

STRONGER TOGETHER: THE LSV SPORT STRATEGY

2025-2029



Acknowledgement of Traditional Owners

Life Saving Victoria respectfully acknowledges the Traditional Owners of the land and waterways in which we swim, explore, play and meet - the Bunurong people of the South Eastern Kulin Nation.

We pay our respect to their Elders past and present, and any Aboriginal Elders of other communities who may be here today.

FORWARD

Life Saving Victoria is proud to present Stronger Together: The LSV Sport Strategy 2025–2029.

This strategy represents the collective voice of our members, clubs, volunteers, leaders, and partners. It captures both the challenges we face and the optimism that drives us forward. Grounded in evidence and shaped by community insight, it charts a confident course for the future of lifesaving sport.

Sport has always been at the heart of lifesaving. It brings people together, builds rescue-ready skills, and inspires a lifelong commitment to community service. Yet the environment around us is changing — participation patterns are shifting, volunteer demands are growing, and the need for inclusivity and flexibility is higher than ever. We must evolve to stay strong.

Stronger Together reimagines lifesaving sport as inclusive, dynamic, and sustainable. It supports members of all ages and abilities, empowers clubs, reduces barriers, and strengthens our volunteer base. Most importantly, it unites us around a shared purpose: to ensure lifesaving sport continues to inspire, engage, and prepare generations to come.

Together, we can honour our proud history and build a vibrant, future-ready sport that keeps Victorians safe and connected to the water.

Now is the time to lead, to put this strategy into action and shape the next chapter of lifesaving sport in Victoria.

Let's turn this strategy into action together through every club, every volunteer, and every community.



Aaron Green
Director of Sport LSV



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01 SHAPING THE FUTURE OF LSV SPORT

Lifesaving sport plays a vital role in why people join and stay in lifesaving. It builds community, develops rescue-ready skills, and supports Life Saving Victoria's core purpose: to save lives and empower communities to safely enjoy water.

But in recent years, participation has declined. Clubs are feeling the strain from rising compliance pressures, volunteer burnout, and financial challenges. At the same time, the sports landscape is shifting.

Communities are moving away from traditional competitive models and toward more flexible, social, and lifestyle-driven forms of engagement. People want options that suit different ages, abilities, and backgrounds.

To meet these changing needs, LSV has developed **Stronger Together: The LSV Sport Strategy 2025-2028**. This multi-year roadmap aims to bring the entire LSV community together to reinvigorate sport as a sustainable, inclusive, and impactful part of the lifesaving experience.

A first for LSV, the Sport Strategy marks an important step in ensuring that lifesaving sport not only endures, but evolves, supporting our people, our purpose, and our future.

02 YOUR VOICE, OUR JOURNEY TOGETHER

LSV engaged with a broad cross-section of the lifesaving community to inform the development of an evidence-based strategy to guide the organisation's future direction. The review process took place over a six-month period from November 2024 to April 2025 and included the following key components:



Community Discovery

- Over 300 community voices captured through conversations, activations and online feedback.
- 60 documents, resources and research reviewed.



Stakeholder Design

- 25 Key Stakeholders Interviews:
 - LSV Council Representatives,
 - LSV Staff,
 - ASC Panel Representatives,
 - Other Sport and State Member Association Bodies.
- ASC Executive Workshop



People Refine

- Project Steering Group
- 5 focus groups:
 - Participants,
 - Coaches,
 - Officials,
 - Club Representatives,
 - Council Representatives.
- Refinement Working Group

This collaborative approach unites the broader LSV community in support of Stronger Together: The LSV Sport Strategy 2025–2029, with implementation commencing in the 2025/26 season.

03 WHAT THE LSV COMMUNITY ARE SAYING

DEVELOPMENT

- Explore partnerships with other sporting organisations to increase participation and pathways into aquatic sports.
- Improve communication strategies to better engage members, including the promotion of club-led events.
- Improve the integration and efficiency of the existing technology platforms to reduce administrative burden and improve the overall management of Nippers and sports programs.
- Utilise data better to understand the causal relationships between participation in LSV activities and how these impact the organisation.
- Improve and implement recruitment and retention strategies of coaches and officials.
- Make roles more accessible, supportive and rewarding for volunteers, while also proactively developing the next generation of officials and coaches.
- Continually analyse feedback and insights regarding event delivery, participation and volunteer engagement.

