



Partnering for Success

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Inserts to this report can be found on our website, including:
 - 2016/17 Financial Statements
 - 2016/17 Club, Award and Sport Summaries
 - 2016/17 Long Service Award Recipients
 Visit www.lsv.com.au/about

MISSION

TO PREVENT AQUATIC DEATH AND INJURY ACROSS VICTORIA.

VISION

THAT ALL VICTORIANS WILL ENJOY OUR AQUATIC ENVIRONMENT AFTER LEARNING WATER SAFETY, SWIMMING AND RESUSCITATION.



“OUR WORK WITH THE VICTORIAN GOVERNMENT WAS RECOGNISED IN THIS YEAR’S VICTORIAN STATE BUDGET, WITH A TOTAL OF \$17.1 MILLION COMMITTED OVER FOUR YEARS FOR THREE KEY WATER SAFETY PROJECTS.”

As President of Life Saving Victoria (LSV) and Chair of the Board, one of my duties and privileges is to report to members and stakeholders on the organisation's progress against its mission.

The visible face of LSV is on the beach, inland waterways and at pools, where our water safety activities and initiatives meet the public. In each of these areas, LSV has had a substantial impact over the year.

On the beach, it was an eventful season, with significant increases in patronage at patrolled beaches (2.48 million, up from 2 million last year), preventative actions by lifesavers and lifeguards (110,631, up 10,503 on the previous year) and the number of rescues performed by lifesavers and lifeguards (519 for the season, up 41 on the previous year).

Our beaches were also subject to significant media attention this season, with a record number of shark sightings, particularly around the Surf Coast, causing more beach closures than usual. The publicity surrounding sharks has provided important opportunities for LSV to provide safety advice to beachgoers, as well as to highlight the VicEmergency app as the primary source for updates and information about beach closures, dangerous conditions, electrical storms, shark sightings and beach pollution incidents.

Our work with the Victorian Government was recognised in this year's Victorian State Budget, with a total of \$17.1 million committed over four years for three key water safety projects, which will contribute to key priority areas as identified in the Victorian Water Safety Strategy.

This includes \$1.9 million for a public swimming pool safety project, which will be led by LSV; \$6 million for lifesaving facility redevelopments at Point Lonsdale, Brighton and Jan Juc, as well as urgent repairs across a number of other lifesaving facilities; and \$9.2 million to teach more Victorian school children how to swim.

The provision of this significant funding for school swimming acknowledges LSV's long-term work toward addressing the swimming ability of Victorian school children, and follows the announcement in November 2016 that learning

to swim would become a compulsory part of the Victorian school curriculum. Although there is still much work to be done in this space to ensure that Victorian children finish primary school with sufficient swimming abilities, this is a terrific start and a credit to those who have been working passionately in this area for a number of years.

These frontline activities are built on a foundation of good planning and sound governance. During the year, the LSV Strategic Plan 2016-2020 was approved by the Board and sets the framework for our actions over the coming years. The Board has also had an eye to contemporary governance issues, including diversity, succession planning, and maintaining a good skills mix on the board and its committees. It is now embarking on a review process that will engage with our membership to ensure that LSV's structures and processes remain responsive and effective in a dynamic environment in the coming years.

Looking to our finances, LSV continues to use the funds received from our Government partners (42 per cent of income) and earned by our social enterprise activities (34 per cent of income), to deliver our essential services to lifesaving clubs, as well as to provide training and education (see further details in the financial overview p12).

A major achievement toward development of lifesaving and volunteer services this year was securing funding through the Emergency Services Volunteer Sustainability Grant (ESVS) in April 2017. A number of LSV clubs received direct support from the ESVS grant (total of \$588,000), as well as \$1.15 million for LSV to deliver state-wide services. Projects relating to this grant commenced in 2016/17 and will continue in 2017/18.

The inclusion of the entire \$1.15 million ESVS grant for state-wide projects as revenue this year, has largely contributed to LSV recording a surplus of \$1.1 million for 2016/17. However it is important to note that the major portion of the matching expenditure to acquit this grant is already committed and will occur in the 2017/18 year.

I would like to acknowledge a number of significant individual achievements this year, including:

- Medals for Service to International Lifesaving were presented to LSV Director Norman Farmer ESM, LSV Principal Research Associate

Dr Bernadette Matthews and LSV as an organisation, in recognition of their efforts internationally and in particular, for the progress made in drowning prevention in Sri Lanka;

- Queen's Birthday Honours were awarded to John Worrell from Anglesea SLSC (and also a life member of Brighton LSC), who received a Medal of the Order of Australia (OAM) and Gregory Hocking from Wye River SLSC, who was made a Member of the Order of Australia (AM); and

- The late Geoff Waters, an LSV life member and a member and supporter of many clubs over the years, was posthumously inducted into the Surf Life Saving Australia Hall of Fame, in recognition of his significant service to coaching aquatic sports, particularly in the traditional rescue and resuscitation (R&R) events.

In thanking my fellow board members this year, I'd like to make particular mention of Dr Michael Kennedy OAM, who retired during the year as LSV Company Secretary after four years in the role. Michael was also LSV's founding Board Chair and an independent director for six years.

To LSV CEO Dr Nigel Taylor ESM, I would particularly like to acknowledge your embodiment of the LSV value: 'personal development through a commitment to lifesaving,' in the form of completing your doctorate this year, with a thesis that explored LSV's engagement with community and government. Your dedication and ongoing leadership is exemplary.

Thank you also to all of the LSV staff members for your contributions to LSV's water safety strategies and operations, and your ongoing support to our volunteers in their vital work.

Finally, our members and partners are the foundation of our organisation, and have my heartfelt thanks for their dedication and efforts throughout the year. I sincerely admire your commitment to the lifesaving movement and the Victorian community.

Tom Mollenkopf
President





Q HOW WOULD YOU SUMMARISE 2016/17?

This year LSV has been building on the 'Resource Ready' foundations that were put in place during 2015/16. Our Strategic Plan 2016-2020 was finalised in December 2016, and brings renewed focus and clear direction to activities, based on the organisation's current working environment. We also delivered the Victorian Water Safety Strategy in November 2016, as part of our commitment to the Community/Government partnership operating model. The aspirational aim for the strategy is to further strengthen and sustain Victoria's position as a leading water safety and drowning prevention agency on the international stage.

It has also been a year of great progress in regards to our ongoing campaign to ensure that all Victorian children learn to swim. In November 2016, the Victorian Government announced that it would make swimming a mandatory part of the physical education curriculum, and followed this up in May 2017 with a \$9.2 million funding commitment (over three years), as a contribution to school swimming and water safety programs. This policy and funding has come about as a result of LSV's long-term investment in conducting evidence based-research to support decision making, and our continued work to propose and test solutions that demonstrate the benefits of survival swimming.

Q WHAT HAVE LSV'S KEY DROWNING PREVENTION ACTIVITIES BEEN THIS YEAR?

While Victoria still has the lowest drowning rate of any state or territory in the country (0.72 drowning deaths per 100,000 population), sadly our drowning toll has again increased this year, to 45 drowning deaths in 2016/17.

The Play it Safe by the Water campaign has delivered new television and radio advertisements, targeting water safety messaging to people aged over 60, as well as to parents and carers of young children. Messaging was also delivered through social media, with the development of video resources that were shared by a number of Play it Safe by the Water partner agencies.

LSV also continued its work on the 'Respect the River' program, delivered in partnership with the Royal Life Saving Society - Australia and supported by the Australian Government. Outputs of this project have included raising public awareness through social media and delivering events to target users of the Murray and Yarra Rivers. Observational studies of people using urbanised waterway areas were also conducted, and a new inland waterway lifesaving award has been introduced.

We have also commenced a number of key coastal black spot projects this year, as part of the Surf Life Saving Australia Beach Drowning Black Spot Reduction Program. These projects have included coastal risk assessments and drowning prevention activities, targeting communities in the Mornington Peninsula, City of Greater Geelong and Bass Coast regions.

Q HOW IS LSV LEADING SAFETY INITIATIVES FOR PUBLIC AND HOME SWIMMING POOLS IN VICTORIA?

In recognition of the need for a formal approach to public pool safety, the Victorian Government this year awarded \$1.9 million funding to LSV to lead the coordination and promotion of public pool safety and the development of a Victorian Code of Practice for all public swimming pools. This project will be delivered over the next four years, with initial work already underway to plan the stakeholder engagement process and establish relevant community issue-based working groups. As an indication of the new context in which LSV operates, this program will be conducted under the auspices of Emergency Management Victoria (EMV).

Meanwhile, LSV has continued its ongoing work to highlight key safety concerns for home pools and make recommendations for new legislation to increase safety in this area. This year LSV has chaired the Victorian Swimming Pool and Spa Safety Committee in its efforts to lobby the Victorian Government to introduce mandatory barrier inspections for home pools, as part of the review of Victoria's building regulations.

Q HOW IS LSV CONTRIBUTING IN THE VICTORIAN EMERGENCY SERVICE SECTOR?

Increased shark activity along the Victorian coastline and as a consequence, increased beach closures, attracted significant media attention and severely stretched the resources of the two Westpac Lifesaver Rescue Helicopters. LSV worked with EMV, the Water Police and the Victorian Fisheries Authority to deliver the State Shark Hazard Plan. The plan defines the integrated approach and shared responsibility for the management of shark hazards in Victoria and guides operational preparedness and response activities.

The launch of the new VicEmergency app in November 2016 was also significant for LSV, with the inclusion of water safety among its warnings and incident information. LSV has worked closely with EMV to enable our operational incident management system to provide a data feed directly into the app. This then enables public information about beach closures, dangerous conditions, electrical storms, sharks sightings and beach pollution incidents to be presented in real time.

Meanwhile, LSV's emergency services workplace diversity initiative has been leading a new collaborative project to raise multicultural youth employment and representation in Victoria's emergency services. The first candidate to undertake a full-time traineeship as part of this initiative, Mohammed Babakfar, has become a project firefighter with Forest Fire Management Victoria. The project is also delivering water safety education programs and aquatic qualifications to increase aquatic awareness and participation across multicultural communities.

"IT HAS ALSO BEEN A YEAR OF GREAT PROGRESS IN REGARDS TO OUR ONGOING CAMPAIGN TO ENSURE THAT ALL VICTORIAN CHILDREN LEARN TO SWIM. IN NOVEMBER 2016, THE VICTORIAN GOVERNMENT ANNOUNCED THAT IT WOULD MAKE SWIMMING A MANDATORY PART OF THE PHYSICAL EDUCATION CURRICULUM."

Q HOW IS LSV DELIVERING IMPROVEMENTS FOR LIFESAVING VOLUNTEERS?

With our membership base increasing again to 33,159, it is important to ensure we continuously work to improve support for our volunteers. This has happened across a range of areas, and has included:

- Completion of new lifesaving facilities at St Kilda, Mordialloc and Seaspray, as well as a further funding commitment from the Victorian Government of \$6 million for lifesaving clubhouse redevelopments and urgent repairs;
- Rollout of LSV's safeguarding children and young people policy, in line with our requirement to comply with the Victorian Government's Child Safe Standards from 1 January 2017;
- Funding gains for purchase of new and replacement rescue gear and equipment;
- The introduction of the coastal event centre concept to better support the delivery of lifesaving and other community events; and
- Increased training support for volunteers, including a new app to cut down on paperwork and simplify the process of collecting training evidence.

Q WHAT WORK IS LSV DOING TO LEAD WATER SAFETY INITIATIVES OVERSEAS?

LSV is now entering its sixth year in partnership with Sri Lanka Life Saving, and although there is still much work to be done, we are seeing some significant successes from our work, including news of the first Sri Lankan female inflatable rescue boat driver. In addition to our annual training delivery program, conducted by LSV's Building Leaders Scholars, our work in 2016/17 has also included evaluation of the Swim for Safety survival swimming program and collaborative research with the University of Peradeniya. This was also the year that saw water safety move from a very limited government responsibility to now be included in the Centre for Disaster Management's accountabilities.

