



Annual report

▶ 2021 – 22



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Life Saving Victoria respectfully acknowledges the Traditional Owners of the land and waterways in which we swim, explore, play and meet. We pay our respect to Elders past, present and emerging.

"While the pandemic once again affected our operations and those of our partners, it compelled us to again be innovative and find new ways of working toward our goals."

President's report



It's incredible to reflect on all that Life Saving Victoria (LSV) has achieved in 2021 – 22. While the pandemic once again affected our operations and those of our partners, it compelled us to again be innovative and find new ways of working toward our goals.

We remained committed to supporting our partners in the aquatic industry, who were consistently among the first to close and last to reopen as a result of lockdowns. This included raising awareness of the swim teacher and pool lifeguard shortages, supporting recruitment activities through training incentives and public awareness campaigns, advocating for safe exemptions to support skills maintenance, and providing much needed support and advice during turbulent times.

Despite the challenges, there was certainly much to celebrate poolside. Our dedication to supporting the industry was such that we trained more pool lifeguards in 2021 – 22 than in any other year. We welcomed Yawa Aquatic Centre as our 200th Watch Around Water-affiliated aquatic facility; an important public awareness campaign that educates the public about the importance of actively supervising children. Alongside our national body, the Royal Life Saving Society – Australia, we celebrated 40 years of Swim and Survive, which has made an enormous impact on the development of Victorian children's swimming and water safety skills and knowledge during its time.

As we approached 2021 – 22 in the wake of the highest drowning toll in two decades and with international travel still largely restricted, we knew people would continue to holiday closer to home, many with reduced water fitness following extended periods away from the water. To make matters more challenging, we

saw a growing trend of people recreating in, on and around remote and unpatrolled areas in a bid to beat the crowds and socially distance.

In response, we expanded our frontline operations to allow us to better respond to incidents and support our communities in the ways they chose to enjoy our waterways. This included doubling our drone fleet and installing military grade, high-definition cameras on our Westpac Lifesaver Rescue Helicopter service fleet. As far as we know, this is the first time this type of camera has been used for lifesaving purposes globally and will allow us to spot and help people in distress faster, improving safety outcomes for the community.

As the peak of our summer season hit, Omicron cases began to surge and we were forced to contend with personnel shortages on a scale never before experienced. Despite this, our clubs and statewide services were agile in their responses, ensuring no patrols were unfulfilled and undertaking more rescues than ever before, with an end-of-season total of more than 700 – our busiest summer yet. Each one of these rescues could have had a very different outcome if we weren't there and I wish to acknowledge each of our members – both on the sand and behind the scenes – for their contributions to making sure each of these people made it home safely.

After two years of cancellations due to pandemic restrictions, we warmly welcomed the return of aquatic sport – a vitally important way to actively train the rescue-ready skills of our patrolling lifesavers and an important part of our member retention and engagement strategy. Despite fewer opportunities to train in Victoria than in other states, our athletes, coaches and officials

impressed on the national stage, bringing home many Australian pool and surf titles. These achievements demonstrate the incredible skills of the first responders we have patrolling our waterways.

I am constantly in awe of the amazing people who make up LSV and wish to acknowledge the 10 personnel who received Australian Honours in recognition of their services to lifesaving (see listing in our honours and awards section on p63). These awards are not bestowed lightly and demonstrate the impressive level of talent we have within our movement.

At the board level, we farewelled former directors Angela Malan and Rachael Rylance and company secretary Greg Seeto and welcomed new directors Aaron Green and Rebecca Schot-Guppy and company secretary Yetunde Daramola. To our outgoing directors and company secretary thank you for your dedicated service and for helping to shape LSV into the organisation it is today. I wish you well in your future endeavors. My congratulations to our new board members and company secretary on your appointments; I look forward to serving alongside you and the incumbent board.

To every volunteer, member, partner, supporter and staff member, thank you for your contributions to water safety in 2021 – 22. Because of each of you, countless drownings have been prevented in Victorian communities, and I look forward to continuing our lifesaving work.

PAUL JAMES ASM
President

A stylized, handwritten signature in black ink that reads "James".

CATHERINE GREAVES

"This year saw our largest membership numbers. More than 43,000 people now proudly call themselves members of a Victorian life saving club. This is an incredible achievement, particularly in the context of decreasing volunteerism across many sectors."

CEO overview



Life Saving Victoria (LSV), our clubs, partners and people, have thrived in 2021 – 22. We have risen to the many challenges that come with operating during a pandemic and we were agile and innovative in creating opportunities to help achieve our goal of preventing drowning in Victorian communities.

This included releasing our new strategic plan, which is guiding our work across the 360° of LSV into 2025. This plan outlines our headline strategies, goals and focus areas where our important work can make the greatest impact on the safety and resilience of the communities we live in and serve.

Importantly, our strategic plan articulates our intention to be a more environmentally responsible organisation. Through environmental stewardship, we are committed to doing our part to tackle climate change so that future generations can continue to enjoy our natural waterways, just as we have done.

We collaborated with government and partner agencies through the water safety taskforce to draft and launch the Victorian water safety strategy 2021–25. With a focus on prioritising effort and resources, the strategy builds on the principles of the Australian water safety strategy 2030 to tackle challenges faced across the country, through a uniquely Victorian lens.

Alongside other lifesaving and drowning prevention organisations around the world, we marked the first World Health Organization World Drowning Prevention Day on 25 July 2021 by turning iconic Melbourne landmarks blue. It was nothing short of inspiring to see Melbourne illuminated in blue light to raise awareness of our important cause.

For the first time, the Play it Safe by the Water committee expanded Water Safety

Week into an entire month throughout December, growing our platform to raise vital water safety public awareness during a high-risk period. We also hosted the first Inland Waterway Forum on the Murray River, taking meaningful action to address this high-risk location, which is the number one river drowning hotspot in Australia.

We continued our important work in promoting and supporting the development of women and girl leaders within our organisation through the first statewide pink patrol, which demonstrated the vital role women play in lifesaving. The initiative expanded into the aquatic industry, with 15 facilities participating. Additionally, we hosted the launch of the emergency management sector's sponsorship of diverse talent pilot program, which seeks to foster diversity by helping women to enter leadership roles.

Externally, we continued to engage with diverse communities through dedicated activities to improve their water safety outcomes, including holding an inclusive all abilities beach day and numerous programs for migrant, senior, and other at-risk populations. In response to the devastating rise in child drownings and pandemic restrictions impeding children's access to swimming lessons in recent years, we developed innovative solutions that use gamification to teach water safety, including the online Swim City game and Swimmovate virtual reality program.

This year saw our largest membership numbers. More than 43,000 people now proudly call themselves members of a Victorian life saving club. This is an incredible achievement, particularly in the context of decreasing volunteerism across many sectors. Our members are at the heart of LSV. Without them, we couldn't do what we do and fulfill our

purpose of saving lives and empowering communities to safely enjoy the water. This growth gives us confidence that our important work will only continue to have an increased impact into the future. Excitingly, several of our clubs turned the first sod on much-needed redevelopments, which will ensure their facilities can continue to support their growing member bases and local communities into the future.

Against the backdrop of a global pandemic, we were fortunate to secure a strong financial position, maintaining base funding and in fact, achieving a surplus result through agility, strategic management and meticulous planning. Following a recent review of LSV's financial sustainability, our eyes are now firmly set on shoring up our future funding to secure continued delivery and improvement of our holistic water safety services for Victorian communities.

All this and more would not be possible without the enduring support of the Victorian Government; Emergency Management Victoria; partner agencies and organisations; national bodies Royal Life Saving Society – Australia and Surf Life Saving Australia; major national sponsors Ampol, DHL, Isuzu Ute and Westpac, and of course, our people including our aquatic partners, members, volunteers and staff. Thank you for another year of contributing to lifesaving in Victoria. We look forward to continuing our important work together in 2022–23 and beyond.