DELIVERY

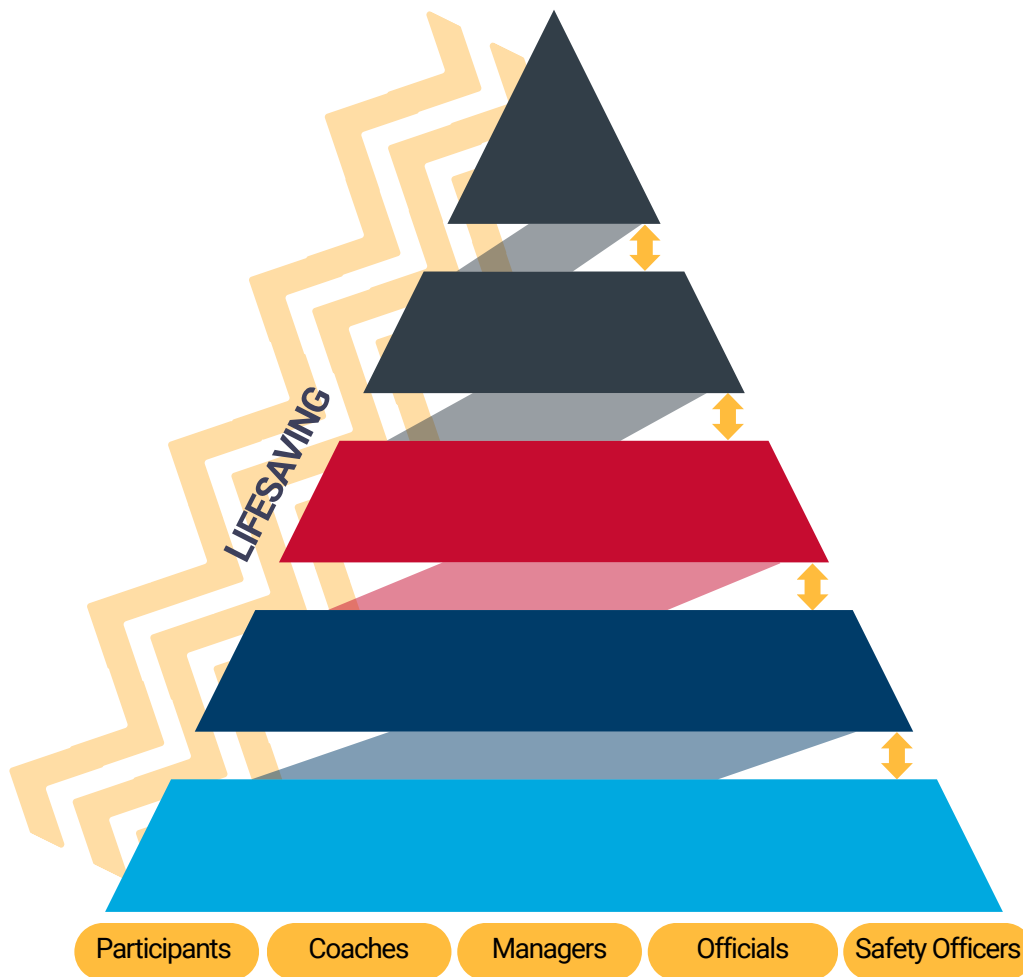
- LSV to work more closely with host clubs to leverage their resources by reviewing procedures to streamline the volunteer and equipment needs for event delivery.
- Need to work with clubs to develop a sustainable model for delivering carnivals and events.
- Improve the efficiency and organisation of LSV-led sports events and volunteer requirements.
- Divert focus from just elite competition to broader participation and skill development.
- Better integrate the Nippers program with competitive sports opportunities.
- Ensure the objectives of the sport strategy align with the needs and expectations of volunteers and staff.
- High costs and travel requirements creating barriers to entry, recommending a need for more regional/local competition models to reduce travel burden and build capacity.
- Clarify the roles and responsibilities between Panels and LSV staff to improve accountability and decision-making

PARTICIPATION

- Importance of defining what sport participation means and set goals to increase participation across competitive and non-competitive activities and age groups.
- Emphasise the importance of defining the role of sport within LSV, aiming to balance sports significance with its primary mission of saving lives and empowering communities.
- Leverage social sport opportunities to create more inclusive participation, not just competitive sport.
- Opportunity to understand the role sports within LSV and its impact on attracting, developing and retaining members.
- Create social sport options that allow people to engage with lifesaving activities without the same requirements as competitive sport.