Work such as this has positioned LSV as a world leader in drowning prevention, and has attracted social enterprise work in 2016/17 in the Philippines, United Arab Emirates, Bahrain and Canada. This work has accessed our unique expertise in water safety strategy, risk management consultancy, lifesaving training and beach safety management.

Q WHAT HAVE LSV'S KEY FINANCIAL ACTIVITIES BEEN IN 2016/17?

From an accounting perspective, it is important to note that the entire amount of the Emergency Services Volunteer Sustainability (ESVS) Grant (\$1.15 million) was included as revenue in the 2016/17 financial year, with an outstanding amount of \$1.09 million in related expenditure. The specific programs on which these funds will be expended is determined, however the actual expenditure will take place in the 2017/18 financial year. The inclusion of this unmatched revenue has largely contributed to LSV recording a surplus of \$1.1 million for the current year.

Another important aspect has been our continued focus on diversification of funding sources. One of these funding sources, our social enterprise functions, contributed 34 per cent of LSV's revenue in 2016/17. Activities in this category included public training and pool safety services, aquatic risk and research consulting, the Lifeguards@200 function centre and retail sales. It is imperative to LSV's continued financial resilience that these areas keep providing increased turnover and efficiency, to benefit the breadth of services LSV provides to its members and the general public.

In reviewing LSV's distribution of funds, analysis shows that almost 60 per cent of funds were distributed to the benefit of lifesaving clubs. Principally, this includes funding for the provision of lifesaving and lifeguard services and for the upgrade and redevelopment of lifesaving facilities.

Q WHAT IS YOUR OUTLOOK FOR 2017/18?

Looking to the upcoming year, LSV has a number of important projects which will be commencing, including:

- Development of a Victorian Code of Practice for public swimming pools and associated research around pool supervision and the aquatic industry;
- Piloting of 'virtual excursions' and development of virtual reality content for both public education and training programs;
- New lifesaving facility redevelopment projects set to commence in the next 18 months, including Ocean Grove, South Melbourne, Portsea, Anglesea, Edithvale and Cape Paterson;

- Newly created roles for two Training Officers in the volunteer training team, to support lifesaving clubs with training delivery, support, monitoring and mentoring;
- A strategic shift of LSV's IT into cloud-based solutions, starting with the rollout of Office 365; and
- Further development of the coastal event centre concept.

Q AND YOUR ACKNOWLEDGEMENTS FOR 2016/17?

First and foremost, my sincere thanks to LSV's volunteers, for your contributions, enthusiasm and dedication to the Victorian community.

I'd like to thank the Victorian Government for providing support for policy development and funding in the State Budget to address important water safety initiatives, including learn-to-swim, safety for public pools and funding for the development of lifesaving facilities. As part of the Community/Government partnership model, I would also like to acknowledge the enthusiastic support and contribution of the entire aquatic industry.

I would also like to thank our numerous sponsors, partners and donors (see p31), for supporting our lifesaving and drowning prevention programs and initiatives.

Thank you to the LSV Board and particularly President Tom Mollenkopf, for providing your expertise and commitment.

To LSV's staff members, thank you for your tireless work toward LSV strategies and programs and for supporting our volunteers, both on and off the beach.

And to the two lifesaving national bodies, lifesaving committees and community issue-based working groups, thank you for your contributions in their many forms.

Dr Nigel Taylor ESM
CEO





TOM MOLLENKOPF
LLB, B.Juris, MBA, FAICD, FCSA
LSV President and Board Chair
Appointed: November 2012
Occupation: Director and Consultant
Tom is CE

Senior Vice-President of the International Water Association and a Director of Dandenong Market and Surf Life Saving Australia. His previous board roles have included Chair of the Water Industry Superannuation Fund and Director of Western Water, Water Aid Australia and Water Australia Solutions Ltd. Tom was CEO of the Australian Water Association from 2007-2013, prior to that he held executive positions with the International Water Association in London and South East Water in Melbourne. Tom's background is in law, first in private practice and then as corporate counsel. He is a life member of Point Leo SLSC, where he maintains his lifesaving proficiency and also chairs the Gary Tierney Foundation.



DAVID SCHULTZ
MIEAus, GAICD
Director Council of Lifesaving Clubs
Appointed: April 2013
Occupation: Civil Engineer

David is a Civil Engineer and holds a Company Director Diploma. He is the Chair of South Gippsland Water. David has been actively involved with Inverloch SLSC since it started in 1998, being a member of the first patrol and President of the club from 1999-2006. He is also a life member of the club. Previously David held various executive roles with GHD Global, including Practice Leader of the Management Consulting practice and Senior Project Director Middle East.



RACHAEL RYLANCE
Director Aquatic Sports
Appointed: August 2015
Occupation: Manager

Rachael is the Accounts & Transformation Manager at AIA Australia Ltd and has held various finance roles over the last 15 years. Her expertise is in developing and improving processes, with experience in enterprise projects. Rachael has been a member of Elwood LSC since 2006, an active volunteer lifesaver since 2010 and continues to patrol. Rachael is currently the secretary of Elwood LSC and has also held several state positions, including team manager for the IRB state team and Pool Panel Coordinator.



NORMAN FARMER ESM
GradDipMgt, AGSM
Director Aquatic Education & Industry Engagement Council
Appointed: March 2014
Occupation: Retired General Manager / Aquatic Safety Consultant

Norm currently works as an Aquatic Safety Consultant. Norm was a General Manager with Surf Life Saving Australia (2007-2014) having previously been CEO of the Royal Life Saving Society Australia - Victoria Branch (1998-2005) and joint CEO of LSV (2003-2005). Norm has experience in not-for-profit management and water safety program design in Australia and overseas, as well as aquatic facility design, management and operation. Norm was also editor of the Guidelines for Safe Pool Operation from 1992-2005. He is currently the volunteer Vice President of the International Life Saving Federation (ILS), the ILS Asia Pacific Regional President, a Member of the ILS Business Commission, Executive Director of the Royal Life Saving Society Commonwealth, a life governor of Mordialloc LSC and a member of Frankston LSC.



VINCENT SHEEHAN
BEC, FCA
Independent Director Chair of Finance, Risk & Audit Committee
Appointed: July 2014
Occupation: Chartered Accountant

Vincent is a Partner with Ernst & Young in Assurance, where he specialises in providing financial accounting advice to a broad range of public and private sector clients. He is also a Fellow of the Institute of Chartered Accountants in Australia. Vincent is an active patrolling member and nipper parent at both Lorne SLSC and Sandridge LSC and competes with Lorne. He has previously been the treasurer of Lorne SLSC and has been a member of the Finance, Risk and Audit Committee since July 2013.



ANGELA MALAN
BBus
Director Membership & Leadership Development
Appointed: August 2015
Occupation: Education Support

Angela is an Integration Aide with the Department of Education. Angela has been actively involved at Inverloch SLSC since 2005 and is a current patrolling member. She was Junior Coordinator from 2006-2011 and Club President from 2011-2016. Angela has also held positions on LSV's Membership and Leadership Development Executive for the past seven years, and represents LSV on the Ministerial Advisory Council to the Minister for Volunteers.



DARREN MCLEOD
MAIES
Director Lifesaving Services
Appointed: April 2013
Occupation: Business Manager

Darren is the Managing Director of a small to medium enterprise in the electronics industry, which he has been part of for more than 30 years. He is also a member of the Australian Institute of Emergency Services. Darren has been actively involved in lifesaving since joining Point Leo SLSC in the early 1980s and is currently President of Seaford LSC, where he actively patrols. In addition to being a life member of LSV, Darren holds a number of committee positions with LSV, including Chair of LSV's Honours and Awards Committee. He is also a life member of both LSV and Hampton LSC.



JEANNENE STEWART
BBus(Accounting),
GradDip(BusinessComputing), CPA
Independent Director
Appointed: August 2014
Occupation: Independent Consultant

Jeannene is a part-time consultant across the fields of policy, HR, governance, systems, project management and finance. Previously Jeannene was Director Corporate Services for Victoria State Emergency Service for five years; prior to this she was the Senior Advisor to the Commonwealth Minister for Aging. She also worked as the Funding and Retirement Living Manager for Aged and Community Care Victoria. Jeannene is a Certified Practising Accountant with more than 30 years of experience in senior management roles in the welfare, information technology, health and aged care sectors. She has also provided consulting services to the aged care industry and not-for-profit organisations.



DR MICHAEL KENNEDY OAM
DBA, BBus, FAICD, FCILT, FLGPRO, FIPAA (Vic)
LSV Company Secretary (until November 2016)
Appointed: October 2012
Occupation: Senior Advisor & Consultant

Michael served as a local government CEO for more than 20 years, most recently at Mornington Peninsula Shire, which hosts eight lifesaving clubs. He now lectures in management at La Trobe Business School. He has extensive senior management and CEO experience in the business sector, in shipping, transport, logistics and manufacturing. Michael is also an experienced company director in the community sector, in health, education and youth transitions. Michael was LSV's founding Board Chair and an independent director for six years.



DAVID RYLANCE
Cert IV Training and Assessment
Director Training and Assessment
Appointed: April 2014
Occupation: Firefighter

David is a Leading Firefighter with the Metropolitan Fire Brigade. During his nine years working as a firefighter, David's duties have included coordinating and facilitating specialist courses for control unit operators. Prior to this, he worked for Bravis Climate Systems for more than 11 years as a Research and Development Technician. David is a life member Elwood LSC, as well as being a member of Williamstown S&LSC.



PETER WILLIAMS
MSc, BEng(Mech), DipMechEng
Director Council of Lifesaving Clubs
Appointed: April 2013
Occupation: Business Consultant

Peter is a former executive manager with VicRoads and now provides consulting assistance in the international development sector. His background is in environmental engineering, having worked in the electricity industry and then as a consulting environmental engineer before moving into international project management. Peter was a Director of Anglesea SLSC from 1995-2000 and President from 2000-2006 and again from 2011-2014. He is a life member of Anglesea SLSC and continues to patrol there. Peter was also a trustee of the Anglesea SLSC Foundation from 2001-2014.



ALEXANDRA MOULE
LLB (Hons), B.Comm (Hons), FGIA, FCIS
LSV Company Secretary (from November 2016)
Appointed: November 2016
Occupation: Lawyer

Alex is a senior lawyer at a global law firm, with over 20 years of experience in governance and corporate regulatory advice. She advises listed clients across a range of industry groups on various governance and Board matters, in particular relating to disclosure, policies and procedures and shareholder meetings, communications and engagement. Alex is a Fellow of the Governance Institute of Australia and is a nipper parent and age manager at Elwood LSC.



LSV'S THREE STRATEGIC THEMES HAVE BEEN IDENTIFIED TO GUIDE THINKING IN DEVELOPING STRATEGIES AND PROJECTS.



1 EVERYDAY LIFESAVERS

#everydaylifesavers

Building community resilience by encouraging individuals to take more responsibility for themselves and others.



2 LSV FROM ANYWHERE

#lsvfromanywhere

Developing flexibility for our people and the community in how they interact with LSV.



3 RESOURCE READY

#lsvresourceready

Implementing only those activities that are supported by the required financing, capacity and capability.

Our strategic plan focuses on water safety and drowning prevention initiatives that foster resilience in our communities, while encouraging active participation in aquatic recreation.

Our plan takes into account changes in the way we live, work, volunteer and enjoy leisure time. Our strategies and projects are designed to be responsive to the evolving needs of our communities and the trends that impact us.

As a quick overview, the Strategic Plan on a Page provides a high level summary of the full Life Saving Victoria Strategic Plan 2016-2020, which is available on our website (www.lsv.com.au/plan) and includes greater detail about us, our consideration in developing the plan, our areas of focus, our strategies and examples of our projects. We look forward to working with you to meet the challenges ahead, to achieve great results toward the improvement of water safety and drowning prevention in Victoria.

Why We Exist



Vision: All Victorians will enjoy our aquatic environment after learning water safety, swimming and resuscitation.