CATHERINE GREAVES
Chief Executive Officer

Our board

Adam Alsbury
BBus, MBA, FAMI (CPM), FAICD

Director
council of life
saving clubs

Appointed:
November 2019



Adam has more than 20 years of banking experience, most notably as the chief strategy and marketing officer of a customer owned bank.

Adam completed his Master of Business Administration at Melbourne Business School and is a fellow of the Australian Marketing Institute and the Australian Institute of Company Directors.

He has more than 20 years of active service at Woolamai Beach SLSC, during which time he has held the positions of vice president, chief instructor and patrol captain, while also working as a professional lifeguard.

Adam is also a member of Mornington LSC, where his children participate in nippers.

He was previously a member of LSV's finance, risk and audit committee.

Katrina Antony
Diploma of VET

Director
training and
assessment

Appointed: November 2020



Katrina is a registered training organisation (RTO) specialist support officer with WorkSafe Victoria, playing a key role in the licensing and authorised assessor compliance unit teams, connecting WorkSafe Victoria with RTOs.

Katrina shares her expertise by supporting RTOs with interpretation, education and communication of current requirements. Prior to WorkSafe, Katrina was the executive assistant to the operations manager at Alcoa Portland Aluminium for 10 years.

Katrina is a member of both Portland and Ocean Grove SLSCs and is an active patrolling member. She has held numerous positions at club and state level, including lifeguard supervisor, and is a long-serving member of the lifesaving operations council executive. Katrina continues to be involved with surf sports as a senior official and announcer. She holds a board appointed position as chair of LSV's honours and awards committee.

Paul James ASM
Grad Cert Management, Assoc Dip Health Science (Ambulance), Cert Aquatic Leadership, Education and Practice.

LSV president and board chair

Appointed: November 2018



Paul is an area manager in Gippsland for Ambulance Victoria (AV), where he is responsible for the provision of quality emergency ambulance operations.

Paul is a registered ambulance paramedic and has received the Ambulance Service Medal and National Emergency Medal.

Paul has contributed as a member of AV's medical standards committee, has been a national councillor on the Australian resuscitation committee and held numerous national directorships for the Royal Life Saving Society – Australia.

Paul has been actively involved in lifesaving for more than 40 years and is still a patrolling member and life member at Hampton LSC. He has been a club president on two occasions and is currently a director of Surf Life Saving Australia (SLSA) and member of the SLSA Foundation.

In 2016, Paul was one of 125 people awarded a specially-issued HRH Prince Michael of Kent Certificate of Merit for the 125th anniversary of the Royal Life Saving Society, in recognition of his outstanding service to the society.

Shane Dunne
MBA

Independent director

Appointed: February 2018



Shane is a general manager at Richmond Football Club and CEO of the club's subsidiary, Aligned Leisure. He is responsible for the non-traditional commercial interests of the club, which currently includes leading the club's education and community leisure business pursuits.

Shane has worked in senior roles in the sport and leisure industry for 20 years. Shane also undertook planning and management roles at the London 2012 Olympic and Paralympic Games.

Shane holds a board appointed position as chair of LSV's finance, risk and audit committee and is a member of the LSV performance and remuneration subcommittee.

Liza Gelt
LLB (Hons), BA, GAICD

Independent director

Appointed: January 2021



Liza is principal of Collaborative Consulting Co and has more than 20 years' experience working with the public sector to provide public value at the national, state, municipal and community levels. With an evidence-based and practice informed approach, she has led projects of national and state significance in the emergency management sector following natural disasters and severe weather events. Liza has previously held senior leadership roles with Deloitte, Deloitte Digital, and is a former partner of Cube Group.

Liza is a nipper parent and former age group manager at Anglesea SLSC and a member of LSV's finance, risk and audit committee.

Aaron Green

BBus

Director aquatic sports

Appointed: November 2021



Aaron has worked in senior property roles for the past 20 years and is currently the head of property for the Medibank Group. Aaron leads all property activities, including property strategy, leasing, design, construction, facilities management and accommodation planning.

Aaron currently holds the position of president of the Geelong Try Boys Brigade, a youth organisation in the Greater Geelong region. He has also held a board position as vice president of Basketball Geelong, and more recently the position of president. Aaron is a member of Jan Juc SLSC and was previously president of the club. He is also a member of the Surf Life Saving Australia sport advisory committee.

Angela Malan

BBus

Director membership and leadership development

Appointed:
August 2015
Tenure ended:
November 2021



Angela works in education support, aiding students who are learning English as their second language to integrate in the classroom, as well as providing learning support to students with special needs.

Angela has been actively involved at Inverloch SLSC since 2005, is a current patrolling member and patrol mentor, and in 2018 was appointed as a life member. During this time she has held the roles of junior coordinator and club president, and is currently club secretary.

Angela has held positions at a state level on the membership and leadership development executive for the past 12 years and is a member of the governance committee and honours and awards committee. She also represents LSV on the Surf Life Saving Australia development advisory committee and Emergency Management Victoria volunteer consultative forum.

Anthony Neal

Grad Dip Ed, Grad Cert Sports Business Management, GAICD

Director aquatic education and industry engagement

Appointed: August 2020



Anthony is director of recreation and waterways and part of the leadership team at the City of Melbourne. He leads a team that provides strategic advice to council regarding policy, planning and project development relating to recreation, and waterways infrastructure projects and services.

He has more than 25 years' experience in leading and driving social enterprises across multiple industries, including aquatics, recreation, camping and disability services.

Anthony is also a member of LSV's governance committee.

Rachael Rylance

BSocSci (CrimJust), Dip PS (Policing), Adv Dip Inv

Director aquatic sports

Appointed:
August 2015
Tenure ended:
November 2021



Rachael is the senior manager – business transactions at AIA Australia Ltd and has held various finance roles during the past 20 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. She is the current secretary of Elwood LSC, as well as being involved in all aspects at her club, including sport, nippers and training. She has held several state positions, including team manager for the inflatable rescue boat (IRB) and pool state teams, pool panel coordinator, and as team manager for the Australian IRB team in 2018. Rachael is also a member of the LSV governance committee.

Rebecca Schot-Guppy

BBM, JD

Director membership and leadership development

Appointed: November 2021



Rebecca is a qualified lawyer, the current director of investment leverage and portfolio management at Firemark Ventures, and the former chief executive officer of FinTech Australia.

She has a demonstrated understanding of governance and strategic development, having been appointed to three government boards.

Rebecca is a current member of Jan Juc SLSC, where she previously held a variety of leadership positions, including South Barwon training and assessment officer, chief instructor, lifeguard, patrol captain and age manager.

Kane Treloar

BSocSci (CrimJust), Dip PS (Policing), Adv Dip Inv

Director lifesaving services

Appointed: November 2019



Kane is a member of Victoria Police and has been for the past eight years. He holds the rank of detective senior constable and is currently posted to a metropolitan crime investigation unit.

Kane investigates crimes primarily in the indictable stream and is a graduate of the Victoria Police Detective Training School. Kane also undertakes work in risk consultancy, providing advice around risk, safety and crisis management to clients in both the public and private sectors. A key focus of Kane's work has been in and around the more high-risk aspects of film and television production, both in Australia and overseas.

Kane is a long-time member of Williamstown S&LSC, and former secretary and board member. He previously actively competed in lifesaving sport and is a former Australian champion. Kane has worked as a professional lifeguard and is an active crew member on the Westpac Lifesaver Rescue Helicopter.

Georgie Wettenhall
BE (Civil), BSc (Environmental Studies)

Director
council of life
saving clubs

Appointed: November 2018



Georgie is a secondary school teacher. She has worked as an environmental consultant and a director of a small business for more than 10 years. Her work has included sustainable urban water management planning, design, research and education. Georgie joined Woolamai Beach SLSC as a nipper and has been an active patrolling member for more than 25 years.

She has also held memberships with Gunnamatta, Torquay and Point Lonsdale SLSCs. She has competed in a range of lifesaving events and held many club leadership positions, including president, club captain, chief instructor and patrol captain.

