

And after Covid-19?

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on carbon emissions to atmosphere. These will be necessary so that business investment is directed to productivity improvements and innovations that dramatically reduce emissions whilst providing employment and environment for a sustainable future.

A paper published in *Nature Communications* in April indicates that a 'self-preservation strategy' for rapid reduction of greenhouse gas emissions indicate that this strategy would deliver some 128 – 616 trillion US dollars in global benefits by 2100.

If nations continue to fail to meet their 'nationally determined contributions' under the 2015 Paris Agreement, the global costs will be in the order of 150 – 790 trillion US dollars over the same period.

Importantly, apart from preserving a habitable planet, the chief benefit of rapid reduction in greenhouse gas emissions would be a significant improvement in global population health. Isn't this what combatting coronavirus is all about?

In summary, combatting both the latest coronavirus and global warming will lead to an improvement in global health – specifically in the reduction of respiratory and lung infections.

The respective timescales for action are however poles apart: months versus centuries.

Failure to effectively address the coronavirus will be evident in a matter of weeks or months. Failure to effectively address global warming will be evident and irreversible in decades.

The Value Management methodology can be a significant contributor to the required revolution in the way we live our lives – provided it is given the opportunity.

John Bushell,
Chair, Events and Publications
Committee, IVMA

Delivering Membership Value – How does your Club rate?

Organisations across Australia, from sports clubs, service clubs and charitable organisations to volunteer groups and professional associations, are struggling to attract and retain members.

Now more than ever, volunteer organisations especially need to understand and improve the value they are offering to members.

Australia's Rotary Clubs are not immune to this decline in membership and Rotary International has initiated significant changes to provide clubs with the flexibility to make changes to club formats and the way they operate.

District 9640, which covers the area south of Brisbane as far as Grafton in Northern NSW and west to Glen Innes and Goondiwindi, has been a leader in implementing changes that have resulted in an overall increase in District membership.

However this increase has not occurred across all 54 clubs, with many clubs comfortable with traditional formats and reluctant to change.

The District Club Development team for 2020/21 will be focussing on helping clubs to firstly understand the value of the current membership they are offering and then develop and implement plans to enhance this offering.

A Rotary Club's public image may not be sufficient to attract new members, especially if all the public see is Rotarians sizzling sausages to raise money to help the community.

Clubs need to market the total value of membership that is often not understood until after joining.

The diagram on this page produced by Hornsby Kuring-gai Rotaract Club illustrates this perfectly.

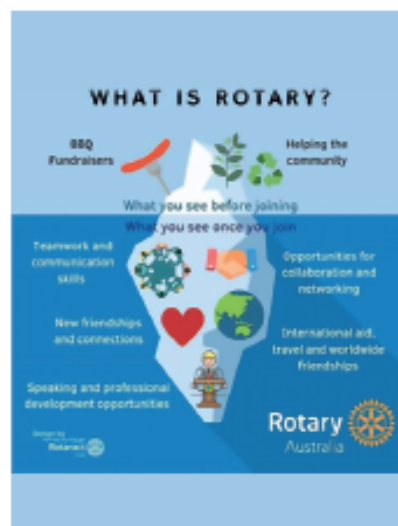
For existing members, the perceived value of their membership influences whether they continue as members and we all know that retention is a major problem with many clubs.

Mark Huddleston ('Creatures of Habit') correctly states that a Rotary club's most valuable resource is *the time our members are prepared to give*.

To grow and survive, clubs need to ensure their members get value for the time they are prepared to give. But how can we measure the value of Rotary membership, especially when the perception of 'value' will vary from member to member?

Ultimately a club must deliver 'value for money' in comparison with other opportunities for their members' time and effort volunteered for Rotary.

The Institute of Value Management Australia has developed a model for determining the value of anything. This model applies to any entity – product, process, service, system or organisation. Firstly, an entity must have a useful purpose. This is the primary reason for existing.





“Healthy clubs, offering ‘value’ to their members, will attract new members, retain existing members and enhance their public image.”

Secondly it must deliver beneficial outcomes and, finally, it will have some important features and characteristics.

However if there are multiple stakeholders involved, there will be different perceptions of these ‘value factors’. For example, a passenger will have completely different perceptions of the value offered by a train service from that of the train driver.

At a recent district training session, the District 9640 leadership team and Assistant Governors were asked to brainstorm the following:

1. What is the useful purpose of a Rotary club?
2. What are the beneficial outcomes of Rotary membership?
3. What are the important features and characteristics of a successful Rotary club?

Useful Purpose

The group summarised the Primary Purpose of a Rotary club was to ‘do good in the world’. Clubs needed to have a passion for service that would positively impact one or more of the following: the local community, international causes, youth programs, support for The Rotary Foundation or, increasingly, the environment.

Some clubs had service activities impacting all of these areas while others might focus on just one or two: it was the passion for ‘service’ that was important.

Membership Benefits

The answers to a prospective member’s question “what’s in it for me?” are the same benefits that retain members and are best described as opportunities to:

- Belong to a reputable, worldwide organisation with its associated esteem and to be associated with ‘game changing’ major projects such as the elimination of polio
- Gain a sense of achievement with appropriate recognition of contributions
- Provide a sense of belonging with associated fun and friendship
- Benefit from vocational acquaintance through a trusted business network with shared social and ethical values
- Develop personal and leadership skills through access to training programs, mentoring, attending conferences and hearing quality guest speakers.