04 LSV SPORT PARTICIPATION ECOSYSTEM

For Life Saving Victoria, sport is defined as an inclusive activity that encompasses a broad range of participation opportunities. Sport aims to engage and inspire participants via accessible and flexible pathways so that everyone can get involved. This is achieved by strengthening the connection between local and state sport and integrating social sport concepts to create a more aligned and inclusive participation experience. Through this approach, sport acts as a key enabler of lifesaving, attracting, developing, and retaining rescue-ready lifesavers, while enriching the experience to help build thriving lifesaving communities.



National & International Levels*

Aligned International sport pathways.

**Not in scope of the LSV Sport Strategy.*

State Level

State-wide central sport offerings that provide targeted participation opportunities.

Examples: State Carnivals, Representative Teams, Professional Competition Events.

Regional Level

Sport offerings tailored to specific regions or groups, bridging collective local needs with broader state pathways.

Examples: Regional Inter-Club Carnivals, Regional Sport Development Hubs.

Local Level

Community-based sport and sport-like offerings that promote broad, accessible and inclusive participation at the grassroots.

Examples: Nippers, Starfish Nippers, Competitive and Social Training Squads, Community Runs, Swims & Paddle Events, Silver Salties.

05 THE PLAN

Growing participation
and enhancing sustainable practice to
strengthen lifesaving communities through sport

DEVELOPMENT

INVEST IN MEANINGFUL INNOVATIVE DEVELOPMENT



1 Elevate people through education by taking learning to clubs with local mentoring, development officer support, including reviewing volunteer qualifications and requirements to aid in building confidence.

2 Embrace innovative solutions by using technology and data collection to enhance participant experience that drives innovation and planning.

3 Build for tomorrow through strategic partnerships that diversify offerings, grow participation, and open new pathways into and through lifesaving sport.

4 Align governance for impact by clarifying roles and responsibilities to strengthen collaboration, improve communication, and support evolving delivery needs.

DELIVERY

EFFICIENT DELIVERY TO ENHANCE USER EXPERIENCE



1 Design events that inspire by delivering purpose-fit carnivals that engage participants and communities.

2 Simplify to strengthen by streamlining procedures and rules to improve clarity, consistency, and confidence in delivering dynamic carnivals.

3 Support sustainable volunteering by reducing complexity, improving clarity, and making it easier for more people to contribute confidently and meaningfully.

4 Empower clubs to deliver with confidence through support and a standardised event toolkit that enables consistent and high-quality competition delivery.

PARTICIPATION

BROADEN THE ABILITY TO PARTICIPATE IN SPORT



1 Define LSV Sport participation by recognising all forms of involvement, from competitive to social and community-based sport.

2 Remove barriers to access through broadening opportunities and creating flexible, inclusive participation pathways.

3 Retain, connect and inspire by positioning sport as a meaningful enhancement to broader lifesaving pathways and rescue-ready capability.

4 Activate every club with tailored support and tools to grow participation and foster stronger local sport engagement.

SIMPLE

ACCESSIBLE

ENJOYABLE

SAFE

SUSTAINABLE

DEVELOPMENT - INVEST IN MEANINGFUL INNOVATIVE DEVELOPMENT

1

ELEVATE PEOPLE THROUGH EDUCATION

Strengthen the capability of club coaches, officials, managers, and safety personal by taking development to them – through localised education, mentoring, and hands-on support.

ACTION		SUCCESS
1.1	People Pipeline Development Framework	Revise a system for identifying, recruiting, developing, and retaining people across all sport delivery roles, with clear progression pathways and support mechanisms.
1.2	Implement regional development hubs	Implement decentralised programs that deliver education, training, and development opportunities directly to local clubs in key region areas, eliminating travel barriers and improving accessibility.
1.3	Embed education mentoring network	Develop structured mentoring systems that provides personalised skill development through long-term relationships between experienced practitioners and developing personal.
1.4	Create resource sharing platform	Implement a digital system that enables clubs to share training resources, equipment, and expertise across regions, maximising collective impact while minimising individual club investment.