Susan Wolff
BComm, FCPA, FGIA, GAICD

Independent director

Appointed: May 2018



Susan is the chief risk officer with the Hejaz Financial Group and is an experienced CFO, governance and operations manager, with a career spanning 30 years in the financial services industry. Susan has been actively involved in the development and implementation of compliance, governance and risk frameworks across trustee, funds management and financial planning licensees.

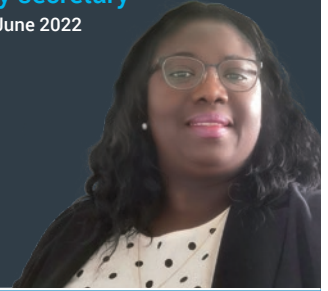
Susan is a member of Altona LSC and has previously held the position of treasurer.

Susan holds a board appointed position as chair of the LSV governance committee and is a member of the LSV performance and remuneration subcommittee.

Yetunde Daramola
LLB (Hons), BL, LLM, FGIA

Company secretary

Appointed: June 2022



Yetunde is an overseas qualified lawyer with more than 15 years of experience as a company secretary. She has a master's degree in international commercial and maritime law from Swansea University, United Kingdom. Yetunde has extensive experience in board support, governance, compliance, policy and risk management in multi-disciplinary and multi-jurisdictional organisations, in both the public and private sectors overseas and in Australia.

Prior to moving to Melbourne, Yetunde worked as company secretary with BDO and Crowe Horwath in Lagos, Nigeria. Locally, she has worked in senior governance, management and board secretary roles at Bendigo Kangan Institute, Cenitex, LaTrobe University and the Victorian Institute of Forensic Medicine.

Gregory Seeto
LLB (Hons), BJ, GradDipLP, GradDipACG, FGIA, FCIS, GAICD

**Company secretary/
Executive**
governance,
assurance,
integrity & legal

Appointed:
April 2021
Tenure ended:
December 2021



Gregory is a lawyer and chartered company secretary with more than 15 years of top-tier legal, regulatory, corporate and not-for-profit experience, both within Australia and internationally.

Gregory specialises in corporate governance and general in-house commercial law, having held leadership roles with a ~\$7 billion infrastructure management company, and an ASX200 multinational tri-listed company, before joining LSV as company secretary, and governance integrity and legal executive. Prior to his in-house roles, Gregory was a senior lawyer with a top-tier law firm and worked as a company regulator.

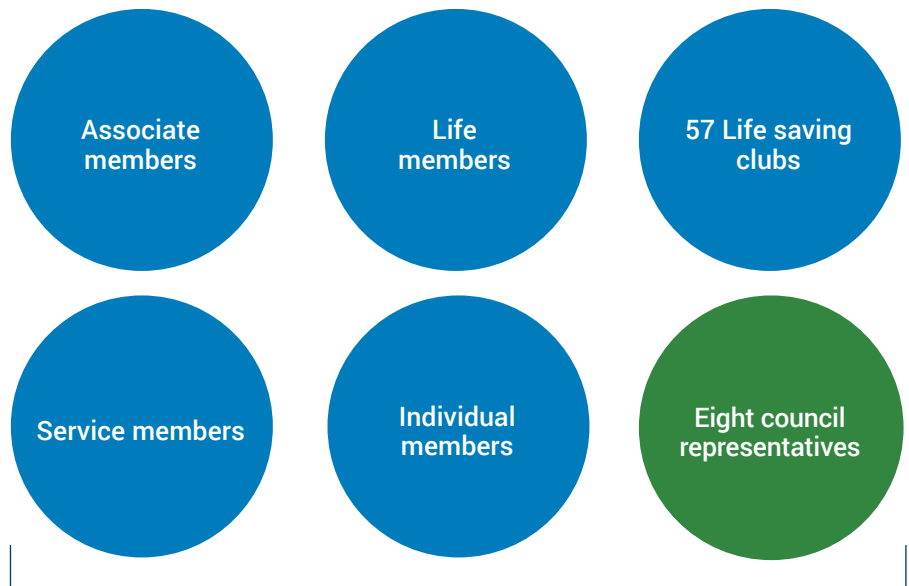
Gregory was awarded General Counsel of the Year in the 2020 Australian Law Awards, and was a 2021 Company Secretary of the Year finalist.

He also has a background in volunteer lifesaving, as a member in Queensland.

LSV chief operating officer Mevan Jayawardena was appointed acting company secretary from January – June 2022.

FIGURE 1
Members overview

- No voting rights
- Voting rights (at LSV general meetings)



Life Saving Victoria Limited

Governance

Overview

Life Saving Victoria Limited (LSV) is a public company limited by guarantee and was formed in 2002 through the merger of Surf Life Saving Victoria and the Royal Life Saving Society Australia – Victoria Branch.

As the Victorian peak body for water safety, LSV is also:

- a support agency of Emergency Management Victoria under the State Emergency Management Plan
- a registered charity with the Australian Charities and Not-for-profits Commission
- a registered training organisation with the Australian Skills Quality Authority
- endorsed for deductible gift recipient status with the Australian Taxation Office.

LSV's mission is to prevent aquatic-related death and injury in all Victorian communities. More information about our governance framework is available at www.lsv.com.au/about/governance

Our members

As a member-based organisation, the LSV constitution sets out the various classes of membership (Figure 1).

At 30 June 2022, LSV had 43,362 individual members, 57 affiliated life saving clubs, and 3,286 aquatics, recreation and program partners. Members are entitled to the benefits, advantages, privileges and services relevant to their membership.

In addition, by becoming a member of LSV, each member has acknowledged and agreed to comply with the LSV constitution, by-laws and any determination, resolution or policy of the company (which includes LSV's values and code of conduct) and contributes to LSV achieving its mission. Membership must be renewed or re-applied for each year. LSV has the discretion to accept or reject an application and is not required or compelled to provide any reason for such acceptance or rejection.

Our board

The LSV governance structure consists of a voluntary board of directors, supported by:

- five councils: the role, composition and structure of which are set out in the constitution
- five committees: the charter, composition and reporting obligations (also referred to as the operating brief) of which are set out in the by-laws.

The board also constituted several temporary subcommittees in 2021 – 22. These are summarised in the committee section below.

The board, each council and each committee consists of volunteers, supported by management.

For the second time in LSV's history, the annual general meeting was held online and resulted in an increase in attendance compared to previous years.

Board movements

The following board movements occurred in 2021–22:

- 1 Rachael Rylance finished her tenure as ordinary director (aquatic sport council), effective 13 November 2021.
- 2 Angela Malan finished her tenure as ordinary director (membership and leadership development council), effective 13 November 2021.
- 3 Aaron Green was appointed as ordinary director (aquatic sport council) for a two-year term, effective 13 November 2021.
- 4 Rebecca Schot-Guppy was appointed ordinary director (membership and leadership development council) for a two-year term, effective 13 November 2021.
- 5 Shane Dunne was reappointed independent director for a two-year term, effective 1 February 2022.

- 6 Susan Wolff was reappointed independent director for a two-year term, effective 9 May 2022.

To further uplift LSV's board governance skillset, the board reappointed Mark Hunter as a board observer through the Westpac board observer program for a further 12-month period. The board observer has no voting rights at board meetings.

Company secretary

Gregory Seeto finished his tenure as company secretary, effective 17 December 2021.

Yetunde Daramola was appointed as company secretary, effective 29 June 2022.

Our committees

LSV is required to maintain the following standing committees:

- LSV finance, risk and audit committee
- LSV grievance and judiciary committee
- LSV governance committee
- LSV honours and awards committee

The board has also established the LSV facility development committee and the performance and remuneration subcommittee.

The operating brief, composition and reporting obligations of each committee are set out in the by-laws.

In 2021–22 the board also constituted the following temporary subcommittees to help it carry out its duties:

- Nominations subcommittee (aquatic education and industry engagement council) (from 25 May 2021 to 24 August 2021)
- Nominations subcommittee (ordinary directors and council chairs) (from 25 May 2021 to 24 August 2021)
- Board advisory (finance) committee (from 25 May 2021 to 27 July 2021)

Our councils

The LSV constitution mandates the establishment of five councils:

- Aquatic education and industry engagement council
- Aquatic sports council
- Council of life saving clubs
- Lifesaving operations council
- Membership and leadership development council

The role, composition and structure of each council are set out in LSV's constitution, and the procedures governing the operation of each council are set out in the by-laws.