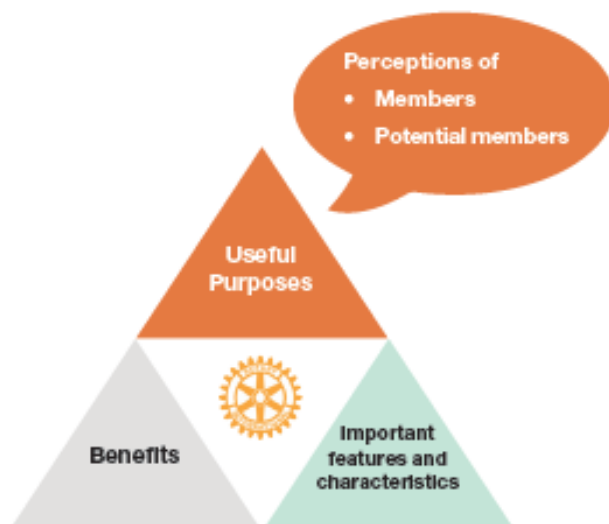
Perhaps it is a co-incidence that the Rotary International theme for 2020/21 is:



Club Features and Characteristics

Apart from the focus on ‘service’ and benefits to individual members, successful Rotary clubs exhibit certain features and characteristics. These might include:

- A diverse membership that reflects the local community in numbers, gender mix, active business members compared to retired members, and ethnic mix
- Efficient use of members’ time with appropriately organised meetings, projects and fund-raising, the number and quality of meetings and delegated responsibility
- Good internal communications and public image through social and other media, gaining community recognition via worthwhile local projects



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Delivering Membership Value – How does your Club rate?

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- Funding sustainability achieved by a secure fund-raising source, use of community partnerships and/or effective use of grants
- Shared responsibility indicated by a leadership succession plan, club strategic plan, engaged members – working effectively together and a delegated project structure

Flexibility to make process changes and a willingness to change or try new initiatives.

All clubs are different and in every District there are large and small clubs. There are progressive clubs and clubs that are 'set in their ways'; comfortable with the status quo but still able to deliver effective service.

These latter clubs often fail to recognise, or simply ignore, threats to their future survival

The key question is: *'will they still be effective in 10 years' time if they do not have a plan to change?'*

"Clubs need to market the total value of membership that is often not understood until after joining."

The traditional health check survey of members would probably show general satisfaction and not initiate change.

To assist clubs to recognise areas that might threaten their survival, the Value Statement comprising purpose, benefits and features/characteristics can be used as a checklist to focus clubs' attention on developing plans to mitigate weaknesses and threats and to build on their strengths. In 2020/21.

Assistant Governors will assist clubs to understand their 'value proposition' and then report progress on Club plans to enhance their 'value offering' using a simple, qualitative 'traffic lights' format.

Change will not happen overnight, so it is important for clubs to focus on areas of critical weakness but also on areas where it is easy to enhance their 'value proposition' in the short-term.

Healthy clubs, offering 'value' to their members, will attract new members, retain existing members and enhance their public image.

An organisation needs to understand the 'value' it is offering to members as this drives their marketing and recruitment campaigns and should prioritise their strategic planning actions to ensure their continued ability to grow and deliver their service outcomes.

David Baguley Chair, Appointments and Accreditations Committee, IVMA

Indicator	Comment	Rating	Strategy to Improve
Purpose: Do Good in the World Purpose for service and making an impact to one or more of following:			
Local Community		Yellow	
Youth Programs		Yellow	
International Causes		Yellow	
Support for the Rotary Foundation / Polio Plus		Yellow	
Environment		Yellow	
Membership Values			
Club Fun and Fellowship		Green	
Sense of Belonging		Green	
Family Income		Green	
Variety of opportunities		Green	
Vocational Acquaintance		Green	
Opportunity to network		Green	
Learn (post retirement)		Green	
Personal Leadership Development			
Training/learning opportunities		Yellow	
Quality Systems		Yellow	
Flexibility		Yellow	
Rotary International Membership			
Understanding of organisation		Green	
Explain levels of leadership		Green	
Participation in programs, events		Green	
Club Features and Characteristics			
Membership Diversity			
Club Size relative to community		Red	
Ratio Active to Business members vs retired members		Red	
% female members		Red	
Efficient Use of Time			
Well organised meetings, provide fund raising		Yellow	
Number & quality of meetings		Yellow	
Responsibility		Yellow	
Communications / Public Image			
Social media and Communications		Yellow	
Active in community / responsible		Yellow	
Funding Sustainability			
Security of funding source		Red	
Community Partnerships		Red	
Use of grants		Red	
Shared Responsibility			
Leadership succession plan		Yellow	
Club strategic plan		Yellow	
Engaged members, working well together		Yellow	
Delegated project structure		Yellow	
Flexibility			
Process changes		Red	
Willingness to change		Red	
New initiatives		Red	
Rate each criteria using Qualitative Traffic Lights			
GREEN [G] – Club doing well but needs to maintain standard			
YELLOW [Y] – Area of concern to be worked on and improved			
RED [R] – Critical weakness that needs immediate attention and active plan to improve			
Example:			
Membership Diversity Club Size relative to community Ratio Active to Business members vs Retired members % female members	Club 140 members but located in large business community 50% active business 50% retired 30% female members	Yellow	Increase number of active business members

GREEN [G] – Club doing well but needs to maintain standard

YELLOW [Y] – Area of concern to be worked on and improved

RED [R] – Critical weakness that needs immediate attention and an action plan to improve.