OUTCOME	Stronger people pipelines supported by tailored training and mentoring and better access to localised development opportunities. Measured by the effectiveness of decentralised learning and mentoring initiatives.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Participation in development initiatives increases annually, with regional hubs improving access and uptake. • Mentoring and resources build confidence and readiness, strengthening the sport delivery workforce. • People pipeline data is reviewed annually to guide recruitment, retention and role progression.

DEVELOPMENT - INVEST IN MEANINGFUL INNOVATIVE DEVELOPMENT


 2

EMBRACE INNOVATIVE SOLUTIONS

Leverage technology to enrich the carnival experience for participants while improving data capture on engagement, attendance, and outcomes to inform future planning and innovation.

ACTION		SUCCESS
2.1	Optimise event management platform	Optimise our digital platform to streamline participant registration, event scheduling, results tracking and communication, improving usability and enhancing the overall user experience.
2.2	Enhance analytics dashboard	Enhance the centralised analytics system to better process carnival data in real time and deliver clearer insights into participation, engagement patterns and operational efficiency.
2.3	Launch participant experience enhancement technology	Leverage digital tools that improve the user experience through enhanced communications, engagement features, and streamlined interactions.
2.4	Establish data-driven innovation process	Create a structured methodology for collecting, analysing, and applying participation data to drive continuous improvement and evidence-based innovation across all aspects of LSV sport delivery.

OUTCOME	More efficient sport systems powered by user-friendly technology and data-driven insights. Measured by the effectiveness of technology solutions and data utilisation.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Satisfaction with technology usability improves year-on-year, contributing to more streamlined event management. • Digital experience enhancements lead to increased user engagement LSV Sport digital platforms. • Key metrics are defined, baseline data is established, and insights are driving ongoing innovation and improvement.

DEVELOPMENT - INVEST IN MEANINGFUL INNOVATIVE DEVELOPMENT


3

BUILD FOR TOMORROW

Future-proof LSV Sport by forging strategic partnerships with like-minded organisations and complementary sports to diversify offerings, expand reach, and create new pathways for participation and growth.

ACTION		SUCCESS
3.1	Develop Comprehensive Partnership Strategy Framework	Create a structured approach to identifying, evaluating, and engaging potential partner organisations aligned with LSV Sport's values and growth objectives.
3.2	Establish collaborative program initiative	Design and implement joint programming with complementary organisations that creates new participation pathways and expands LSV's reach to new demographics.
3.3	Launch strategic resource sharing alliance	Establish formal agreements to share facilities, equipment, expertise and technology with partner organisations, maximising impact, improving resource efficiency and supporting long-term financial sustainability.

OUTCOME	Increased collaboration and innovation through strategic partnerships with aligned sports and organisations. Measured by the effectiveness of partnership strategy for sustainable growth.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Strategic partnerships grow participation and engagement by attracting new audiences and creating shared value with aligned organisations. • Resource-sharing arrangements improve access, boost efficiency and support long-term sustainability through shared facilities and expertise.

DEVELOPMENT - INVEST IN MEANINGFUL INNOVATIVE DEVELOPMENT

4

ALIGN GOVERNANCE FOR IMPACT

Clarify and align governance roles across the Aquatic Sport Council and LSV staff to enable stronger collaboration, clearer accountability, and more responsive decision-making.

ACTION		SUCCESS
4.1	Clarify and document governance roles	Develop and implement a clear governance framework outlining roles and responsibilities across the Aquatic Sport Council (ASC) and LSV staff.
4.2	Panels and working groups alignment	Refine the structure and purpose of panels and working groups by establishing consistent procedures that align with governance principles and support accountable, collaborative and effective operations.
4.3	Establish systematic rules review process	Establish a systematic process to review and innovate, ensuring transparent governance that upholds integrity, reinforces purpose, supports sustainability, and enables participant-focused delivery.
4.4	Develop leadership and succession pathways	Establish and promote structured pathways and development tools for emerging leaders and volunteers.

OUTCOME

Stronger governance systems that drive alignment, improve collaboration, and reflect needs and interests of the LSV Sport Ecosystem. Measured by the effectiveness of governance structure optimisation.

KEY PERFORMANCE INDICATORS

- Governance roles, responsibilities and decision-making structures are clearly defined, widely understood and consistently applied.
- Governance is supported by clear processes that enable innovation and action, and reflect the needs of the communities represented.

06

DEVELOPMENT PILLAR

INVEST IN MEANINGFUL INNOVATIVE DEVELOPMENT



FUTURE STATE

In 2029, development is simple and accessible across the state.