While the composition of each council differs, each council generally consists of delegates from life saving clubs, associate members, service members, and other swimming, educational or community group members.



Conflicts of interest

LSV is committed to high standards of ethical conduct and accordingly places great importance on identifying, disclosing and managing conflicts of interest.

We revised the LSV conflicts of interest policy in late 2021 and following this, have implemented improved processes and systems to manage the declaration of interests and the management of conflicts across the organisation.

All board directors, council and committee members, the executive and staff in nominated positions must declare their interest in any contractual, disciplinary or other financial matter in which a conflict of interest arises, or may arise.

Unless otherwise determined by the board, if a conflict arises, the director must absent themselves from discussion of such matter and is not entitled to vote on the matter.

By-laws and policies

To assist in governing the diverse activities and operations of LSV, the board has adopted by-laws, policies and other resolutions.

LSV also adopts Surf Life Saving Australia and Royal Life Saving Society – Australia policies, as applicable.

Management

LSV's day-to-day management is under the supervision of the chief executive officer (CEO). The CEO is supported by an executive management team and staff.

FIGURE 2

Life Saving Victoria's organisational overview

With the broad mission of preventing aquatic-related death and injury in Victorian waters, a dedicated cohort of volunteers, employees and partner organisations is central to supporting this goal.

Each and every one of our people, volunteers, clubs and partners play a vital role in helping to create safe swimming environments and developing water-smart Victorians.



11
board
directors

57
life saving
clubs

43,362
volunteer
members

3,286
aquatics,
recreation
and program
partners

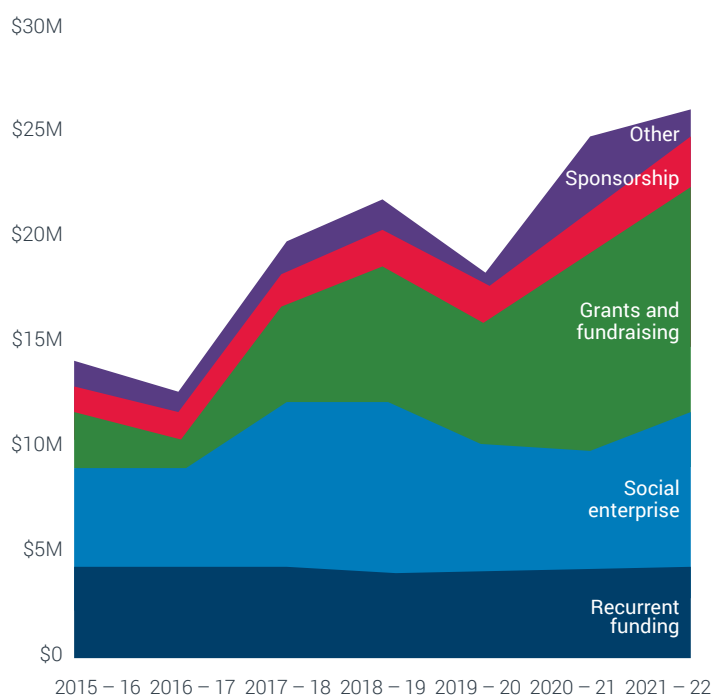
Financial overview

LSV's full financial year result was a surplus of \$479,117

Operating results		
	2020 – 21	2021 – 22
Income	\$	\$
Grants	13,598,423	15,164,656
Social enterprise	5,460,473	7,330,870
Sponsorship	1,723,623	2,090,834
Other income	3,743,711	1,363,435
Total income	24,526,230	25,949,796
Expenses		
Employee benefits	11,521,806	13,698,231
Operational expenses	5,031,601	6,659,825
Administrative expenses	2,160,085	1,970,103
Depreciation expense	1,718,223	2,353,893
Other expenses	2,954,817	788,627
	23,386,532	25,470,679
Result	1,139,698	479,117

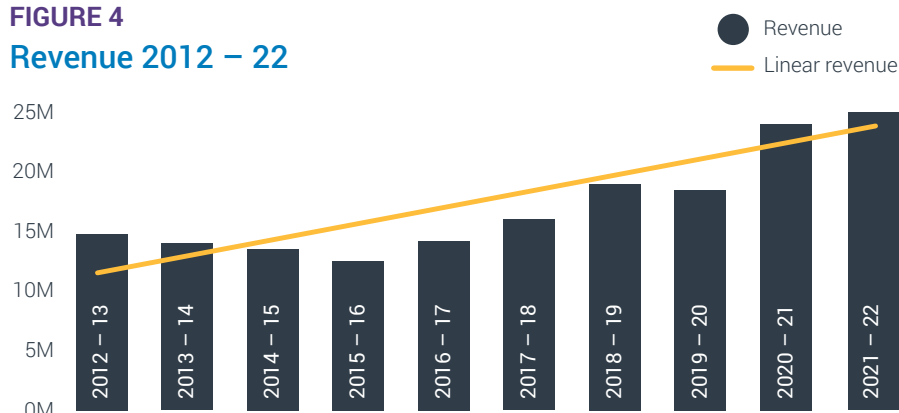
This result was due to the sensible and conservative management of LSV's finances during the pandemic, while maximising funding opportunities. This surplus enables LSV to support our programs, service delivery and stakeholders beyond the impact of the pandemic.

FIGURE 3
Sources of revenue



Summary balance sheet					
	2017 – 18	2018 – 19	2019 – 20	2020 – 21	2021 – 22
Assets					
Property plant and equipment	4,061	4,492	4,394	4,418	4,904
Cash and cash equivalents	6,065	3,924	5,552	1,586	7,830
Other assets	17,698	16,128	9,295	11,639	1,534
Total assets '000	27,824	24,544	19,241	17,643	14,269
Liabilities					
Creditors and grants in advance	2,246	2,836	5,461	3,348	1,635
Grants held in trust for clubs	16,743	12,049	4,407	3,643	1,424
Provisions	964	1,094	1,224	1,363	1,441
Total liabilities	19,953	15,979	11,092	8,354	4,500
Member funds '000	7,871	8,565	8,149	9,289	9,768

FIGURE 4
Revenue 2012 – 22



Key influences on this result include:

- Social enterprise revenue increasing by **32 per cent on 2020 – 21 revenue (\$5.46 million)** and by 12 per cent on 2019 – 20 revenue (\$6.54 million), with strong revenue generation outside the extended COVID-19 lockdown from July–October 2021.
- Additional funding received in 2021 – 22 from the Department of Justice and Community Safety and Emergency Management Victoria for the continued support of base operating costs, aerial services, additional beach and rescue water craft lifeguard services, volunteer support and training, safety in public pools, public messaging and equipment maintenance.
- Continuing to receive funding from the **Department of Education and Training (\$1.36 million)** through the public water safety initiative to address school swimming and water safety.
- Receiving Surf Life Saving Foundation distributions totalling **\$639,291** (\$796,339 in 2020 – 21).