Mission: To prevent aquatic death and injury across Victoria.

Our Values & Affiliations



- | | | | |
|--|--|--|---|
| 1) Positive and respectful relationships (cultural and intergenerational). | 4) Develop healthy lifestyles. | 7) Efficient and appropriate use of available resources. | <ul style="list-style-type: none"> ■ Emergency Management Victoria ■ Surf Life Saving Australia ■ Royal Life Saving Society - Australia ■ 57 Victorian Lifesaving Clubs |
| 2) Being open, welcoming and inclusive. | 5) Taking personal responsibility for betterment. | 8) Building stronger and safer communities. | |
| 3) Personal development through a commitment to lifesaving. | 6) Being relevant in today's and tomorrow's society. | | |

Our Strategic Themes



Everyday Lifesavers – Building community resilience by encouraging individuals to take more responsibility for themselves.
LSV from Anywhere – Developing flexibility for our people and the community in how they interact with LSV.
Resource Ready – Implementing only those activities that are supported by the required financing, capacity and capability.

Our Areas of Focus & Strategies



A: Lifesaving Services (p14)	<p>A1 - Provide lifesaving service coverage to match risk assessment and community needs.</p> <p>A2 - Ensure alignment between the requirements of quality lifesaving service delivery and related training.</p> <p>A3 - Sustain lifesaving clubs as well-organised, welcoming and vibrant community hubs.</p>
B: Pool & Waterway Safety (p16)	B1 - Ensure facility operators, local governments and land managers are aware of aquatic risk and best practice in aquatic safety.
C: Member Development (p18)	<p>C1 - Use traditional and digital media to effectively connect with LSV members.</p> <p>C2 - Develop systems and technologies to support skills development and continuous learning for LSV members.</p> <p>C3 - Ensure a sustainable future through youth and leadership development in lifesaving clubs.</p>
D: Community Education & Training (p19)	<p>D1 - Partner with the aquatic industry and government to develop effective water safety media campaigns.</p> <p>D2 - Develop quality education and training infrastructure to enable all Victorians to become Everyday Lifesavers.</p> <p>D3 - Establish cooperative relationships with Victorian tertiary institutions to ensure water safety training in teacher education.</p>
E: Aquatic Sport (p22)	E1 - Develop a range of innovative and responsive aquatic sport programs to increase capability and sustain membership.
F: Aquatic Risk & Research (p24)	<p>F1 - Ensure evidence-based research is provided to support strategic decision making by LSV and its stakeholders.</p> <p>F2 - Lead and facilitate research into risk identification, prevention and mitigation in all aquatic environments.</p>
G: Diversity (p25)	<p>G1 - Expand the reach of water safety education to include engagement and settlement of multicultural communities.</p> <p>G2 - Respond to diversity in the community, focusing on gender, age, disability and cultural diversity.</p>
H: Sector Development & Support (p27)	<p>H1 - Implement the full Community/Government partnership model in the Emergency Management Victoria structure.</p> <p>H2 - Advocate for the development and maintenance of fit-for-purpose, location sympathetic and advanced design LSV facilities.</p> <p>H3 - Build cooperative relationships within the aquatic industry and emergency services, ensuring best practice of water safety.</p> <p>H4 - Ensure LSV is sustained as a resilient, dynamic and well-managed organisation.</p>

Our Approach to Risk



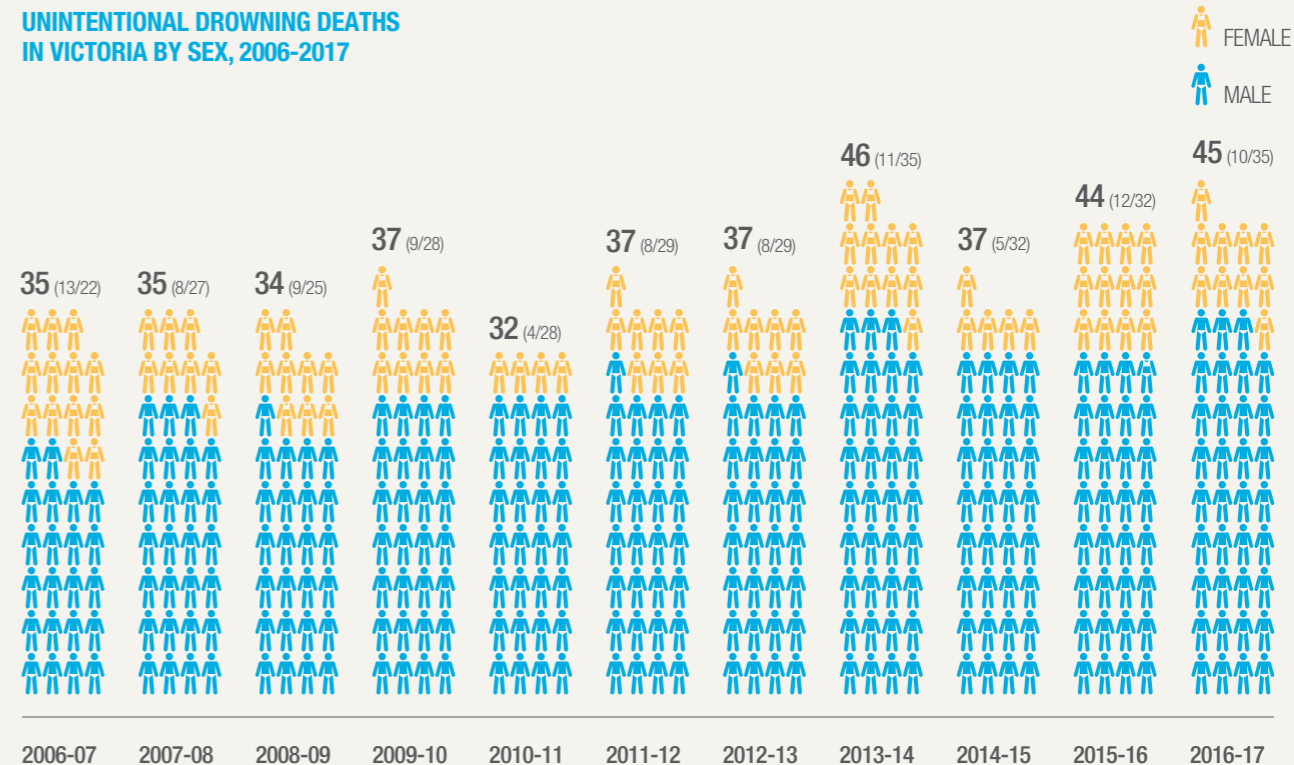
Risk is inherent in all our activities and manifests itself in many forms as we step forward in achieving our mission and vision. It has potential to impact our volunteers, employees, supporters, suppliers and communities in which we operate. By understanding and managing risk, LSV will provide greater certainty and confidence to all impacted by our footprint. The effective management of risk is vital to the continued growth and success of our organisation.

How We Govern



Board Consisting of 11 members, with seven members elected and four members appointed.	Councils & Committees Four councils and a range of working groups consisting of elected members and appointed subject matter experts.	Management Employee base with skills in lifesaving, aquatics, research, risk, training, media, diversity and management.	Tracking & Reporting Managed through our tailored business reporting tool in alignment with our risk management framework.
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UNINTENTIONAL DROWNING DEATHS IN VICTORIA BY SEX, 2006-2017



KEY STATISTICS IN 2016/17:

IN 2016/17,
45
 PEOPLE LOST THEIR LIVES TO DROWNING, A 20 PER CENT INCREASE ON THE 10 YEAR AVERAGE.

41% INCREASE IN DROWNING DEATHS IN INLAND WATERWAYS.
 Differing from the past two years, in 2016/17 the majority of drowning deaths occurred in inland waterways (18, 40 per cent).

4^x MEN ARE FOUR TIMES MORE LIKELY TO DROWN THAN WOMEN
 Males continued to be overrepresented in drowning statistics, with 35 males drowning in 2016/17, compared to 10 females.

45% INCREASE IN FATAL DROWNING RATE OF ADULTS AGED 65+
 2016/17 saw increases in fatal drowning rates across a number of key demographics (compared to the 10 year average 2006/07-2015/16), including:

- A 6 per cent increase for children aged 0-4 years;
- A 25 per cent increase for young adults aged 15-24 years;
- An 18 per cent increase for adults aged 25-44 years; and
- A 45 per cent increase for adults aged 65 years and over.

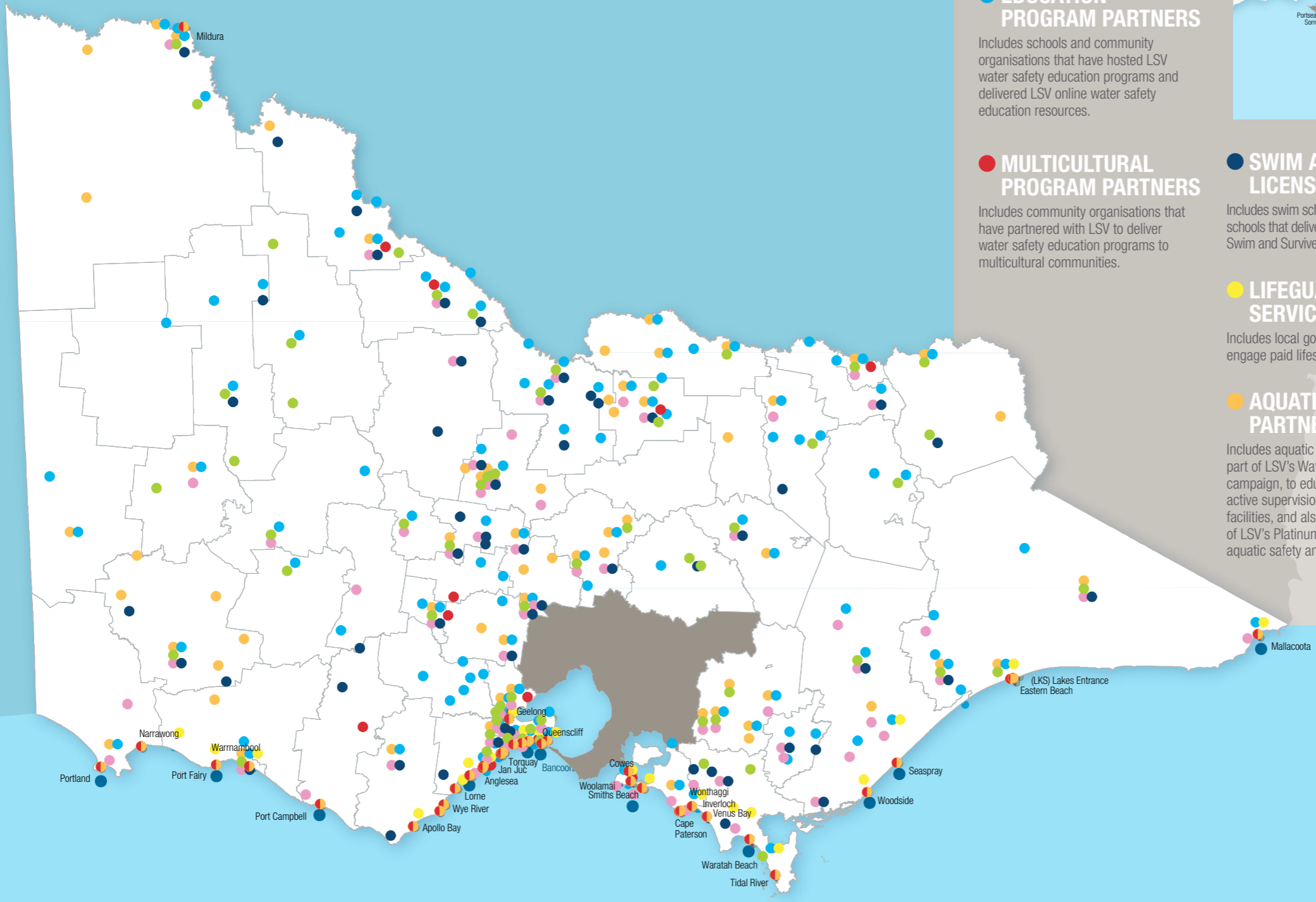
20% OF DROWNING DEATHS INVOLVED ALCOHOL IN 2016/17.
 Alcohol is a common factor in drowning, representing an average of nine drowning deaths, or 22 per cent of the drowning toll each year over the past decade (2006/07 to 2015/16).