No matter where someone begins, they can grow through pathways and support shaped by their needs and the priorities of their community.

Governance is clear and collaborative, helping volunteers and staff stay aligned and responsive to community needs.

Technology removes barriers by simplifying administration, connecting with the user experience, and capturing data that supports ongoing learning and improvement.

With active partnerships, we can share resources, expand our reach, and strengthen a sustainable network.

Development becomes a meaningful and connected experience that builds confidence through sport, attracting and retaining people, and ultimately strengthening their long-term contribution to lifesaving.

PEOPLE, SYSTEMS, PATHWAYS AND ALIGNMENT

DELIVERY - EFFICIENT DELIVERY TO ENHANCE USER EXPERIENCE

1

DESIGN EVENTS THAT INSPIRE

Transform LSV Sport carnivals into engaging, purpose-fit event products by decentralising delivery, varying formats, and creating positive, energised experiences that attract and retain participants.

ACTION		SUCCESS
1.1	Implement carnival experience redesign initiative	Comprehensively audit and reimagine LSV carnival experiences based on participant and stakeholder feedback, focusing on engagement, energy levels, and overall satisfaction to inform redesign and enhancement.
1.2	Develop diversified carnival product portfolio	Create and implement multiple carnival format options that vary in duration, competitive focus, and participation requirements to better match diverse community needs.
1.3	Empower decentralized delivery model	Empower local clubs and regions to independently deliver inspiring and safe carnival experiences, that reflect diverse community needs and support a sustainable sport ecosystem.
1.4	Launch volunteer satisfaction initiative	Create targeted initiatives to improve the experience of volunteers at all carnivals by fostering connection, appreciation and sustainable workloads that enable positive, high-energy event environments.

OUTCOME	A carnival experience that inspires participation, reflects community needs, and is delivered through flexible, high-quality and sustainable models. Success is measured by improved satisfaction, increased engagement, and the effectiveness of decentralised delivery.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • All sport disciplines have revised event formats defined and implemented for distinct participation purposes. • Clubs are increasingly motivated to deliver carnival experiences that reflect and inspire their communities. • Satisfaction is regularly measured, with improved ratings reported annually by all involved.

DELIVERY - EFFICIENT DELIVERY TO ENHANCE USER EXPERIENCE


 2

SIMPLIFY TO STRENGTHEN

Review and streamline competition procedures, rules and safety requirements to remove ambiguity, promote clarity, and ensure consistency in interpretation and implementation. Strengthen risk mitigation and support efficient and confident carnival delivery.

ACTION		SUCCESS
2.1	Simplify competition delivery	Streamline competition delivery structures and rules to enable more dynamic, consistent and efficient events, while maintaining competitive integrity and safety standards.
2.2	Strengthen safety and risk practices	Assess safety procedures to strengthen risk mitigation, aligning functions, processes and proficiency standards with carnival-specific needs, and ensuring preparedness for evolving risk conditions.
2.3	Establish Event Management Framework	Establish a framework that clearly outlines essential delivery roles and workflows, and how decision-making responsibilities are shared, so to support efficient delivery and shared accountability.
2.4	Refine event delivery resources	Simplify and consolidate event delivery resources to eliminate redundancy, reduce ambiguity and improve usability for everyone involved in delivering and participating in events.

OUTCOME	More efficient, dynamic and confident event delivery underpinned by clear and consistent procedures, rules and safety practices tailored to the needs of each carnival. Measured by the effectiveness of streamlined competition systems.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • All competition rules and procedures are reviewed, streamlined, and consistently applied across carnivals. • Safety practices enable dynamic events, with growing confidence in processes and capability to manage risk. • Improved systems and resources reduce event-day delays, clarify operations, and increase participant satisfaction.

DELIVERY - EFFICIENT DELIVERY TO ENHANCE USER EXPERIENCE

3

SUPPORT SUSTAINABLE VOLUNTEERING

Support sustainable volunteering by simplifying systems, clarifying requirements, and standardising communication. Strengthen clarity, confidence, and efficiency to help clubs and volunteers contribute meaningfully over the long term.

