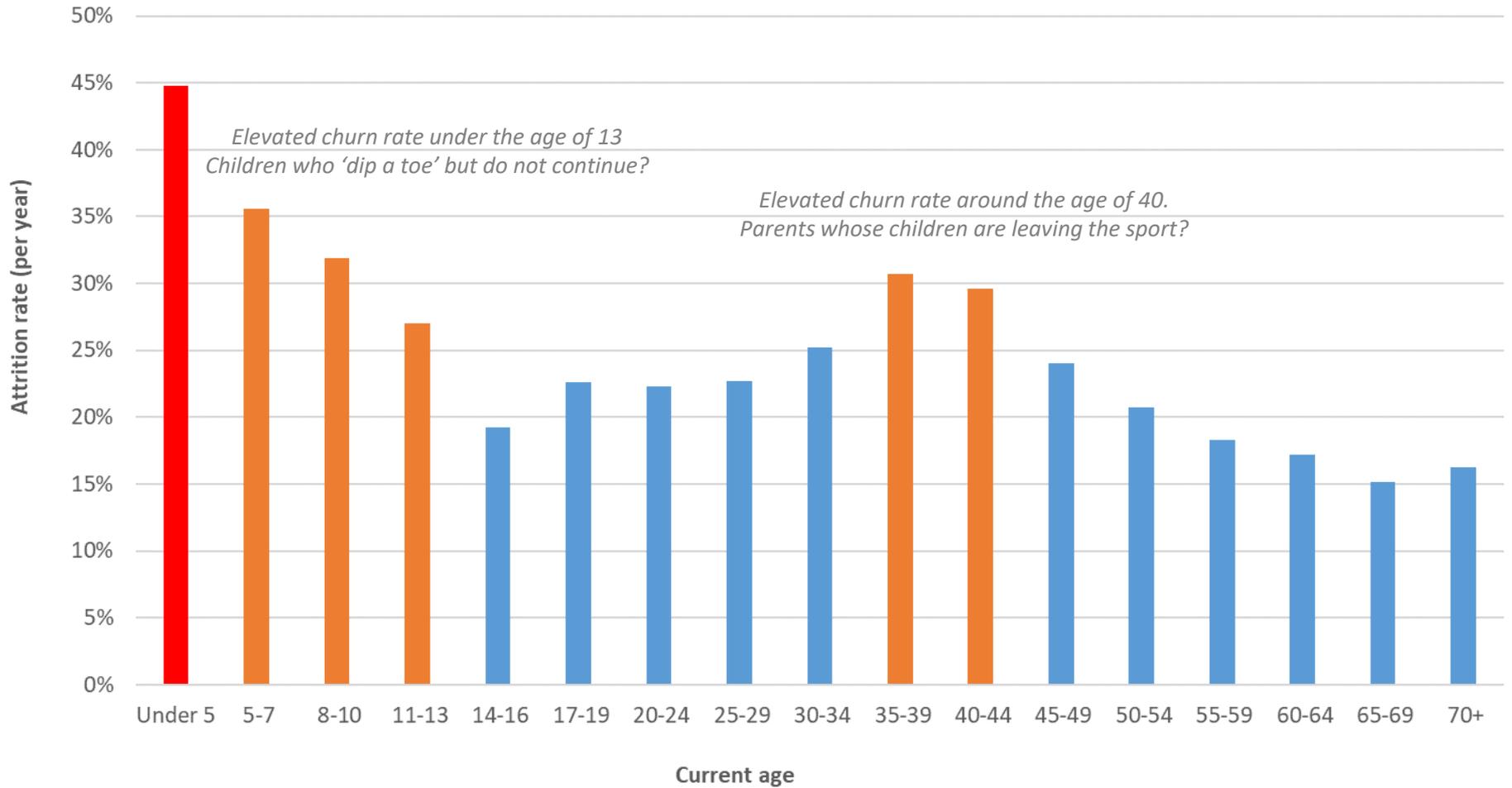
# Retention

- *Caveat:* Throughout this section, we assume that a member has left SLSNZ if their membership number ceases to be active. To the extent that such members have stayed but changed membership number, our results will be inaccurate.