76% INCREASE IN FATAL DROWNING OF PEOPLE WHO WERE SWIMMING/PADDLING/WADING IN 2016/17
 The most common activity immediately prior to a drowning in 2016/17 was swimming/paddling/wading, representing 29 per cent of fatal and 26 per cent of non-fatal drowning incidents. These figures highlight the importance of the recent Victorian Government initiative to make swimming and water safety mandatory in the primary school curriculum.

54 NON-FATAL DROWNING INCIDENTS IN 2016/17
 Paramedics attended 54 non-fatal drowning incidents in 2016/17, bringing the total number of drowning incidents in Victoria to 99.

1870

LSV WORKS WITH MORE THAN 1870 PROGRAM PARTNERS ACROSS THE STATE, TO DELIVER LIFESAVING SERVICES, WATER SAFETY EDUCATION AND DROWNING PREVENTION PROGRAMS.



LIFE SAVING VICTORIA PROGRAM PARTNERS

LIFESAVING SERVICES

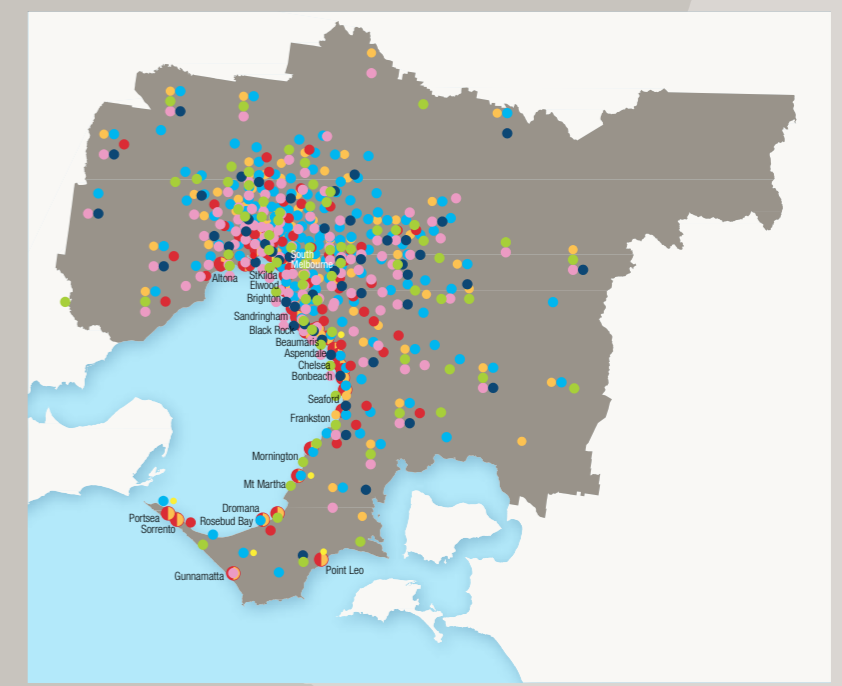
Includes lifesaving clubs, the Victorian Westpac Lifesaver Rescue Helicopter Service and local marine search and rescue services.

EDUCATION PROGRAM PARTNERS

Includes schools and community organisations that have hosted LSV water safety education programs and delivered LSV online water safety education resources.

MULTICULTURAL PROGRAM PARTNERS

Includes community organisations that have partnered with LSV to deliver water safety education programs to multicultural communities.



SWIM AND SURVIVE LICENSEES

Includes swim schools, aquatic facilities and schools that deliver the Royal Life Saving Swim and Survive learn-to-swim program.

LIFEGUARD SERVICE PARTNERS

Includes local government authorities that engage paid lifesaving services.

AQUATIC INDUSTRY PARTNERS

Includes aquatic facilities that are part of LSV's Watch Around Water campaign, to educate the public about active supervision of children at aquatic facilities, and also facilities that are part of LSV's Platinum Pools program for aquatic safety and risk management.

PLAY IT SAFE BY THE WATER PARTNERS

Includes agencies that have delivered water safety education and drowning prevention programs as part of the Play it Safe by the Water Community/Government partnership, as well as aquatic facilities that have participated in the Water Safety Week public awareness campaign.

TRAINING DELIVERY PARTNERS

Includes LSV service members and licensees of our Registered Training Organisation, which deliver aquatic and first aid training across the state.

2016-17 OPERATING RESULT

The full financial year result for 2016/17 was a surplus of \$1,106,007, largely due to the inclusion of the Emergency Services Volunteer Sustainability (ESVS) grant of \$1,151,492 received in April 2017. The outstanding related and committed expenditure (\$1,094,700) will take place and be accounted for in the 2017/18 financial year. The funds received under the provisions of this grant will support various state-wide initiatives and projects including the provision of volunteer uniforms, water safety equipment and volunteer training.

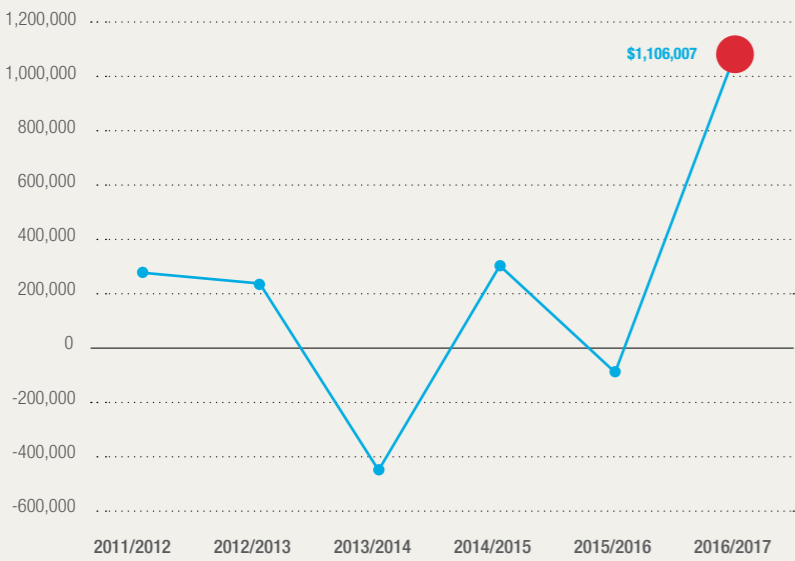
The sensitivity of the operating result to the recognition of grant funds over the last five years has led to the volatility in the financial position at the conclusion of each year as shown in the accompanying graph below (figure 1.).

Other key financial items to note have included:

- Increased revenue from the provision of water safety education programs across all our education and multicultural areas;
- Increased turnover in all of our social enterprise areas, including pool training and public safety, aquatic risk and research, the Lifeguards@200 function centre and retail sales; and
- The substantial investment in LSV from the State, Commonwealth and Local Governments.

Significant investment has been made to increase the corporate resilience of the organisation, by moving most of our IT platform onto cloud based solutions, as well as developing detailed business continuity and disaster recovery plans. These activities, combined with regular reporting against defined risks within the risk register and investment in internal control systems and processes (as depicted in figure 5), has contributed to our robust financial management and increased the strength of our organisational capabilities into the future.

FIGURE 1. OPERATING RESULT



THE FINANCIAL RESULT FOR 2016/17 WAS A SURPLUS OF \$1,106,007, LARGELY DUE TO THE INCLUSION OF THE INCOME FROM THE EMERGENCY SERVICES VOLUNTEER SUSTAINABILITY GRANT, WITH RELATED EXPENSES TO BE ACCOUNTED FOR IN 2017/18.

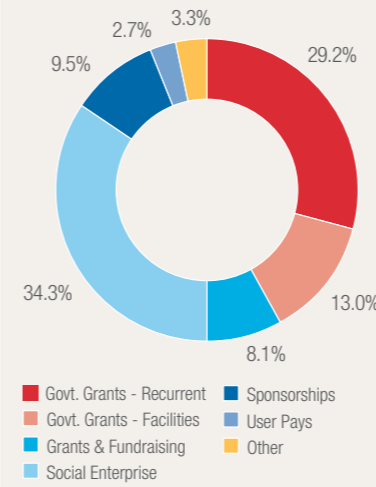
ASSETS	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000
Property Plant and Equipment	4,870	4,551	4,061	4,260
Cash and Cash Equivalents	1,200	589	5,534	3,682
Other Assets*	6,677	7,802	7,884	14,606
Total Assets	12,747	12,942	17,479	22,548

* 2016/17 Includes \$10.4 million term deposit arranged on behalf of LSV by the Surf Life Saving Foundation (compared to \$4.2 million in 2015/16).

LIABILITIES	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000
Creditors and Grants in Advance	5,078	5,020	2,262	2,145
Grants held in Trust for Clubs	0	0	7,315	11,355
Provisions	829	771	846	886
Total Liabilities	5,907	5,791	10,423	14,386

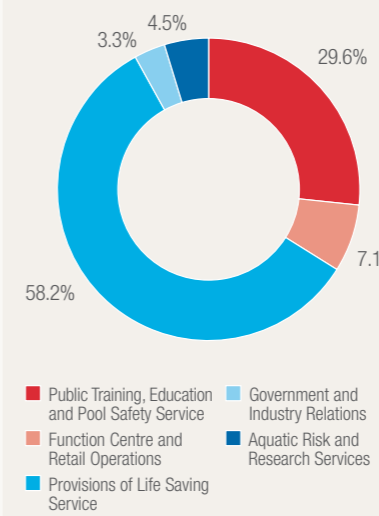
Member Funds	6,840	7,151	7,056	8,162
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FIGURE 2. SOURCES OF FUNDS



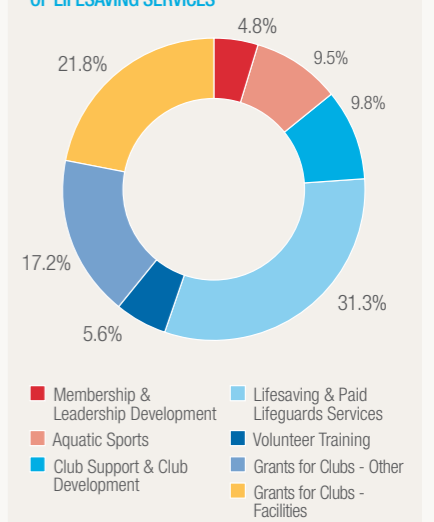
Continued commitment to the diversification and sustainability of our funding.

FIGURE 3. DISTRIBUTION OF FUNDS



Increase in funding to clubs for the provision of lifesaving services.

FIGURE 4. BREAKUP OF PROVISION OF LIFESAVING SERVICES



Increased funds to clubs for the redevelopment of lifesaving facilities.

SOURCE AND DISTRIBUTION OF FUNDS

LSV's commitment to the diversification and sustainability of our funding for all operations continues to be a focus, with recurring Government grants contributing 29.2 per cent to the business (compared to 32.3 per cent in 2015/16) and sponsorship contributing 9.5 per cent (consistent with 2015/16). Increased funding for the redevelopment of lifesaving club facilities (13 per cent in 2016/17, compared to 6.9 per cent in 2015/16) has been a major factor in the increase in total funds received, while our social enterprise activities have maintained a consistent contribution of 34 per cent of funds to the business.

Funds distributed to lifesaving clubs increased to 58.2 per cent (compared to 53.9 per cent in 2015/16), with 17 per cent of these funds passed directly to clubs as grants and 21.8 per cent for facilities development. There has also been a consistent level of investment (27 per cent) in the core LSV services of public training, education and pool safety services.