ACTION	SUCCESS
3.1 Simplify digital administration platform	Optimise existing digital platform to ensure reliable and consistent performance, simplified user experience, and reduced administrative effort for club volunteers.
3.2 Develop Simplified Volunteering Framework	Develop a simplified framework that defines club volunteer requirements based on event scale and format, clarifies essential versus support roles, and removes unnecessary complexity to enable more flexible and sustainable volunteering.
3.3 Launch volunteer capacity building program	Delivered targeted, role-specific training and resources that improve volunteer confidence, reduce onboarding time, and enable clubs to operate more efficiently with fewer demands on individual volunteers.
3.4 Implement standardised event communication system	Standardise event communication using clear templates and protocols to ensure consistent, relevant, and easy-to-understand messaging for clubs and volunteers.

OUTCOME	Clubs and their volunteers are better supported to engage with LSV sport through simplified processes, clearer communication, and more efficient event delivery. Measured by the effectiveness of systems that enable confident, sustainable involvement.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> Streamlined digital tools and communication reduce admin burden and improve event clarity. Club report more people willing to volunteer, supported by simplified frameworks and training. Simplified systems reduce overload and improve volunteer satisfaction and retention.

DELIVERY - EFFICIENT DELIVERY TO ENHANCE USER EXPERIENCE

4

EMPOWER CLUBS TO DELIVER

Support clubs to confidently lead event delivery through a supported partnership approach. Provide clear guidance, shared processes, and practical tools – enabling safe, consistent, and high-quality experiences.

ACTION	SUCCESS
4.1 Develop Club Event Delivery Framework	Establish clear, achievable quality standards for club-led events with corresponding assessment tools to ensure safe and consistent participant experiences across all competitions.
4.2 Develop event delivery resource toolkit	Create a standardised, user-friendly toolkit with all necessary resources for clubs to confidently lead event delivery, including templates, checklists, protocols, risk assessment matrix and best practice guides.
4.3 Implement event service system	Develop a platform to capture, support, and recognise club events, incorporating risk and safety requirements for insurance provision, while streamlining access to services, equipment, integrated technology, and central calendar promotion.
4.4 Launch delivery support and mentoring programs	Deliver targeted support and mentoring programs that build club confidence and capability to deliver safe, high-quality sport events, with LSV in a supporting and enabling role.

OUTCOME	Clubs are empowered and feel supported, capable, and confident in delivering safe and high-quality events. Measured by the effectiveness of club support systems for event delivery.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • More clubs are confidently hosting events, supported by clear systems, safety standards, and accessible tools. • A balanced mix of club- and LSV-led events is enabled through stronger collaboration. • Recognition and promotion of club events increases, reinforcing their role in a sustainable LSV sport ecosystem.

07

DELIVERY PILLAR

EFFICIENT DELIVERY TO ENHANCE USER EXPERIENCE

**FUTURE STATE**

By 2029, sport delivery is simple, sustainable, and exciting for everyone.

Sport provides energised formats delivered by a confident workforce, supported by clear roles, shared processes, and easy-to-use systems.

Clubs are supported to lead their own events with confidence. They have access to practical tools, clear guidelines, and flexible delivery options that suit their community need.

Volunteering feels manageable and purposeful, making it easier for more people to get involved and stay involved.

Technology brings the experience to life. It simplifies administration, supports efficient delivery, and connects directly with users to spark engagement in sport.

With efficient and sustainable delivery, our carnival experience inspires more people to put their rescue skills to the test in a fun, safe, and supportive environment.

PURPOSEFUL, SIMPLISTIC, CONFIDENT, CONSISTENT

PARTICIPATION - BROADEN THE ABILITY TO PARTICIPATE IN SPORT

1

DEFINE LSV SPORT PARTICIPATION

Establish a clear, inclusive definition of LSV Sport participation that recognises all sport forms from competition through to non-competition involvement, enabling better visibility, tracking and promotion of engagement at all levels.

ACTION		SUCCESS
1.1	Develop a Sport Participation Classification Framework	Create a standardised framework that defines and categorises all forms of LSV sport participation and maps the broader ecosystem of offerings across the competitive to non-competitive spectrum.
1.2	Launch sport participation engagement campaign	Launch a communication campaign to promote awareness of the broadened ecosystem, highlight participation pathways, and demonstrate how sport engagement strengthens lifesaving communities.
1.3	Implement tracking system	Deploy a user-friendly system to track and report on relevant participation data across all defined LSV sport categories.
1.4	Establish participation targeted initiatives	Create specific strategies to increase participation in underrepresented or emerging categories after baseline measurement.