FIGURE 5
Operating result 2012 – 22

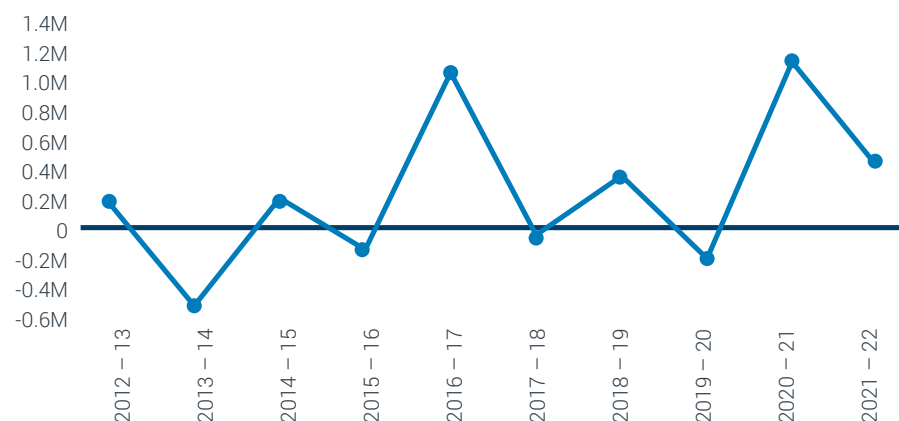
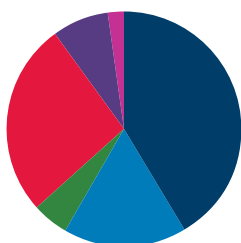
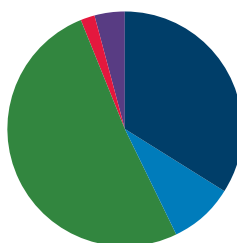


FIGURE 6
Sources of funds



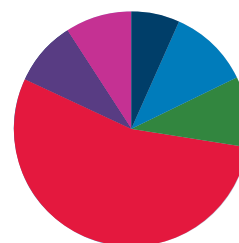
- 42% grants
- 17% grants – recurring
- 5% other income
- 27% social enterprise
- 8% sponsorship
- 2% user participation fees

FIGURE 7
Distribution of funding



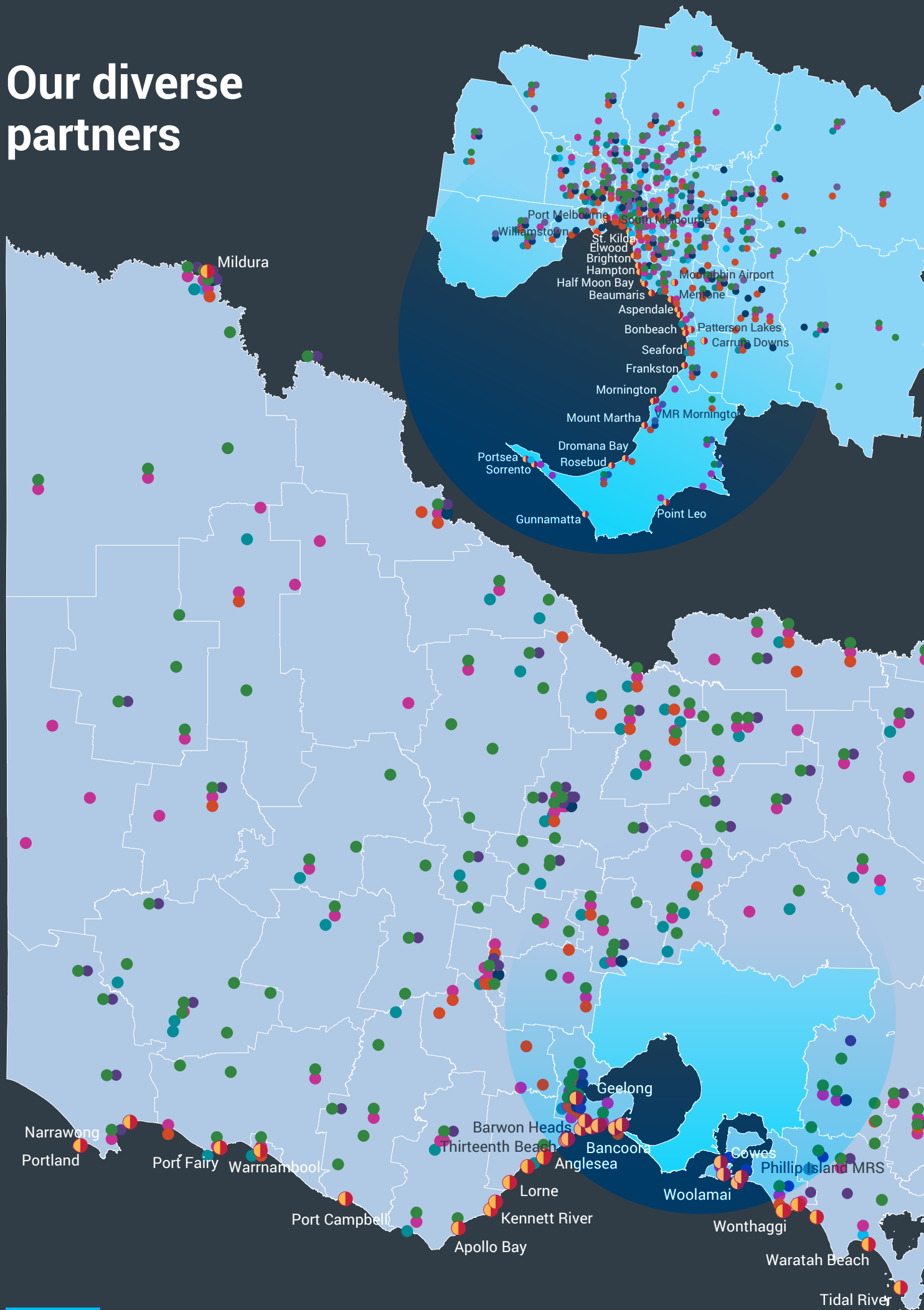
- 34% public training, education and pool safety services
- 9% function centre and retail operations
- 51% provision of life saving services
- 2% government and industry relations
- 4% aquatic risk and research services

FIGURE 8
Breakdown of the provision of lifesaving services

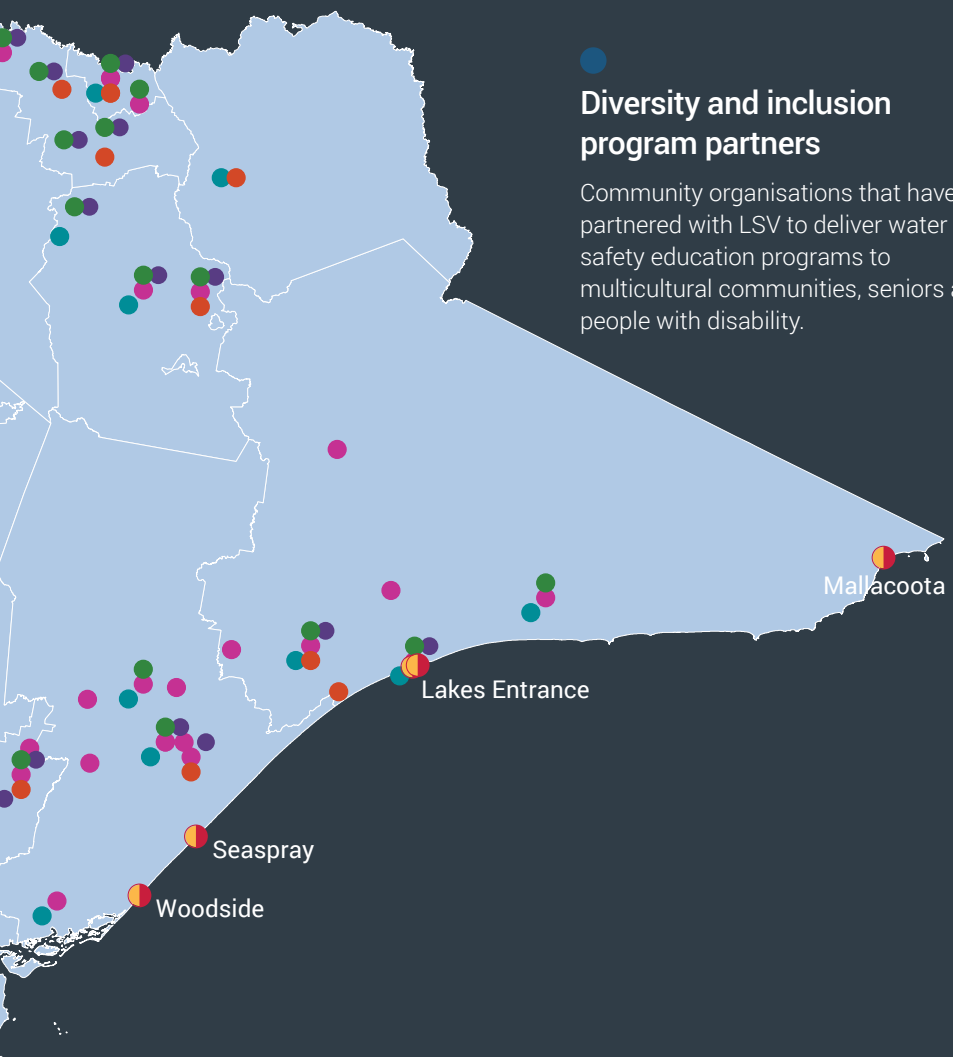


- 10% membership and leadership development
- 12% aquatic sports (active training)
- 13% club support and club development
- 47% lifesaving services
- 10% volunteer training
- 10% grants for clubs

Our diverse partners



LSV works with more than **3,286** program partners across the state to deliver lifesaving services, water safety education and drowning prevention programs.