### Churn rate, by season

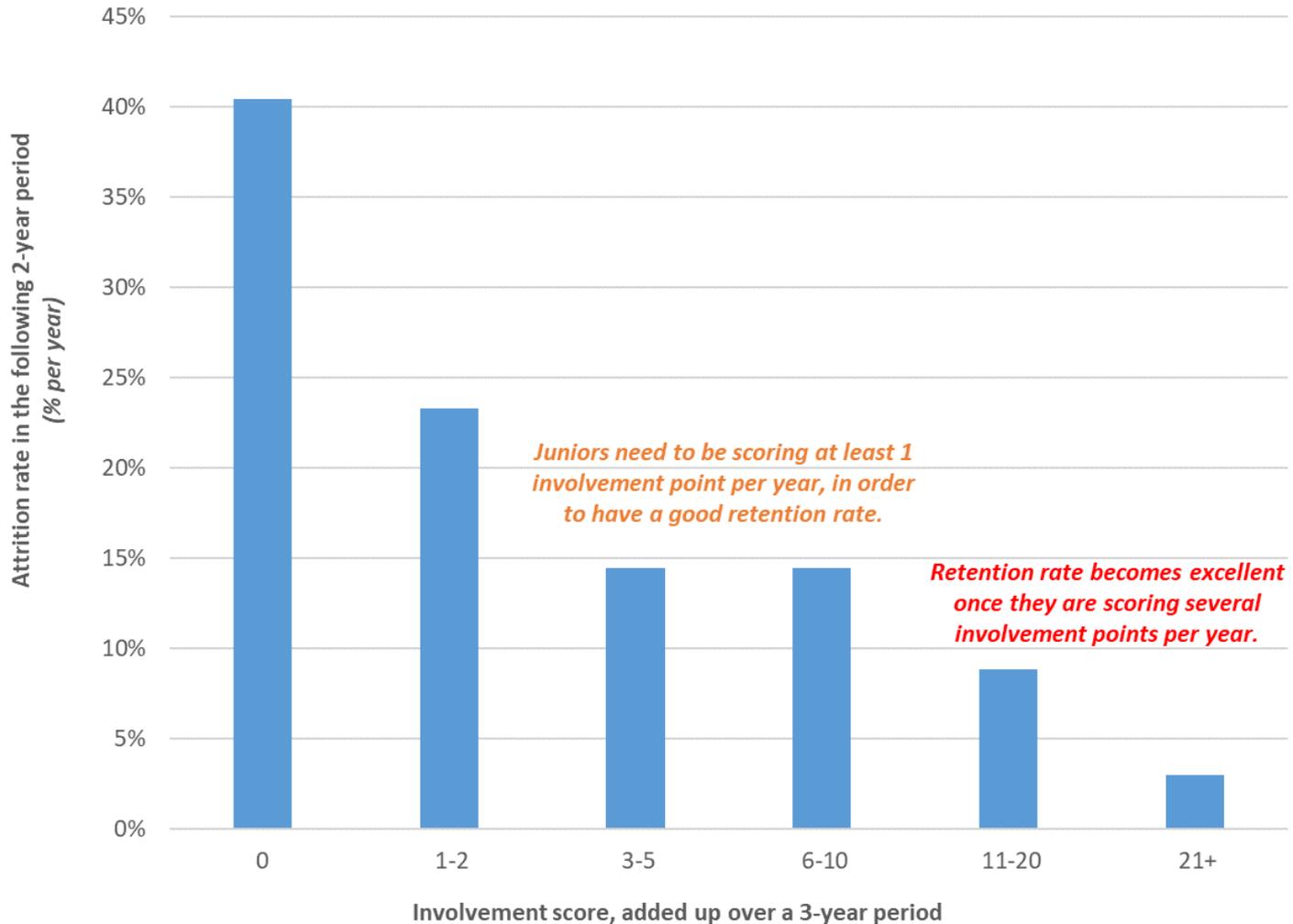


## Churn rate, by age group

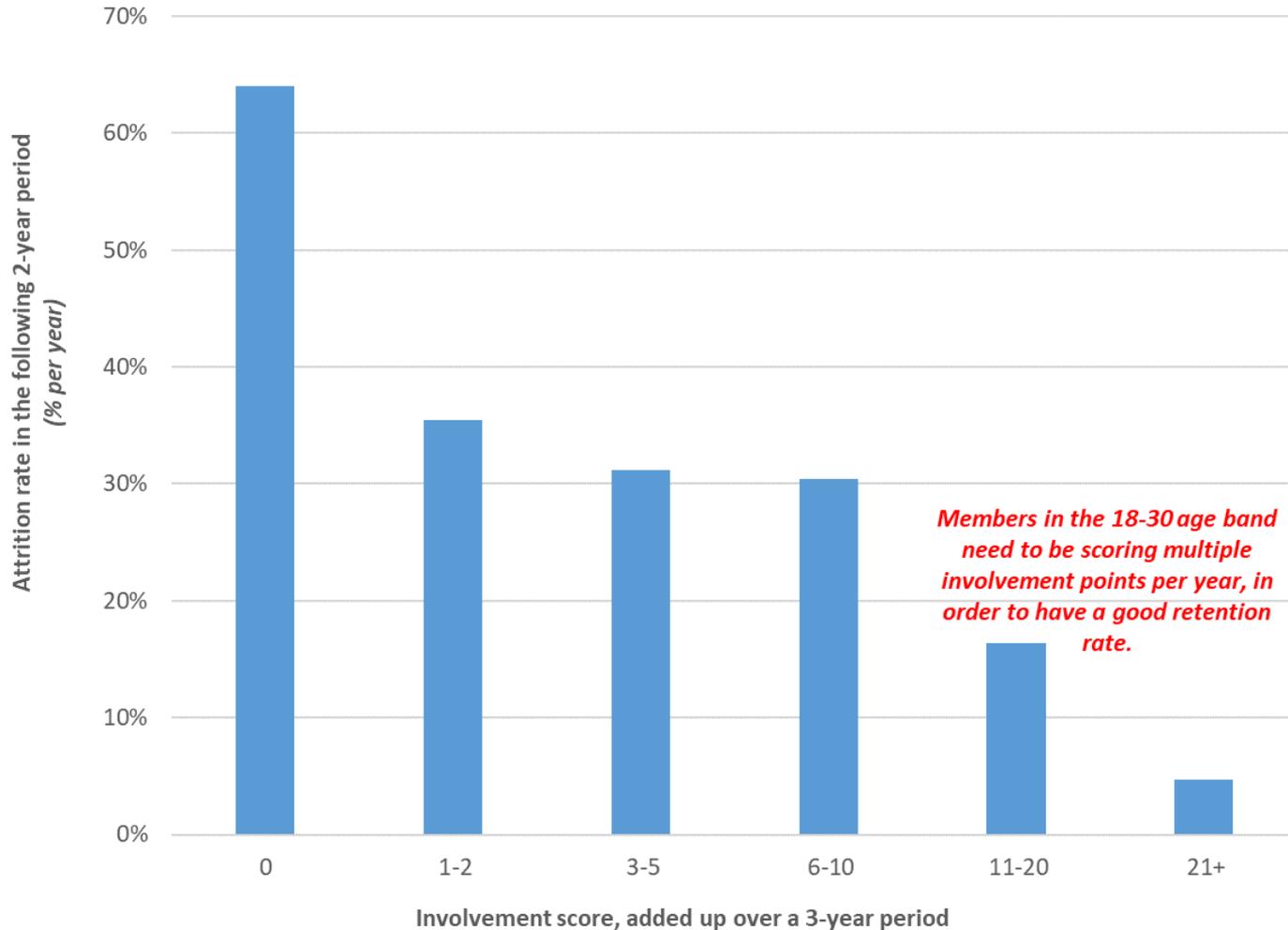


- Retention is low in the under-13 age group and this causes problems later on
- For example:
  - *Of members who were under-13 in 2016/17, only 35% are still enrolled now*
  - *Many of the remaining 65% would be 18+ soon, if they had stayed on*
    - *This is the key 'high involvement' age band that does much of SLSNZ's volunteer work*