OUTCOME	Broaden the scope of LSV Sport participation and increase overall engagement by recognising all forms of involvement. Measured by the implementation and utilisation of a comprehensive sport participation classification system that captures all involvement types.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> All LSV sport offerings are clearly defined and visible under the new participation framework. LSV is using participation data to support clubs in growing and developing their sport offerings. Targeted strategies are driving growth in at least three underrepresented or emerging participation categories.

PARTICIPATION - BROADEN THE ABILITY TO PARTICIPATE IN SPORT

2

REMOVE BARRIERS TO ACCESS

Simplify entry points into LSV Sport by reducing logistical constraints and strengthening support for social sport formats to ensure all members feel welcome and capable of participating.

ACTION		SUCCESS
2.1	Develop Social-Sport Framework	Create a framework that integrates social sport concepts into flexible formats that can be adopted with minimal resources across the LSV ecosystem.
2.2	Expand regionalised opportunities	Enhance access to localised sport offerings to support participation from clubs in regional areas.
2.3	Ease logistical pressure to participation	Systematically address key logistical constraints that prevent participation, including location, equipment access, and scheduling challenges.
2.4	Extend inclusive participation initiatives	Develop and implement targeted outreach and modified entry programs specifically designed for underrepresented diverse groups.
OUTCOME		Broaden access to LSV Sport by removing logistical and structural barriers, and enabling more local, flexible and inclusive entry points. Measured by the implementation and uptake of expanded participation formats, regions, and diverse communities.
KEY PERFORMANCE INDICATORS		<ul style="list-style-type: none"> • Social sport concepts are regularly integrated to maximise participation opportunities. • All LSV region areas have access to localised sport program and event opportunities. • Inclusive outreach initiatives are engaging three underrepresented groups.

PARTICIPATION - BROADEN THE ABILITY TO PARTICIPATE IN SPORT

3

RETAIN, CONNECT & INSPIRE

Position LSV Sport to drive meaningful impact in lifesaving by broadening participation pathways and reinforcing the role of sport in developing rescue-ready capability.

ACTION	SUCCESS
3.1 Develop Rescue-Ready Pathway Framework	Develop and implement a structured pathway model that demonstrates how participation in sport builds core lifesaving skills, supports member development, and connects to operational pathways.
3.2 Establish rescue-ready modified sport programs	Develop and implement sport activities specifically modified to emphasise rescue-ready capabilities, creating bridge activities between traditional sport and operational skills.
3.3 Launch rescue-ready sport awareness campaign	Launch a communications campaign highlighting the direct connection between sport skills and rescue readiness through targeted messaging and testimonials.
3.4 Implement pathway progression tracking	Implement a member journey tracking system that monitors progression through various engagement points across both sport and operational lifesaving activities.

OUTCOME	LSV Sport is positioned as a vehicle to attract, develop, and retain lifesavers through inclusive and diverse sport formats that are visibly linked to rescue-ready capability. Measured by the effectiveness of LSV Sport in building core skills, connecting pathways and enabling broader engagement in lifesaving.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • More patrolling lifesavers are now actively participating in LSV Sport. • At least three modified sport initiatives have been established to strengthen links to core lifesaving skills. • Pathways and key data-points between sport and lifesaving are clearly tracked and measured.

PARTICIPATION - BROADEN THE ABILITY TO PARTICIPATE IN SPORT

4

ACTIVATE EVERY CLUB

Empower all clubs to participate in LSV sport with tailored tools and engagement support to encourage life-long participation and build a stronger, more connected LSV sport community across the state.

ACTION		SUCCESS
4.1	Develop club capability support program	Create a structured toolkit and corresponding support program that builds club capability through self-assessment, shared learning, and targeted development support.
4.2	Establish mentor club partnerships	Facilitate capability-based club partnerships to support knowledge sharing, resource access, and stronger community connection.
4.3	Establish intergenerational participation model	Develop programs and events specifically designed to engage members across all age groups, with particular focus on transitions between key life stages.
4.4	Implement flexible participation recognition system	Develop a recognition system that acknowledges and celebrates the full journey of participation across all sport forms and roles in sport.