Lifesaving services partners

Life saving clubs, the Victorian Westpac Lifesaver Rescue Helicopter service, rescue water craft and remotely piloted aircraft system (drone) services and local marine search and rescue services, local government authorities and land managers that engage paid lifesaving services.

Swim and Survive partners

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

Education program partners

Schools and community organisations that have hosted LSV water safety education programs and shared LSV online water safety education resources.

Diversity and inclusion program partners

Community organisations that have partnered with LSV to deliver water safety education programs to multicultural communities, seniors and people with disability.

Aquatic industry partners

Aquatic facilities that are part of LSV's Watch Around Water and/or SwimSafe public education campaigns, as well as facilities that are part of LSV's platinum pools program for aquatic safety and risk management.

Training delivery partners

LSV service members and licensees of our Registered Training Organisation that deliver aquatic and first aid training across the state, as well as partner training venues.

Communications and research partners

Partner agencies of the Play it Safe by the Water community/government partnership, aquatic facilities that have participated in Water Safety Month and education institutions that have partnered in research projects.

Event partners

Event partners and clients of LSV's function centre, The Views.

Challenges and opportunities

Our strategic plan 2021 – 25 reflects on the challenges and opportunities we face in our communities, aquatic environments and organisation.

Here is a snapshot of the work we have done in 2021 – 22 to address these key areas.

In our communities

Addressing the rising drowning rate in Victoria

The 2020–21 Victorian drowning report highlighted not only the number of people drowning in Victorian waterways, but also the people and stories behind the numbers, ensuring their legacy lives on to help prevent future drownings in Victorian waters.

Ensuring all children leaving primary school are equipped with benchmark swimming and water safety skills

An updated Victorian Water Safety Certificate was officially launched in March, with water safety competencies for achieving the certificate aligned to the national benchmark for children aged 12. The certificate, signed by the Victorian Premier, is promoted to schools, swim schools and the wider community. We also developed the innovative online Swim City game, as well as new virtual reality water safety learning resources for the classroom.

Catching up on learning opportunities missed during COVID-19 lockdowns

LSV welcomed additional funding from the Victorian Government as part of the \$112.9 million positive start in 2022 initiative, for additional swimming lessons for students who missed out on face-to-face programs during lockdowns. In addition to delivering vital water safety skills, this initiative supported the hard-hit aquatic industry by encouraging community visitations and the re-establishment of programs. As the state reopened and demand for water safety education and training programs skyrocketed, we provided additional staff and delivered mega beach sessions for schools, recorded the highest number of pool lifeguards trained in a year, and further increased the number of participants in multicultural programs.

Increasing water safety awareness for multicultural and diverse communities

Three new pilot projects, including seniors pool and beach socialisation programs, a seniors training and employment program, and the establishment of a longer-term migrant swimming lesson program were all introduced this year. New programs targeting people with disability were also held, both in the classroom and at the beach.

Responding to new ways of working remotely

We have seen benefits of online delivery, reducing travel requirements and time constraints, and enabling increased participation in forums and state-based meetings, including our annual committee meetings and annual general meeting (AGM). Given the wide geographic distribution of our members across the state, this has also enabled us to be more inclusive by making these important meetings and forums more accessible, regardless of attendee location.

Responding as a community to climate change

LSV is committed to becoming a more environmentally responsible organisation, with strategic goals and actions articulated in our new strategic plan. We have commenced by establishing an environmental stewardship project to further our journey in exploring the many ways we can make positive changes for our environment. We have proudly engaged sustainability consultants at EY to help guide our important work in this space, and we have been inspired by the many life saving clubs that continue to make strides through a number of initiatives.

In our aquatic environments

Adapting to new patterns of waterway use

Our lifesavers can't be on duty 24/7, nor at every location, so a campaign focus this year was on ensuring Victorians are aware of the end of the lifesaving patrol season and are equipped with the appropriate knowledge to stay safe during the cooler months. Aquatic safety services continued to expand into inland and coastal waterways, including the roll out of inland waterway risk assessments, signage services and management consultancy.

Providing fit-for-purpose water safety solutions at inland waterways

The inaugural Inland Waterways Forum, held on the Murray River in April, brought together key stakeholders to discuss working together to manage inland waterway risks, while the bush nippers program was delivered in Echuca, Bendigo, Narrawong and the Yarra Ranges. Activations were also held at Lysterfield Lake, in partnership with Victoria Police, Parks Victoria and staff from local YMCA Casey aquatic venues.

Ensuring safe operation of aquatic facilities – LSV's pool safety application technology taken up nationally

LSV's pool safety software app is now being used in Queensland, South Australia and Western Australia. This innovative app provides an overview of a facility's performance against recognised industry standards.

Rejuvenating swimming pools in regional communities

Two case studies were identified to participate in LSV's innovative rejuvenating regional public pools project, which aims to investigate the provision of cost-effective and sustainable approaches to rejuvenating regional pools across Victoria, with testing underway.

Addressing swim teacher shortages and flow on effects

LSV responded to the swim teacher shortage with a variety of innovative measures, including developing new partnerships, supporting seniors to take on roles in the aquatic industry, discounting course fees to incentivise new people to consider swim teaching and providing additional resources to help trainees complete their qualifications.

In our organisation

Meeting the changing trends in volunteering and the needs of volunteers

A key priority in 2021 – 22 was providing opportunities for members and volunteers to reconnect following lockdowns, and engage in the many offerings, programs and events that lifesaving has to offer, while continuing to navigate changing COVID restrictions.

We worked hard to equip our volunteer workforce with the information, tools and COVID protocols necessary to continue to safely deliver lifesaving services and participate in programs. We also provided opportunities to upskill and further develop our emerging leaders and the next tier of volunteers coming through, while working with clubs to focus on succession planning.

Increasing numbers of rescue-ready lifesavers

Our member recruitment campaign helped new members find a place for connection and community, bucking the trend of decreasing volunteerism.

Coming out of lockdowns, aquatic sports events were back on the calendar, jam-packed with year-round events across summer, pool and inflatable rescue boat (IRB) carnivals.

Our unique lifesaving sport is an important way for members to maintain rescue-ready skills year-round, as well as to engage and recruit new members into lifesaving.

Ensuring our membership is reflective of our diverse communities

The diversity and inclusion team again worked with new youth members to train for the surf rescue certificate. We assisted Victorian life saving clubs with the starfish nippers program – designed for children and young adults with disability – and focused on beach accessibility to further help clubs and participants in this area. The inclusive pink patrol celebrating the contributions of women in lifesaving was delivered statewide, while the Life Saving Victoria junior (LSVj) advisory committee also continued to offer a platform to stay connected with our youth members.

Addressing longer-term uncertainty in financial sustainability

This year a financial sustainability review was undertaken with Emergency Management Victoria and the Victorian Government Department of Justice and Community Safety, along with other emergency service organisations, to ensure the ongoing viability of each service and the outcomes and future requirements of grant funding sustainability. These review findings and recommendations will form the basis of our future funding bids to government.