SUMMARY OF BALANCE SHEET 2015/16

Additional funding for lifesaving facility upgrades in 2016/17 of \$6 million has increased the financial assets from \$12.5 million to \$16.9 million. This led to a corresponding increase in liabilities to \$14.3 million and members funds to \$8.2 million.

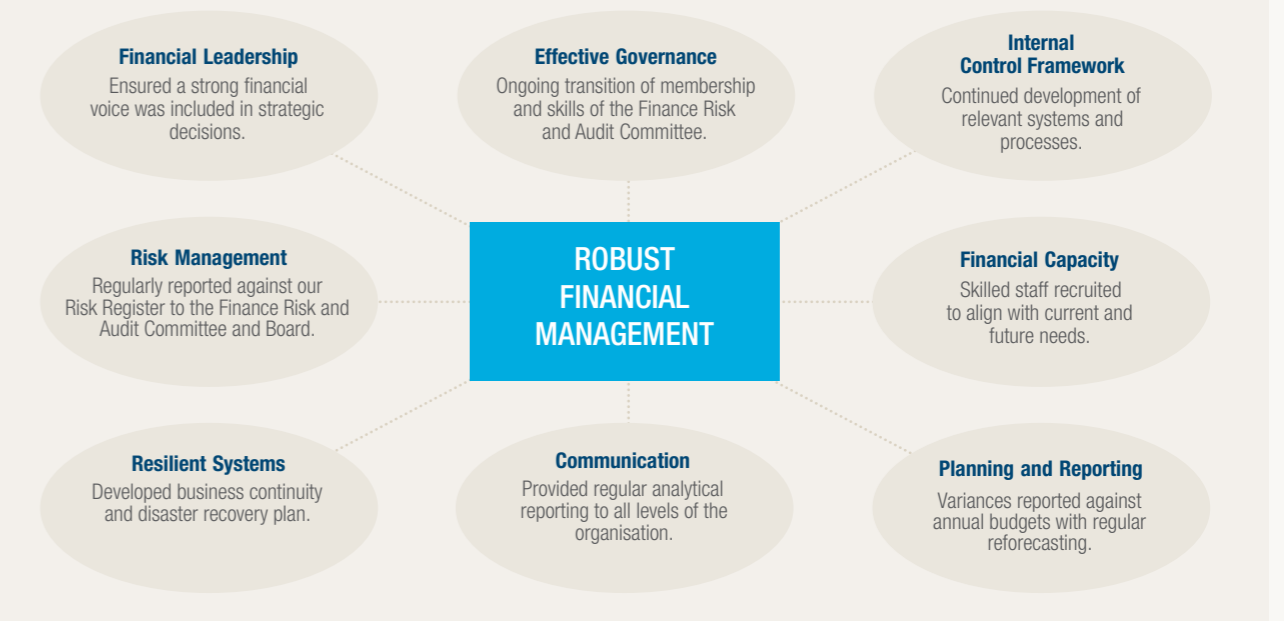
LIFESAVING FACILITY UPGRADES

The Lifesaving Clubhouse Upgrade program was strengthened with funding for new facilities at Cape Paterson, Portsea, Anglesea and Edithvale. Works continued on the upgrades for lifesaving facilities at Ocean Grove and South Melbourne, while new facility works were completed at Mordialloc, Seaspray and St Kilda.

Additional funding was also received as part of the Emergency Services Volunteer Sustainability grant to conduct an audit of all clubhouse facilities across Victoria.

FIGURE 5. TOWARDS A RESILIENT AND WELL-MANAGED ORGANISATION

As part of the strategic plan objective for LSV to be sustained as a resilient, dynamic and well-managed organisation, investment has been made to ensure there is robust financial management to support the breadth and complexity of all parts of LSV's operations. Delivery of the various facets in 2016/17 are detailed below.



33,159

Volunteer members in 2016/17.



Lifesaving Services Strategies

- A1** Provide lifesaving service coverage to match risk assessment and community needs.
- A2** Ensure alignment between the requirements of quality lifesaving service delivery and related training.
- A3** Sustain lifesaving clubs as well-organised, welcoming and vibrant community hubs.



Implementation of State Shark Hazard Plan with Emergency Management Victoria

Victorian beaches gained significant media attention this season, with a record number of shark sightings, particularly around the Surf Coast, causing an unusually high number of beach closures.

LSV has worked in collaboration with the Victorian Fisheries Authority, Emergency Management Victoria and other emergency services to implement the State Shark Hazard Plan, which defines the integrated approach and shared responsibility for the management of shark hazards in Victoria and guides operational preparation and response activities.

Under the plan, LSV has responsibilities for providing safety information about sharks to beachgoers, recording and reporting on shark sightings through the VicEmergency app and providing aerial patrols through the Westpac Lifesaver Rescue Helicopter Service, as well as providing beach patrols and rescue services for shark-related injuries.



Drone trials in partnership with Emergency Management Victoria

A two-day trial was conducted to test the capability of drones operating from the beach and from vessels at sea, at Fairhaven, Anglesea, Eastern View and Westernport Bay.

The trial found that drones fitted with appropriate filters provide a complementary and effective option to helicopters as a way to monitor and detect shark activity near public beaches, as well as enabling more areas to be patrolled. While the formal report is pending, LSV will continue to evaluate the accelerated technological evolution in remotely piloted aircraft and sensors.

100,631

Preventative Actions

2.48 million

Attendance at patrolled beaches.



Paperless reporting for lifeguards

This season, new processes were implemented for lifeguards to complete their daily beach reports directly into LSV's operational incident management system. Lifeguards were able to complete reports using their own smartphones or tablet devices, significantly reducing the administrative burden and allowing for more timely reporting and data collation.



Firebird 300 assists LSV in coastal aerial patrols

Victoria's intelligence gathering helicopter, the Firebird 300, flew alongside the Westpac Lifesaver Rescue Helicopters for the first time this summer, to exchange skills and support planning, for collaboration in assisting each other in community safety activities. Usually used to assist emergency services with supplying real-time airborne information in fires, storms and floods, the Firebird 300 has leveraged the Westpac service to improve its capability to support shark spotting and other coastal activities, undertaking several intelligence gathering flights in December and January.



Introduction of physical exemptions for the bronze medallion award

Current assessors with pre-existing medical conditions are now eligible to apply for an exemption from the physical components of the bronze medallion award. This exemption allows approved assessors to continue assessing the bronze medallion skills maintenance, ensuring that medical conditions don't inhibit volunteers from participating in assessment activities.

Implementation of the Diploma in Vocational Education Training

Changes to the Certificate IV -Training and Assessment training package now require facilitators of all Trainer, Assessor and Certificate IV courses to hold the Diploma of Vocational Education Training. The implementation process was closely supervised to ensure strong communication of the changes, to minimise the impact on volunteers. LSV also provided numerous opportunities for volunteers to complete the trainer, assessor and Certificate IV courses, to ensure continued pathways within training and assessing.



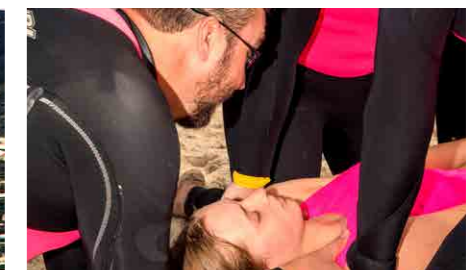
Review of inflatable rescue boat skills maintenance training

As part of the review, a delegate process was put in place to enable clubs to nominate appropriate members to assist with the skills maintenance process, to ease the burden on current inflatable rescue boat assessors.

Lifesaving equipment updates for clubs

LSV clubs and state-wide projects received over \$1.7 million funding through the Victorian Government's Emergency Services Volunteer Sustainability Grants Program in March 2017. More than \$588,000 was allocated to projects across 20 lifesaving clubs, with LSV also receiving funding for a range of state-wide projects, including:

- Purchase and replacement of rescue gear and equipment, including new rescue watercraft and inflatable rescue boats;
- Development of a digital risk assessment tool;
- Development of a volunteer trainer app to automate information on assessments;
- Supply of tablets to all lifesaving clubs to aid digital operational incident management procedures and record keeping; and
- Purchase of volunteer uniforms.



Course changes for spinal management and first aid

In line with an international review and industry update, the use of cervical collars in the treatment of spinal injuries was removed from the spinal management course in 2016/17. A number of changes to first aid procedures were also rolled out during skills maintenance sessions, as well as being incorporated into training materials.

Changes to Lifesaving Operations Council by-laws

Changes have been made to align former regions and districts, streamlining into new geographical 'areas'. The District Officer role has been changed to Training & Assessment Officer, with all Training & Assessment Officers now required to hold their Certificate IV in Training and Assessment, which will help ensure high levels of training delivery across the organisation.

519

Rescues

1655

First Aid Incidents

Future developments:

- Development of an operational leadership program for new and emerging club leaders, initially targeting patrol captains.
- Development of a common marine rescue training package, in partnership with Surf Life Saving Tasmania.
- Upgrades to the multi-agency Government radio network, which will provide LSV access to the state's digital radio network from 2018. This will eliminate key black spots, and improve audio clarity and member safety.
- Introduction of the trainer supervisory model, in which all new and existing training officers will undertake a supervision session for each training officer award held.
- Review into the ability to include CPR training award as part of the annual bronze medallion skills maintenance and development of supporting online resources to enable self-paced learning.
- A new training and assessment seminar weekend to be held prior to the commencement of the 2017/18 season, to provide important training information and updates to chief instructors and lead trainers and assessors.



3

Victorian coastal drowning research and evaluation projects conducted as part of Surf Life Saving Australia's Beach Drowning Black Spot Reduction Program, funded by the Australian Government.

Pool & Waterway Safety Strategies

B1 Ensure facility operators, local governments and land managers are aware of aquatic risk and best practice in aquatic safety.



Beach Drowning Black Spot Reduction Programs

Having been identified as coastal drowning black spots, projects were established in the Mornington Peninsula, City of Greater Geelong and Bass Coast regions to undertake coastal risk assessments and drowning prevention activities. Actions undertaken have included:

- Pilot pop-up mobile education program, including both roving education resources and structured activity stations, which operated during the summer school holiday period at Eastern Beach in Geelong, reaching over 1025 community members.

- Vulnerability assessment of Bass Coast to determine areas most exposed to drowning and aquatic recreation injury risk.
- Geo-targeted social media campaign for the Mornington Peninsula, about being aware and prepared for the conditions and learning about the local hazards by reading the safety signs at the entrance to the beach.

1025

Community members reached at Geelong's Eastern Beach.



\$1.9M

Funding commitment from the Victorian Government (over four years) for LSV's public swimming pool safety project.

This recognises the need for a formal approach to public pool safety, by providing ongoing funding for coordination and promotion of public pool safety and the development of a Victorian Code of Practice for all public swimming pools.



"Respect the River" Inland Waterways Drowning Prevention Project

The third year of the Victorian Respect the River program has included both observational studies and drowning prevention activities, including:

- Raising public awareness through a social media campaign and attending local events for the Murray and Yarra Rivers; and
- Delivery of observational studies of people using urbanised waterways and the adjacent areas at the Yarra River in Victoria and the Swan River in Western Australia.

200

Candidates attended the fifth annual LSV Pool Safety Summit to review, discuss and plan the future of public pools and aquatic safety, as well as address a selection of current industry challenges.



Pool Lifeguard Challenge

Rescue and response skills were put to the test for 18 teams, representing 36 aquatic facilities, in LSV's annual competition, which challenges lifeguards' abilities in a practical, safe and fun environment. This year's winning team represented Waves Leisure Centre in Kingston.



Calls to introduce mandatory barrier inspections for home pools

In working to increase safety of home pools, LSV has chaired the Victorian Swimming Pool and Spa Safety Committee in its efforts to lobby the Victorian Government to introduce mandatory barrier inspections for home pools.

Similar legislation has been successfully implemented in other states, and this action has also been recommended in multiple Victorian coronial inquests.

28

Platinum Pool facilities.