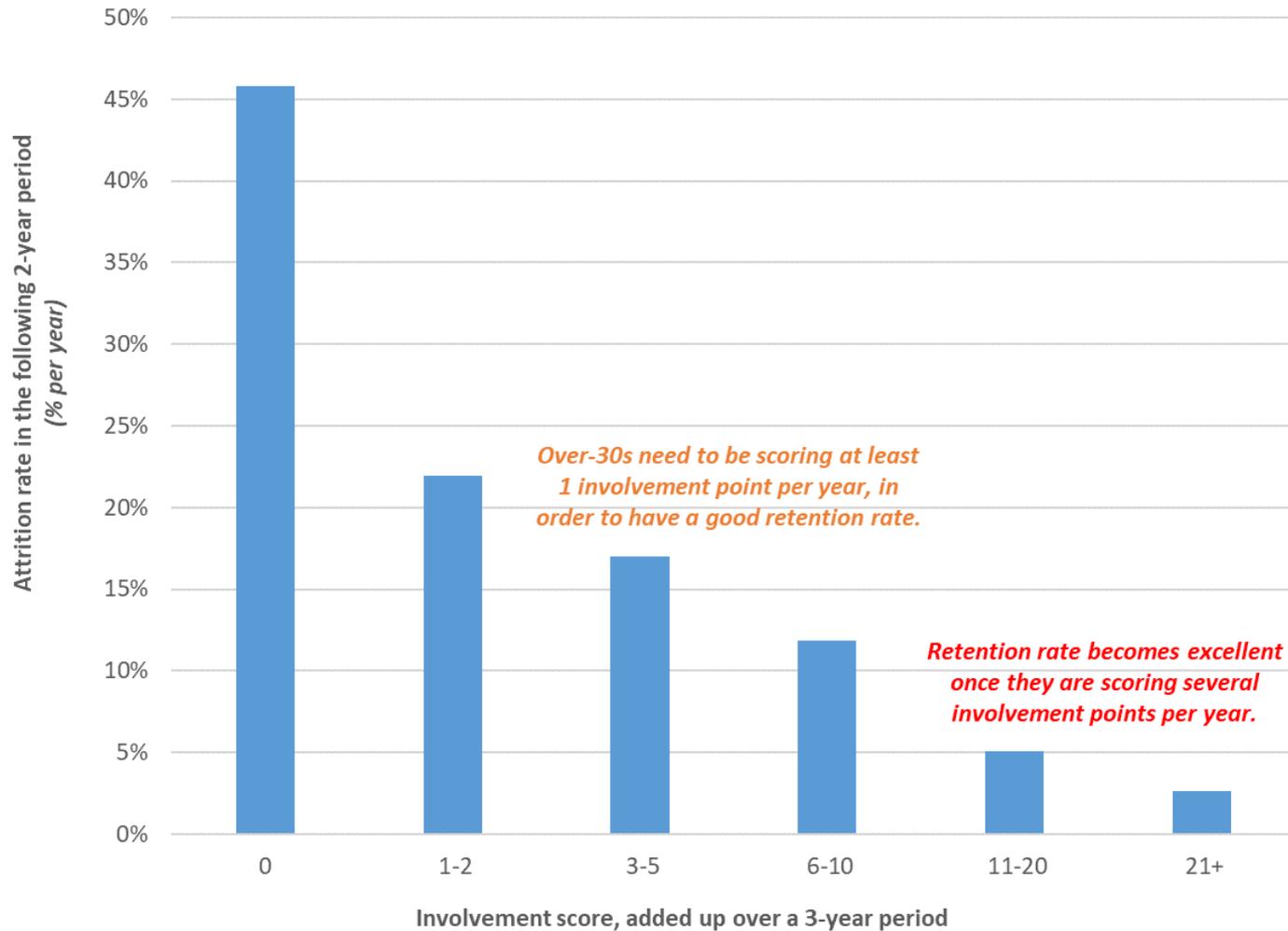
## Involvement drives retention *Churn rate vs involvement, for under-18s*