Working with emergency management partners to plan for and improve community resilience

LSV was a key contributor to the Victorian water safety strategy 2021 – 25, which was developed in partnership with Emergency Management Victoria and a range of Victorian Government departments and agencies, and delivered in December. During COVID-19 waves, LSV provided significant support to Ambulance Victoria as part of a large volunteer surge workforce and also participated in interagency operational training exercises throughout the year.

Finding new solutions amid COVID-19 challenges

At LSV, our focus is always on how to make the best of any given situation, and to create new and lasting opportunities wherever possible.

In 2021 – 22, COVID-19 caused more cancellations, digital pivots and rescheduling for LSV face-to-face programs and services. Our focus was to **keep our people connected**, while working through challenges in a cooperative and constructive way.

While some event cancellations were unavoidable, others were able to continue by **shifting to online delivery**. Operations at our function centre.

The Views, were highly sensitive to changing restrictions and we worked closely with clients to adapt to all situations. In other situations, **online**

meetings and virtual classroom sessions increased participation through the removal of travel and time constraints.

As our state again re-opened, the **demand for education and training programs was greater than ever**. LSV's education team responded by **employing an additional 30 casual staff members** to deliver face-to-face programs, while the **public training team recorded the highest number of pool lifeguards ever trained in a single year**.

While we celebrated re-opening and getting back to lifesaving, one of our biggest challenges was assisting life

saving clubs to navigate the season with continued changing and unpredicted pandemic considerations.

Sustaining service delivery of lifesaving and lifeguard patrols also significantly tested of our business continuity plans.

While it was a challenging year overall, **we are proud of the many achievements and new processes** that we can carry forward into our future operations.

Our COVID-19 response at a glance

1 Swimming and water safety



- **12 off-site research field trips** conducted outside of restrictions
- Diversity and inclusion program participation **increased to 22,000** – up from 17,000 in the previous year

2 Education and training



- **Online education** programs delivered to **4,572 participants** during lockdowns
- Continued delivery of **CPR@Home** and **FirstAid@Home** accredited training

3 Public awareness



- Supported **57 life saving clubs** to providing COVID-19 communications
- **3.2 million Victorians reached during water safety month**

4 Beaches and coastlines



- **Sustained lifesaving patrol service delivery** at 68 beach patrol sites through restrictions, with adherence to vaccination requirements
- **Opening of Cape Paterson SLSC**

5 Swimming pools



- **1,045 attendees** at the virtual Aquatic Industry Summit
- Incentives offered to **attract new swim teachers**

6 Inland waterways



- **In-depth water safety review** for 10 local government areas in the Loddon Mallee region

7 People and skills



- **200+ volunteer club COVID safe officers** appointed to collaborate with the LSV pandemic team
- **360+** participants in the online **Club Conference**

8 Relationships and partnerships



- **40 members** provided **surge support** to Ambulance Victoria

9 Governance and business functions



- **109 online votes** cast in council officer elections

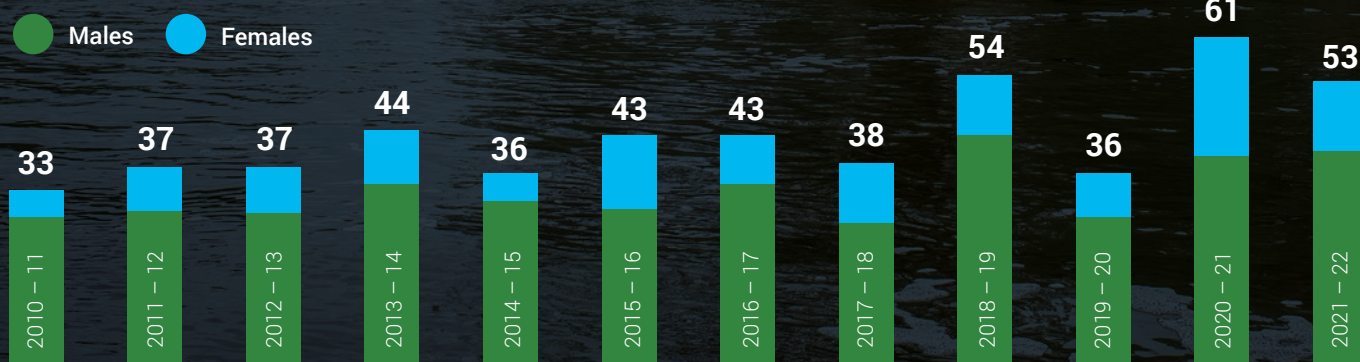
Addressing the drowning toll

In 2021 – 22, 53 lives were lost to drowning. This is 10 more than the average number of drowning incidents in Victoria during the past 10 years and represents an 18 per cent

increase in the drowning rate (per 100,000 population). However, these statistics don't include the stories of the people they represent, or the ongoing loss and grief that will be felt by their

families and friends for the rest of their lives. They are more than just numbers, they are people – and the loss of each person is one person too many.

Drowning deaths in Victoria 2010 – 11 to 2021 – 22



Fatal drowning statistics at a glance

18% ▲

increase in the **Victorian drowning rate** (compared to 10-year average)

32%

were **men aged 65+**

2x ▲

drownings in **bathtubs more than doubled** compared to the 10-year average

19%

were **children and young adults** under the age of 25

21%

occurred following **walking/recreating near water**

19%

followed **swimming/wading** in water

40% ▲

increase in incidents in inland waterways (compared to 10-year average)

17% ▼

reduction in incidents in coastal waterways (compared to 10-year average)

Ash Napolitano is the mother of Hunter Boyle, who was just two years old when he drowned at the dam on his grandfather's property.

Ms Napolitano shared her heartbreaking experience at the launch of Water Safety Month in December. "I can't describe the pain that comes with losing our boy, even after a year, it never gets easier," she said. "I can't tell other parents or carers strongly enough, sometimes you can do everything to teach about being safe and it just takes that split second," Ms Napolitano said.

Ms Napolitano and Hunter's father Matt Boyle have channelled their ongoing grief into creating positive change by setting up the Hunter Boyle children's swim program with the support of Kidsafe Victoria, to fund swimming lessons for vulnerable children in their home town of Shepparton.



LSV strategic framework 2021 – 25

In December 2021, we introduced LSV's new strategic plan 2021 – 25.

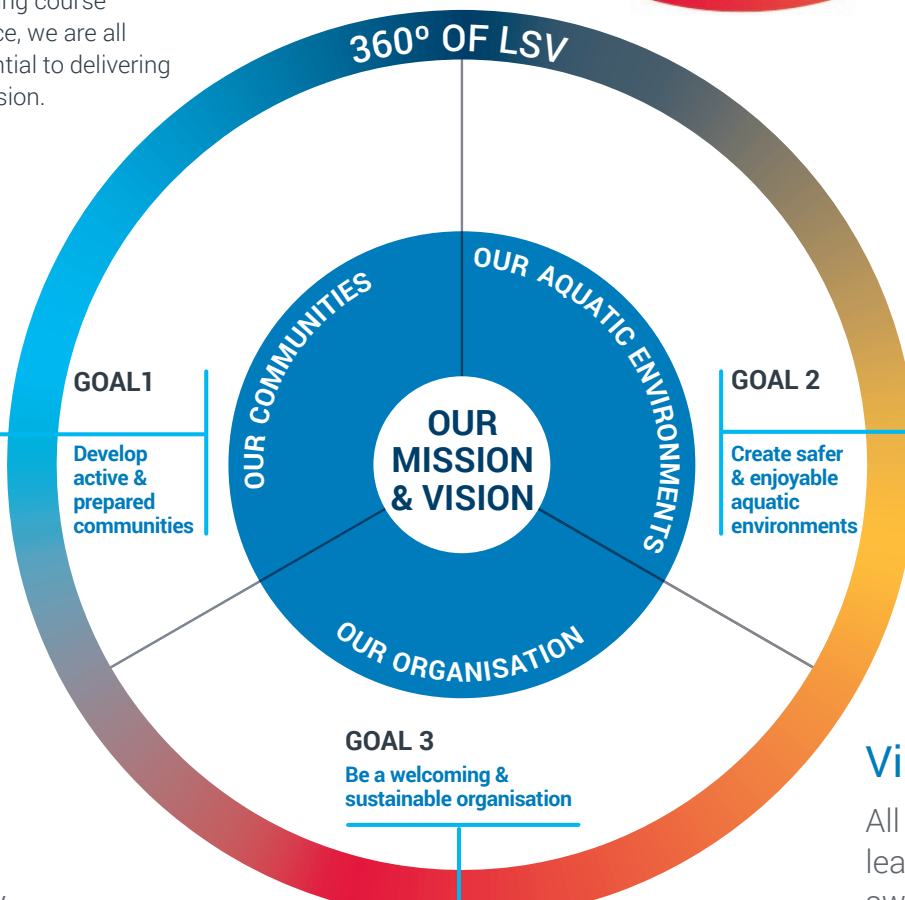
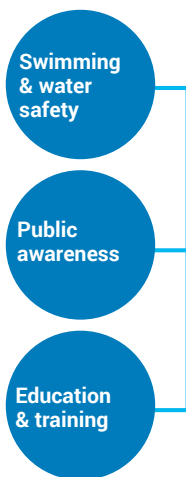
The underpinning strategic framework consists of four layers. The first, our mission and vision, sets the foundation upon which our three goals are built. This expands into our nine areas of focus that connect to our actions.