Rollout of updated aquatic technical operators training course

This course is the recommended qualification for a person responsible for the management of the plant and chemical operation and safety at a swimming pool.

2

Live and interactive Watch Around Water professional development webinars were delivered to assist aquatic staff from 152 participating public pools, in facilitating parental supervision at their venues.

Future developments:

- Funding has been sought for deployment of additional paid beach lifeguards to service high-risk areas of the Victorian coastline.
- Continued advocacy for mandatory barrier inspection of home pools.

5353

Volunteer members who undertook skills maintenance training in 2016/17.

Member Development Strategies

- C1** Use traditional and digital media to effectively connect with LSV members.
- C2** Develop systems and technologies to support skills development and continuous learning for LSV members.
- C3** Ensure a sustainable future through youth and leadership development in lifesaving clubs.



10,825 Nippers in 2016/17 season.

11 Leadership development programs offered to LSV members.

Development pathway – from camp participant to camp leader



Mordialloc LSC's Caitlin Foot-Connolly says that attending the U13 and U15 camps as a participant taught her the foundations of leadership, making it a natural progression to return this year as a camp leader. This development pathway enables youth members to take on new responsibilities and put leadership skills into practice, to become mentors for younger lifesavers.



Building Leaders Scholarship delivering lifesaving training for women in Sri Lanka

LSV's innovative professional development and mentoring program for rising young lifesaving and aquatic leaders – the Building Leaders Scholarship – is entering its sixth year of training delivery in Sri Lanka, with the new challenge of delivering lifesaving training specifically for women.

The new program will provide the basic training required to assist in saving a person from the water and will help to bridge the gender gap in Sri Lankan lifesaving (currently only five per cent of Sri Lankan lifesavers are female).

Growth of LSV's Female Leadership Network

With over 200 members, LSV's Female Leadership Network has grown from strength to strength since its inception in 2013. Three sessions were held during 2016/17, exploring resilience, breaking gender barriers in sport and in celebration of International Women's Day. A Business Bootcamp Board Ready Program was also held for the first time (see p26).



Redevelopment of club mail into an integrated communication piece

A dynamic review was undertaken to make the weekly 'circulars' email to clubs more useful and engaging. In addition to moving to a more user-friendly marketing platform, the weekly digest now also includes useful links to upcoming events, reminders, news, grants and other opportunities.

400 **289**

Volunteers completed awards in training and assessment. Volunteers participated in leadership programs in 2016/17.

Future developments:

- Development of an U18 leadership camp.
- Development of a mentor program for volunteers aged 18-25 years.

33,917

Participants from 255 Victorian schools participated in LSV's Open Water Learning Experience and Sink or Swim programs, an increase of 2139 on 2015/16 (includes delivery at YMCA Victoria camps). This year the Open Water Learning Experience program was also expanded for delivery to Prep – Year 2 students.

Community Education & Training Strategies

- D1** Partner with the aquatic industry and government to develop effective water safety media campaigns.
- D2** Develop quality education and training infrastructure to enable all Victorians to become Everyday Lifesavers.
- D3** Establish cooperative relationships with Victorian tertiary institutions to include water safety training in teacher education.



Development of lifeguard training and rescue technique resources

To support the provision of LSV training and industry in-service professional development, LSV has developed a set of lifeguard training videos to provide the latest updates on recognised techniques for pool supervision and conducting rescues.

2462

Public training courses and workshops held.

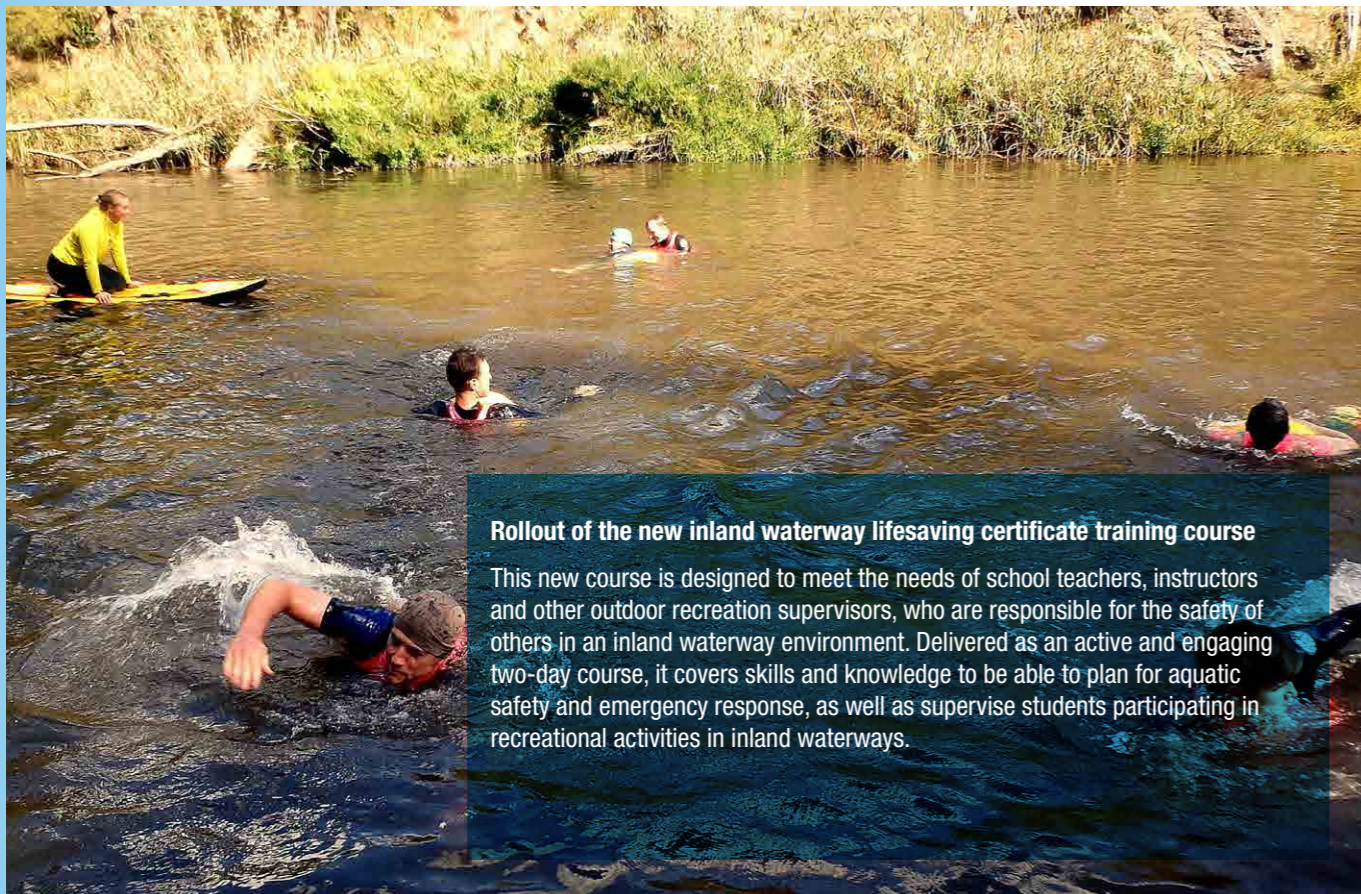


LSV won silver in the LernX Impact Awards in the 'Best shift-it-online' category for its pool lifeguard course.



Record attendees at Swim and Survive forums

Two successful Swim and Survive forums were conducted during the year, with a record number of attendees, representing more than 50 licensees from across the state. The most recent forum, in June 2017, featured key information and updates on state budget funding for school swimming and water safety.



Rollout of the new inland waterway lifesaving certificate training course

This new course is designed to meet the needs of school teachers, instructors and other outdoor recreation supervisors, who are responsible for the safety of others in an inland waterway environment. Delivered as an active and engaging two-day course, it covers skills and knowledge to be able to plan for aquatic safety and emergency response, as well as supervise students participating in recreational activities in inland waterways.



370

New users of LSV's Education from Anywhere online resource portal in 2016/17, including teachers, aquatic facility staff and lifesaving club members. (Current total users: 1923.)



App rollout complete

Rollout of the LSV offline training app was completed this year, providing a smart and efficient way for LSV trainers to collate assessment evidence during public training courses.

Everyday Lifesavers recognised at the LSV Pool Safety Summit

Team members at Glen Eira Sports & Aquatic Centre were recognised for a number of emergency incidents, including:

- For the successful resuscitation of a man on 10 July 2016: **Emily Robinson, Lisa Morrison, Alex Cross, Haley Koster, Lauren Casserly and Paul Murphy.**
- For the treatment of a woman suffering from a suspected heart attack on 20 July 2016: **Georgie Wark, Emily Robinson and Peter Clinch.**
- For the successful resuscitation of a man who collapsed in the change room on 24 August 2016: **Matt Blee, Alex Cross, Ben Traeger-Haig and Sam Dowling**

Team members at Kilsyth Centenary Pool were also recognised for their successful resuscitation of a young girl on 11 January 2016: **Jill Heffernan, Rhys Plose, Cameron Payne, Bronwyn Bryant, Wendy Wisby.**

27,309

Training awards and qualifications issued.



Play it Safe by the Water summer safety campaign

The 19th annual water safety campaign focussed on addressing the continued trends of coastal drowning, boating safety and alcohol-related drowning, as well as water safety for those aged 60+ and parents and carers of young children.

Funding was provided to eight aquatic agencies to deliver water safety communication and awareness activities, targeting priorities identified in the annual Aquatic Injury Prevention Agenda.

New creative concepts were developed for television and radio advertisements, targeting water safety messaging to people aged over 60 and parents and carers of young children. Video resources were also developed for social media, featuring cartoon fish voiced by 3AW newsreaders Tony Tardio and Denis O'Kane. These were rolled out through both LSV and Play it Safe by the Water campaign partner social media channels.



Victorian Government commitment to school swimming and water safety

This year the Victorian Government committed to ensuring all Victorian school children learn swimming and water safety, with changes to the Victorian Curriculum in November 2016 to make swimming a mandatory part of the Health and Physical Education curriculum, and \$9.2m funding committed (over three years) as a contribution to school swimming and water safety programs.

Following this, LSV has seen a record number of 11,890 Victorian Water Safety Certificates ordered (an increase of 5223 on the previous year). The Victorian Water Safety Certificate reflects the competency goal for students exiting primary school, and is signed by the Victorian Premier.

177

Victorian licensees of Royal Life Saving's Swim and Survive swimming and water safety program. More than 136,000 certificates and 6600 logbook awards were ordered by licensees in 2016/17. A number of new initiatives to support licensees were also introduced in 2016/17, including a consultancy service and support resources.



2068

Royal Life Saving Water Smart Award certificates were ordered, for participation in the Water Smart classroom program aimed at primary school children from Year 4 – Year 6.



11 Aquatic professional development workshops were delivered to Swim and Survive swim teachers and customer service teams.

Future developments:

- Development of virtual reality content for online training courses and to enhance aquatic hazard identification education.
- Updated versions of online pool lifeguard and first aid training course content.
- Development of version 2.0 of the Everyday Lifesaver App.
- Pilot 'virtual excursions' using videoconferencing in collaboration with other emergency services, including the Country Fire Authority and Ambulance Victoria.
- Scoping opportunities to engage with pre-service teachers through LSV's tertiary networks.



9519

Junior carnival competitors, including state championships.



3131

Senior carnivals competitors in 2016/17, including state championships.

Aquatic Sport Strategies

E1 Develop a range of innovative and responsive aquatic sport programs to increase capability and sustain membership.



Surf Lifesaving Sporting Schools Program implemented

LSV's Open Water Learning Experience program was endorsed as a Sporting Schools Program and delivered to five schools during the year, while Carrum SLSC and SEDA College also became endorsed providers. The initiative is delivered in partnership with the Australian Sports Commission to help school kids stay active, healthy and learn how to stay safe at the beach.



1096

IRB carnivals competitors in 2016/17, including state and masters championships.