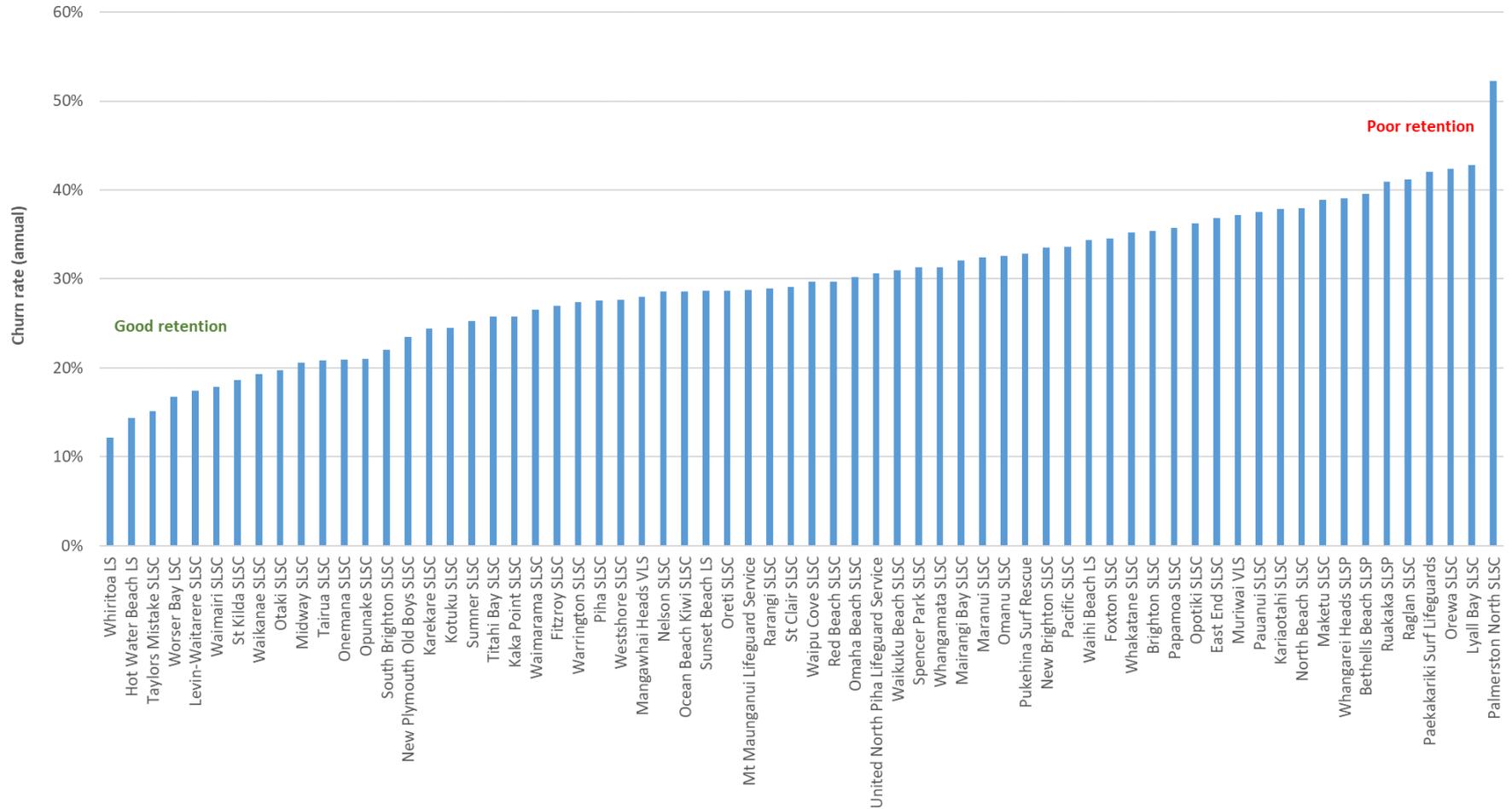
## Involvement drives retention *Churn rate vs involvement, for 18-30s*