OUTCOME	Clubs are activated to offer diverse sporting opportunities that engage and retain members across all ages and stages. Measured by the effectiveness of support systems.
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> • Every club receives tailored support to strengthen capability to offer diverse sporting opportunities. • Clubs engage members of all ages through inclusive programs and events that support long-term involvement. • We recognise and celebrate participation across all forms and life stages.

08

PARTICIPATION PILLAR

BROADEN THE ABILITY TO PARTICIPATE IN SPORT

**FUTURE STATE**

In 2029, everyone can participate in LSV sport in a way that feels simple, safe and enjoyable.

Participation is clearly defined, visible and celebrated in all its forms, from social to competitive, from Nipper to master, and across every club in Victoria.

People can engage where they are and how they choose, supported by local opportunities and flexible pathways that reflect their life stage, interests and community.

Sport provides simpler ways to participate, with pathways that extend opportunities and strengthen rescue ready capability.

Clubs are central to this experience, leading sport that reflects the needs of their members and driving participation as a meaningful part of belonging.

With inclusive formats, connected pathways and tailored club support, sport participation becomes more than an event. It broadens access, enriches lifelong experiences and becomes an enduring part of belonging, connecting people more deeply to their club and to lifesaving.

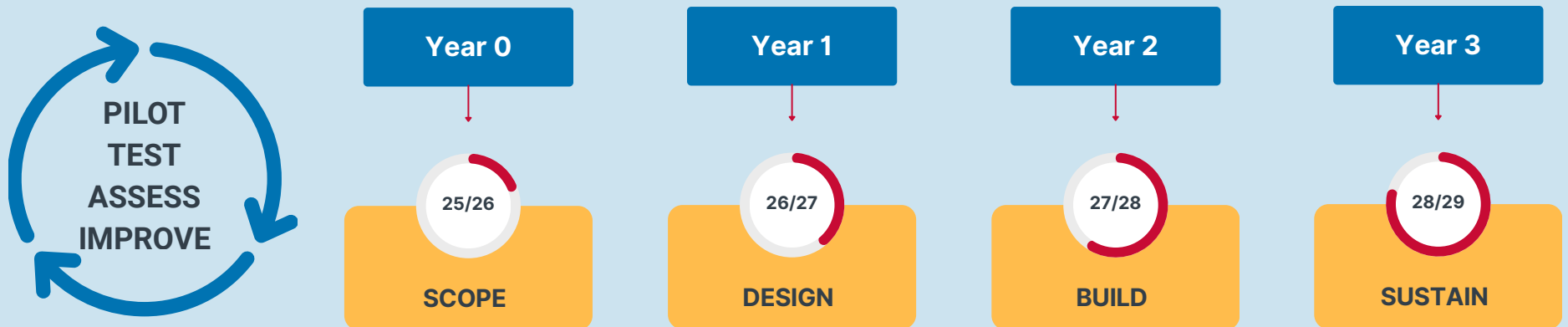
INCLUSION, ACCESSIBILITY, FLEXIBILITY, AND EQUITY

09 MAPPING THE FUTURE OF SPORT

The Stronger Together: LSV Sport Strategy is structured as a four-year phased roadmap, with Year 0 (2025/26) dedicated to scoping and laying the foundational groundwork ahead of full implementation. The strategy follows a deliberate progression through four key stages — Scope, Design, Build, and Sustain — enabling a staged approach to change.

Rather than a static plan, the strategy is designed as an evolving action framework. Throughout each phase, initiatives will be piloted, tested, assessed, and improved, ensuring the strategy remains responsive and evidence-informed.

This adaptive timeline ensures that learnings inform future actions, capability is built progressively, and clubs and volunteers are supported every step of the way toward a more inclusive, efficient, and sustainable sport system.



10 ACKNOWLEDGEMENT

This strategy was developed by RMIT University, led by Professor Emma Sherry. The project was grounded in consultation with LSV volunteers, staff, and sector leaders, and built on the latest evidence and insights from community sport research.

Oversight for the strategy was provided by a dedicated Steering Committee comprising leaders across governance and operations, including:

- Aaron Green (Board Director – Sport)
- Amy Hill (Board Director)
- Leonie Newy (Chair, ASCE)
- Catherine Greaves (CEO)
- James Cardona (GM, Shared Services)
- Emma Atkins (GM, Member Engagement)
- Lloyd Knight (Project Manager)

We thank all participants, volunteers, staff, sector stakeholders and subject matter experts who generously contributed their time, experience, and ideas throughout the strategy's development.