Trial of new carnival formats

New discipline-specific carnivals with shorter, sharper carnival formats were trialed during the 2016/17 season. Feedback from athletes and officials was that the new format was successful and therefore, will continue into the 2017/18 season.



647

Pool carnival competitors (including both juniors and seniors).

Victorian athlete represents Australia

Point Leo SLSC's Samantha Howe represented Australia at the Lifesaving World Championships in the Netherlands in September 2016, as part of the Australian Youth Lifesaving Team. She was the most successful female youth pool athlete at the competition, winning three individual gold medals as well as a bronze. In May 2016, Samantha was also selected as part of the Australian Life Saving Team, to compete in the World Games in Poland in July 2017.



Grading system improves racing

A new system for grading athletes in open competition was refined this year (following its introduction last year), with the objective for all participants to compete against others of similar standards. Grading was initially based on performance in the previous season and updated in line with performances throughout the season. Feedback from athletes has indicated that the new system has improved race competition, and will continue into the 2017/18 season.

Future developments:

- Continued research to produce modified sport carnivals.
- Developments towards integrating technology to improve carnival management.
- Expand the Surf Lifesaving Sporting Schools program by increasing the number of lifesaving clubs as endorsed providers.



7

Aquatic environment risk assessments conducted, including:

- Three inland waterway assessments;
- Three coastal risk assessments; and
- One urban wetland desktop assessment.

Aquatic Risk & Research Strategies


- F1** Ensure evidence based research is provided to support strategic decision making by LSV and its stakeholders.
- F2** Lead and facilitate research into risk identification, prevention and mitigation in all aquatic environments.

Findings of LSV research presented at international, national and local conferences, including:

- 15th World Congress on Public Health;
- 12th World Conference on Injury Prevention and Safety Promotion;
- Australian Water Safety Council Non-Fatal Drowning Symposium; and
- LSV's Pool Safety Summit.



Setting the agenda for Play it Safe by the Water



LSV's research team produced the annual Aquatic Injury Prevention Agenda to guide development of the Play it Safe by the Water public awareness campaign and aquatic industry programs. An annual evaluation report was also produced, which supported the campaign's effectiveness in raising awareness about water safety and in particular, the need for active adult supervision of children around water.

41% of respondents said water safety information provided made them more careful around water.



Drowning Deaths at Public Swimming Pools in Victoria: Working Document

In 2016, a working document was prepared by LSV's Research team to outline the recommended actions for Government to establish central oversight and regulation of public swimming pool operation in Victoria, to ensure safety standards are applied and upheld consistently across the industry.

5 Submissions to the Victorian coroner to provide advice on prevention of fatal drowning in public pools, home pools and coastal locations.

Evidence provided to the Victorian Coroner and Government from LSV's research into swimming competency of Victorian school children led to a significant change in policy in November 2016, to make swimming and water safety education mandatory in the Victorian primary school curriculum.



Drowning Prevention in Sri Lanka

LSV's Research team has continued to support drowning prevention efforts in Sri Lanka through evidence-based research. In 2016/17, this has included monitoring, evaluation and review of the Swim for Safety survival swimming program, as well as undertaking collaborative research with the University of Peradeniya.

1 Expert witness report delivered, relating to a drowning in an inland waterway.



Future developments:

- Bass Coast Shire black spot project – identification of high risk areas needing priority response strategies and additional site specific risk analysis.
- Further research into safety at public swimming pools, in support of LSV's public swimming pool safety project.



14,000

Participants in LSV multicultural programs in 2016/17, allowing water safety messages to be shared with thousands of people from Victorian multicultural communities.

Diversity Strategies

- G1** Expand the reach of water safety education to include engagement and settlement of multicultural communities.
- G2** Respond to diversity in the community, focussing on gender, age, disability and cultural diversity.



Multicultural role models

LSV's multicultural programs have enabled more culturally and linguistically diverse (CALD) role models to commence working and volunteering in aquatics in 2016/17, with the aim to inspire others toward future participation. The power and influence of role models is two-fold: both in promoting community awareness of water safety and swimming and also by raising the levels of diversity within the sport and recreation and emergency services sectors.



Victorian emergency services workplace diversity initiative

This year, Mohammad Babakfar became a project firefighter with Forest Fire Management Victoria, through a full-time traineeship as part of LSV's emergency services workplace diversity initiative. Prior to commencing his traineeship, Iranian-born Mohammed completed water safety education sessions in 2016, followed by swimming, first aid and pool lifeguard training. LSV is leading this joint collaborative initiative to raise CALD youth employment and representation in Victoria's emergency services, by developing our training and employment models to be transferrable to wider emergency service organisations.

In addition to Mohammad's successful traineeship, the program has delivered water safety education programs to 2700 participants and provided pool lifeguard and senior first aid qualifications for 30 multicultural candidates.



CALD recruits at Bonbeach LSC

Seventeen newly arrived youth from Afghanistan, Pakistan and Cambodia completed their first official patrol at Bonbeach LSC in January 2017. Despite having no prior experience with the surf, the recruits completed a year of swimming preparation, before joining the lifesaving club, where they improved remarkably through their training course to gain their Surf Rescue Certificates and become volunteer lifesavers.



2016/17

LSV has worked closely with Emergency Management Victoria and a range of emergency service agencies throughout the year to contribute to emergency management planning and community resilience strategies and initiatives.

Sector Development & Support Strategies

- H1** Implement the full Community/Government partnership model in the Emergency Management Victoria structure.
- H2** Advocate for the development and maintenance of fit-for-purpose, location sympathetic and advanced design lifesaving facilities.
- H3** Build cooperative relationships within the aquatic industry and emergency services, ensuring best practice of water safety.
- H4** Ensure LSV is sustained as a resilient, dynamic and well-managed organisation.



LSV winner of 2017 Migration and Settlement Sports Leadership Award

Presented by the Migration Council Australia, the award recognised LSV's success in delivering programs and strategies to include new migrants and people from diverse backgrounds in lifesaving and water safety programs.

Grey Medallion water safety programs delivered to older Victorians (55+) and CALD communities

LSV's Grey Medallion program has been expanded this year to target CALD communities and also pilot an open water version of the program hosted by Torquay SLSC.

The open water program covered personal survival techniques, accredited CPR training and helped develop participants' confidence and ability to safely enjoy aquatic activities in open water.

New courses targeting CALD groups were also introduced during the year, to help raise healthy aquatic participation among these communities.



Business Bootcamp Board Ready Program

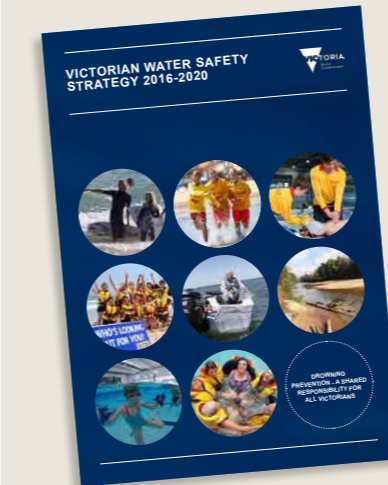
This unique program saw 25 female lifesaving leaders from across the state undertake a two-day intensive leadership program. Covering the fundamentals of governance, leadership and communication, the program provided preparation for undertaking roles on community committees and boards.

300

Partnering community agencies involved in LSV multicultural programs in 2016/17.

Future developments:

- Increase the number of partnering pools and lifesaving clubs as hosts for trained multicultural aquatic staff and surf lifesavers.
- Development of an extension program for the Business Bootcamp.
- Increase the number of LSV female executives, office bearers and committee members.



Victorian Water Safety Strategy 2016-2020

The inaugural strategy (which replaces the Victorian Water Safety Master Plan), was developed by key aquatic industry stakeholders in consultation with related Government departments, to provide an overarching approach to drowning prevention and water safety in Victoria. In line with the Australian Water Safety Strategy, the overarching goal is to reduce the Victorian drowning rate by 50 per cent by 2020.

LSV Strategic Plan 2016-2020

Delivered in December 2016, the plan focusses on water safety and drowning prevention initiatives that foster resilience in our communities and encourage active participation in aquatic recreation, with strategies and projects that are designed to be responsive to evolving needs and trends.



Community Issue-Based Working Groups in 2016/17:

- Victorian Water Safety Assembly
- Platinum Pool Steering Committee
- Play it Safe by the Water Committee
- Victorian Swimming Pool and Spa Safety Committee
- Yarra River Inland Waterway Drowning Prevention Working Group
- AUSTSWIM State Advisory Committee

*Working groups are initiated and completed to meet the needs of the current aquatic environment, determined by the annual Victorian Drowning Report.



New lifesaving facilities at Mordialloc and St Kilda

Mordialloc LSC's new \$4 million clubhouse was opened in December 2016, just in time for the 2016/17 summer. The new facility has more space to store the club's emergency equipment, a new observation tower and a large function and training room.

St Kilda LSC's \$5.5 million lifesaving facility was officially opened in February 2017, providing a significant upgrade for the club, including a new patrol tower with a better view of the beach, larger training facilities, a large function space, a first aid room and improved storage.



Integration of water safety warnings into new VicEmergency app

The new VicEmergency app was launched by Emergency Management Victoria in November 2016, providing Victorians with access to warnings and incident information for fires, floods, storms, earthquakes, tsunamis and water safety. LSV's incident management system provides a data feed directly into the app, to provide public information about beach closures, dangerous conditions, electrical storms, sharks sightings and beach pollution incidents.



Safeguarding children and young people policy implemented

In response to LSV and lifesaving clubs' requirement to comply with the Victorian Government's Child Safe Standards from 1 January 2017, LSV's Safeguarding Children and Young People policy was rolled out across the organisation.

A series of information sessions were held across the organisation and resource packs were sent to club presidents in December 2016, to provide information about club requirements and resources for implementing the new policy within lifesaving clubs.

Managing Risk

The directors and management of LSV and our affiliated entities view risk management as integral to our decision making and planning, allowing us to better identify opportunities and manage threats.

This year, alongside developing the LSV Strategic Plan, we have developed a business-wide Risk Management Framework, to ensure that potential impacts for our volunteers, employees, supporters, suppliers and broader communities are considered and mitigated wherever possible.

This ensures risk management is incorporated into all strategic and operational endeavours within LSV and that risks are identified, assessed, managed and continuously monitored.

Future developments:

A number of new lifesaving facility redevelopment projects are set to get underway in the next 18 months, including Ocean Grove, South Melbourne, Portsea, Anglesea, Edithvale and Cape Paterson.