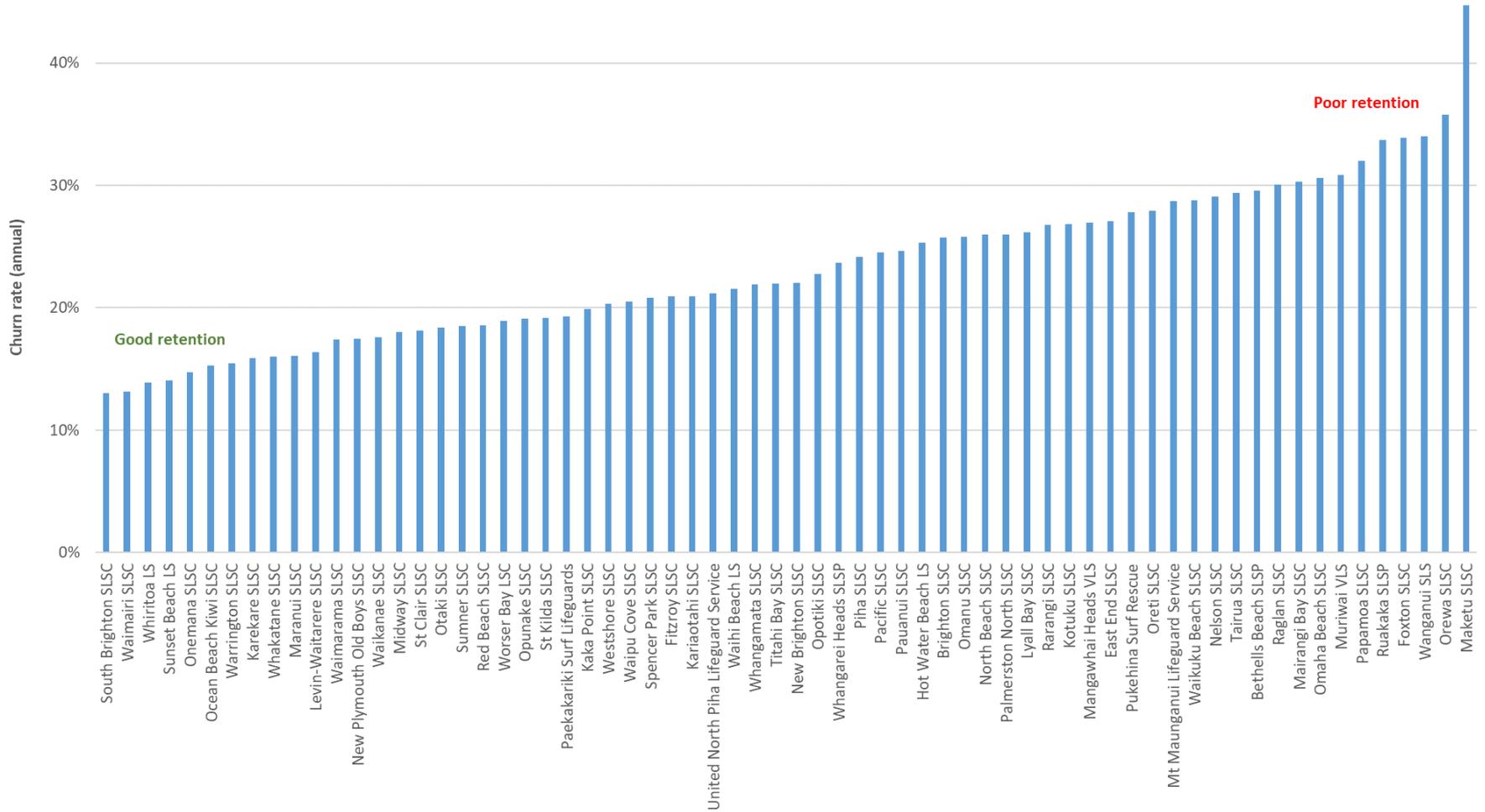
## Involvement drives retention *Churn rate vs involvement, for over-30s*



Churn rate, by club  
*Juniors (under 16)*



Churn rate, by club  
*Seniors (16+)*



- Need to offer a good experience to keep child members engaged
  - They will be the adult members of the future (if they stay)
- **Involvement is key to retention**
  - In any age group, a member who is not achieving awards or doing volunteer activity will probably not stay long
  - In the 18-30 age group, members will probably not stay unless they are doing multiple awards and volunteer activities per year
- Some clubs are successful at keeping their members, while others are losing them fairly rapidly
  - There may be lessons to be learnt
  - We aren't clear what distinguishes 'low retention' from 'high retention' clubs – something to discuss?
- The post-COVID-19 world may be significantly more difficult for SLSNZ
  - Last year, the churn rate was higher than in previous years

**'Gateway' awards**

- Litmus searched for awards that are:
  - generally achieved early in a member's career, but
  - statistically, tend to lead on to many more awards.
- These are 'gateway' awards that may help to get a member involved and set them up for a longer relationship with Surf
- Top tier 'gateway' awards:
  - Surf Lifeguard Award
  - Junior Surf 200m Safety Badge (and Refresher)
  - First Aid Level 1
  - Surf First Aid
  - IRB Crewpersons Module

- Second tier 'gateway' awards:
  - Junior Surf Achievement Awards Level 2-6
  - First Aid Level 2
  - Surf Lifeguard Award (Refresher)
  - Board Rescue Module
  - Marine VHF Radio Operators Certificate
  - Introduction to Surf Coaching Course

- We recommend promoting these ‘gateway awards’ to drive involvement and retention
- Consider creating more ‘gateway awards’
  - 21<sup>st</sup> century youth like to grow their collection of achievements (*this is a form of ‘gamification’*)

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