AQUATIC EDUCATION AND INDUSTRY ENGAGEMENT COUNCIL

Norman Farmer ESM Director

AQUATIC SPORTS COUNCIL

Rachael Rylance Director
 Peter Van Deuren Chair
 Harry Hannas Chief Referee
 Matthew Culka Surf Boat Representative - VSRL, Council Representative
 Cliff Goulding Board & Ski Representative
 Dinah Boswell Lifesaving Events Coordinator
 Justin Burton Powercraft & Gear Coordinator (Part)
 Ben Griffin Powercraft & Gear Coordinator (Part)
 Aaron Green Swim Representative
 Elliott Lewis Junior Referee
 Brian Happ Sport Development Coordinator
 Joanne Teagle Pool Panel Coordinator
 Maurice McCutcheon Beach Representative

COUNCIL OF LIFESAVING CLUBS

David Schultz Director
 Peter Williams Director
 Ian Fullagar Council Representative/Chair
 Bree Ambry Council Representative

FACILITY DEVELOPMENT COMMITTEE

David Schultz Chair
 Neil Morarty OAM
 Dr Michael Kennedy OAM
 Garry Martin (Part)
 Ray Webb
 Trevor Baxter
 Stuart Rayner (Part)
 Jeanette Lambert (Part)

FINANCE RISK AND AUDIT COMMITTEE

Vincent Sheehan Chair
 Dr Michael Kennedy OAM
 Neil Morarty OAM (Part)
 Neil Hough
 Dean Sibun
 Jeannene Stewart
 Garry Martin (Part)
 Simone Bohan (Part)
 Donna Watt (Part)
 Adam Alsbury (Part)

GOVERNANCE COMMITTEE

Peter Williams Chair
 Alexandra Moule Secretary
 David Schultz
 Jeannene Stewart
 Susan Wolff (Part)

GRIEVANCE AND JUDICIARY REVIEW COMMITTEE

Peter Wilson Chair
 Allan Holmes Secretary
 Graeme Eddiehausen
 Richard Symon
 Mark Hebblewhite
 Catherine McCraith (Part)
 Keith West (Part)
 Kane Treloar (Part)
 Neil Morarty OAM (Part)

HONOURS AND AWARDS COMMITTEE

Darren McLeod Chair
 Michael Martin AM
 Neil Morarty OAM (Part)
 Dianne Montalto ESM
 Andrew Barnes
 Bree Ambry
 Anne-Maree Gardiner (Part)
 Philip McGibbon
 Russell Rees
 Belinda Porter (Awards of Excellence Committee Chair)

LIFE SAVING OPERATIONS COUNCIL

Lifesaving Operations Council Officers

Darren McLeod Director
 David Rylance Director
 Julian Meagher Chair/Council Representative
 Justin Burton Council Representative, State Powercraft Officer
 Katrina Antony State Training & Assessment Supervisor
 Kerry Bell Lifesaving Services Representative
 Alison Porter State Resource, Research & Development Officer
 Mark Scott State Emergency Management Officer
 Kane Treloar Lifesaving Services Representative, State Gear & Equipment Officer
 Samuel Hines Service Standards & Efficiency Officer
 Simon Cartwright State Lifesaving Communications Officer
 Candice Down State Training Membership Development Officer
 Darcy Cummings Training Strategy & Communications Officer

Training & Assessment Officers

Helen Quinn Bayside Training & Assessment Officer
 Phillip Hughes Geelong Training & Assessment Officer
 Murray Colvin Gippsland Training & Assessment Officer
 Stephanie Reindel Kingston Training & Assessment Officer
 Sebastian Phoenix Otway Training & Assessment Officer
 Simon Wilson Peninsula Training & Assessment Officer
 Darrell Gill Port Phillip Training & Assessment Officer
 Tim Mason Surf Coast Training & Assessment Officer
 Katrina Antony Western Training & Assessment Officer
 Vacant Bass Training & Assessment Officer

Lifesaving Operations Officers

Alex Judd Bass Lifesaving Operations Officer
 Ash Presser Bayside Lifesaving Operations Officer
 Tony Hodder Geelong Lifesaving Operations Officer
 Barrie Smith OAM Gippsland Lifesaving Operations Officer
 Kerry Bell Kingston Lifesaving Operations Officer
 Jake Cooper Otway Lifesaving Operations Officer
 Toby Dobell Peninsula Lifesaving Operations Officer
 James Quine Port Phillip Lifesaving Operations Officer
 Paul Lunny Surf Coast Lifesaving Operations Officer
 Rebel Noter Western Lifesaving Operations Officer

MEMBERSHIP AND LEADERSHIP DEVELOPMENT COUNCIL

Angela Malan Director
 Yvette Costello Council Chair
 Dylan Griffiths Leadership Programs Coordinator
 Sandra Madeley Lifesaving Development Coordinator
 Tarryn Thom Leadership Programs Coordinator
 James Coutie Special Projects Coordinator
 Robyn Kaye Council Representative
 Teagan Thom Development Camps Coordinator

HONOURS AND AWARDS

Club of the Year (Beaurepaire Shield)

Presented by JLT
Venus Bay SLSC

Lifesaver of the Year (John Wishart Memorial Medal)

Presented by Microflite
Lloyd Thomas, Bonbeach LSC

Volunteer of the Year (Graeme Long Memorial Medal)

Dawn Walterfang, Bonbeach LSC

Outstanding Achievement of the Year

2017 CALD Surf Rescue Certificate Program, Bonbeach LSC

President's Certificate

Kieran Hanley, Rosebud & McRae LSC
Joshua Ritchie-Crichton, Gunnamatta SLSC

2017 Life Members Inductees

Dr Natalie Hood, Portsea SLSC
Nancy Joseph, Fairhaven SLSC

Nipper Program Volunteer of the Year

Greg Schmidt, Mentone SLSC

Membership and Leadership Development Service Awards

Aaron Hunt, Altona LSC
Rebecca Gould, Portsea SLSC
Tarryn Thom, Inverloch SLSC

Youth Athlete of the Year

Lucy Conquit, Ocean Grove SLSC

Athlete of the Year

Samantha Howe, Point Leo SLSC

Team of the Year

Torquay Pirates Boat Crew

Coach of the Year

Geoff Waters, Anglesea SLSC

2017 Victorian Championship Point Score Winner

Ocean Grove SLSC



Competition Official of the Year

Tamara Brawn, Point Leo SLSC

Volunteer Training Officer of the Year

James Green, Port Campbell SLSC

Volunteer Assessor of the Year

Stephanie Thomas Reindel, Bonbeach LSC

LSV Public Training and Pool Safety Licensee of the Year

Maranter Training Services

LSV Public Training and Pool Safety Trainer of the Year

Aaron Moore

LSV Public Training and Pool Safety Service Member of the Year

Pamela Ashley

LSV Professional Pool Lifeguard Challenge Champions

Waves Leisure Centre

Watch Around Water Facility of the Year

Aquapulse, Western Leisure Services

LSV Education Instructor of the Year

Leonie Mawkes

LSV Swim and Survive Licensee of the Year

Melton Swim School

Media Services to Lifesaving

Gareth Boreham, SBS World News

Beach Lifeguard of the Year

Cassandra Moss

Administration Club of the Year

Altona LSC

Patrol Efficiency Club of the Year

Mount Martha LSC

International Lifesaving Federation Award

Dr Bernadette Matthews

Life Saving Victoria

Norman Farmer ESM

National Leadership College Attendees (February 2017)

Georgia Davey, Aspendale & Black Rock LSC

Aidan Moriarty, Waratah Beach SLSC

Ash Presser, Frankston LSC

Emily Mellor, Portsea SLSC

Michael Henderson, Fairhaven SLSC

Surf Life Saving Australia Leaders Masterclass (September 2016)

Katrina Antony, Portland SLSC

Natalie Ashdown, Waratah Beach SLSC

Tom Cullen, Anglesea SLSC

Steven Thirwall, SLS Lakes Entrance & Black Rock LSC

2017 Building Leaders Scholars

Elise Foot-Connolly, Mordialloc LSC

Ellen Porter, Lorne SLSC

Jessamy Blair, Woodside Beach SLSC

Larnie Hewat, Lorne SLSC

Mohammad Karimi, Edithvale LSC

Sam Slykuis, Half Moon Bay SLSC/Lorne SLSC

Emma Penndlebury, Mitchell Shire

Leisure Services

Melissa Watson, YMCA Victoria

LSV Pool Lifeguard of the Year

(Awarded by Aquatics & Recreation Victoria)

Tanner Redden, Leisurlink Geelong

Long Service Awards (20 Years +):

Archives

Charles Lyne 25 Years

Alleyn Best 20 Years

Prue Weber 20 years

Life Saving Victoria Members

Rosebud & McRae LSC

Point Leo SLSC

Port Campbell SLSC

Portsea SLSC

Port Phillip LSC

Port Phillip LSC

Port Phillip LSC

Port Phillip LSC

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Port Phillip LSC

LSV acknowledges the support from the following entities:

GOVERNMENT:



NATIONAL BODIES:



MAJOR NATIONAL PARTNERS:



PARTNERS:



SPONSORS:



SUPPORTERS:



BARWON HEADS AIRPORT



LIFE MEMBERS

R Anthony	FM Clayton	E Fitzsimmons	GC Hurrell	JJ Maclean	G Nutbean	A Rosen	J Thomson
HG Ashworth	MR Collins	AF Forster	RJ Hussey	SirW Manifold	H O'Connor	MR Scott ESM	A Thorburn
HE Baker	I Collum	AR Frost BEM	R Hutchings	RW Markillie	J Olson	AW Seals	G Titter
AJ Barnes	RB Cook	E Fry	F Inness	LR Marsh	PJ O'Rorke OAM	MS Sharman	RH Tyas
S Barnes	A Cooper	G Fry	J Jackson	WE Martin	BG Owen	ID Shephard	FR Tyler
N Bayles	L Cooper	J Furmedge	L Johnson	MJ Martin AM	WC Patrickson	KJ Shields	PF Van Deuren
MJ Bell	A Coulson	C Gadd	N R Joseph	WC McBeath	ME Pearce	AH Short	SL vander Pal
A Bellotti	W Coyte BEM	J Gale	CC Kelly	MO McCutcheon	F Pebbles	JB Silom	TE Varley
PI Bennett	SirGCuscaden	KJ Galloway	HG Kelly	LR McDonald	F Perrin	C Simpson	RS Veale CMG
W Birkenhead	RW Dale	AW Goetz	TR Kennedy	EJ McGee	V Petersen	W Slater	AW Walker OBE
A Birt	GL Dann	DR Grant OAM	AR Kennedy BEM	PJ McGibbon	TK Peterson OAM	BJ Smith OAM	B Walklate
RW Blackney	L Darbyshire	A Gray	W Keys	WH McLearn	JE Pettigrove	WA Spinner	JF Wall
RO Blackwood	A Davies	B Gray	EG Kidd	DM McLeod	HM Pierce OAM	TW Stanford	MG Walsh
SSC Blanks BEM	AG Dell	JS Gregson	HJ Klauer	JG Meehan	H Pittard	H Stephenson	GW Waters
DL Boswell	JL Dobson	NG Hall	J Knight	OG Merritt	EA Pleasents	SG Stevens	JM Waters
WD Boulton	T Donnett	E Handley	AM Laughton	JH Millett	F Pollard	PM Stevens BEM	BJ Webb
BH Bowman	O Douglass	EJ Harris	A Laven	R Millett MBE	M Portingale BEM	D Stewart	PJ Weber
RK Boyce	E Doull	DE Heathcote	TG Leary	RA Mitchell	FJ Ramsay	MP Stratford	JC Williams
H Brereton	J Duthie	JB Heily	J Lee	DG Montalto ESM	FD Reid	TG Strahan	A Williamson
HF Brockhoff	B Edmonds	KR Hodgson	GM Lehmann	NW Morarty OAM	A Renfrew	CL Swyer	HC Windmill
MM Brodie	CP Ellicott	JA Hogan	MF Leiper	JI Morgan	JF Revell	SirGA Syme	RS Wood ESM
W Brodie	NL Emselle	AM Holmes	AR Lester	BA Morgan OAM	MP Ricca	SR Tannahill	JG Worrell OAM
K Brooks	L Errey	N A Hood	W Lievesley	DG Morland	R Ricca	B Tayler	AE Wright
AS Buchanan	FM Evans	DR Hopkins	JM Lippmann OAM	FL Muir	PE Rice OAM	PF Taylor OAM	A Wynne
QL Burke	W Everard	MJ Horne	JJ Liston	B Murray	BB Richards	LR Thomas	BJ Young
J Burrowes OAM	J Farmer	SL Horton	R Lloyd	MM Napthine	A Robbie	MH Thompson	
GW Cato OAM	FJ Fegan	WM Hull	MA Lumley	R Neate	K Roderick AFSM	LHS ThompsonAO CMG	
R Charrett	CG Fitzgerald OAM	FA Hunting	CR Lyne AM	HA Norris	N Rose	GA Thompstone	



- Positive and respectful relationships (cultural and intergenerational).
- Being open, welcoming and inclusive.
- Personal development through a commitment to lifesaving.
- Develop healthy lifestyles.
- Taking personal responsibility for betterment.
- Being relevant in today's and tomorrow's society.
- Efficient and appropriate use of available resources.
- Build stronger and safer communities.



Life Saving Victoria

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