It is important that every person and team in our organisation understands our purpose and how they contribute to LSV's mission and vision. Our strategic framework is designed to promote this understanding by enabling our actions to connect to our mission and vision through at least one of our goals and focus areas.

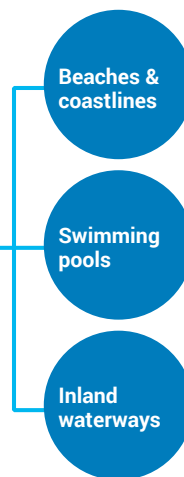
This means that, whether we are providing lifesaving services at the beach or processing a training course enrolment in the office, we are all connected and essential to delivering LSV's mission and vision.



Focus areas



Focus areas



Mission

To prevent aquatic-related death and injury in all Victorian communities.

Vision

All Victorians will learn water safety, swimming and resuscitation, and be provided with safe aquatic environments and venues.

Focus areas



Our headline strategies and focus areas

Headline strategies

<p>1 BEING RESCUE READY</p> <p>Increase the rescue readiness of our workforce of volunteers, partners and staff</p>	<p>2 FOSTERING DIVERSITY</p> <p>Foster greater diversity in our people and in community participation in water safety</p>	<p>3 STRENGTHENING FOUNDATIONS</p> <p>Strengthen our governance, people, and financial foundations</p>	<p>4 DRIVING INNOVATION</p> <p>Drive continuous improvement through research, evaluation and innovation</p>	<p>5 ENVIRONMENTAL STEWARDSHIP</p> <p>Be a more environmentally responsible organisation and positively influence others</p>
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Focus areas and outcomes

Goals	Focus areas	Actions and outcomes <i>What success will look like</i>
<p>GOAL 1</p> <p>Develop active and prepared communities</p>	<p>1 Swimming and water safety</p> <p>2 Education and training</p> <p>3 Public awareness</p>	<p>1.1 The community understands and shares responsibility for safety and wellbeing around water</p> <p>1.2 The community actively engages in gaining water safety knowledge and skills</p>
<p>GOAL 2</p> <p>Create safer and enjoyable aquatic communities</p>	<p>4 Beaches and coastlines</p> <p>5 Swimming pools</p> <p>6 Inland waterways</p>	<p>2.1 Communities have access to a range of safe aquatic environments across Victoria</p> <p>2.2 More people visit and safely enjoy beaches, pools and waterways</p> <p>2.3 Communities benefit from the health and wellbeing aspects of interacting with water</p>
<p>GOAL 3</p> <p>Be a welcoming and sustainable organisation</p>	<p>7 People and skills</p> <p>8 Relationships and partnerships</p> <p>9 Governance and business functions</p>	<p>3.1 We have a skilled workforce that delivers effective, responsible and sustainable services</p> <p>3.2 We are known for our values-centred, diverse and inclusive approach, where people want to get and stay involved</p> <p>3.3 We deliver sustainable and quality programs and services that are innovative and create a positive user experience</p>

GOAL 1

Develop active and prepared communities

Focus areas:

- 1 Swimming and water safety
- 2 Education and training
- 3 Public awareness



47,735

engaged in water safety education, diversity and inclusion programs

11,969

nippers enjoyed programs, at **54 clubs**, including all abilities programs

3.2M

Victorians reached during Water Safety Month in December for Play it Safe by the Water campaign

▶ 1

Swimming and water safety

“We successfully navigated COVID interruptions to revitalise our learn to swim programs and introduce new swimming and water safety programs.”

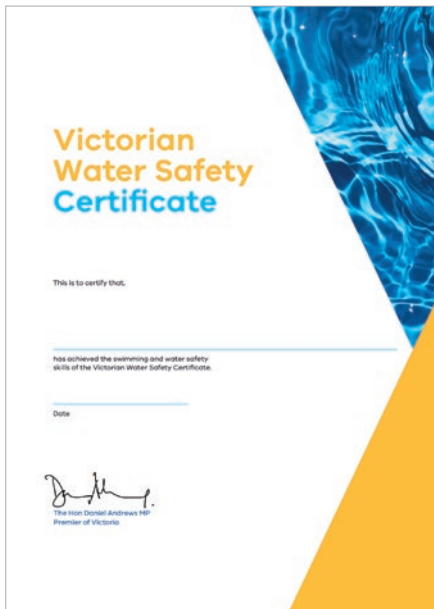
KATE SIMPSON

General manager
education, sport and lifesaving club development



Why this focus area is important to us:

- 1 **Learning to swim** is not only a foundational World Health Organization drowning prevention strategy, but it also **creates opportunities for lifelong aquatic-related health**, wellbeing, recreational and sporting engagement.
- 2 The Victorian Government, Department of Education and Training actively supports and reinforces inclusion of the **importance of swimming and water safety in the Victorian curriculum**. It makes a significant investment through the Swimming in Schools initiative, of which **LSV is recognised as a key partner** thanks to our public water safety initiative (PWSI) which supports the education and aquatic sectors to deliver quality water safety education.
- 3 **LSV is a primary Victorian stakeholder** in the National Swimming and Water Safety Framework and is responsible for administering the state government’s Victorian Water Safety Certificate (VWSC) initiative.



Launch of a revitalised Victorian Water Safety Certificate

A revitalised Victorian Water Safety Certificate (VWSC), with a new design and updated competencies aligning to the National Swimming and Water Safety frameworks benchmark for students aged 12, was signed off by the Victorian Premier.

The new VWSC was officially launched in March, with ongoing promotion to schools, swim schools and the wider community.

Additional supportive resources were developed and added to the swimming and water safety online toolkit, including VWSC competency videos.

Inaugural multi-school inclusive beach day

Students with disability from four specialist schools had the opportunity to develop their confidence in the water at our inaugural multi-school inclusive beach day held at Hampton LSC.

The day saw 80 children from Dandenong Valley Special Development School, Eastern Ranges School, Emerson School and Heatherwood School attend.

It provided an opportunity for us to reconnect with specialist schools following COVID lockdowns.

Increased Victorian Government funding for specialist schools meant we could offer the day at no cost to the schools.

A focus on higher risk demographics

We continued to work with people at a higher risk of experiencing a drowning incident. This included engaging with people from culturally and linguistically diverse communities through the English language student and at-risk student initiatives, as well as with people from regional communities through our inland waterways projects, to better understand how to promote swimming and water safety in these communities.

For the continuous improvement of our work with diverse communities, we must ensure all underrepresented communities are accounted for, including LGBTQIA+, older people and people with disability.



Water safety education pilot program for English language school students

In 2021, the Victorian Government introduced funding for the delivery of swimming and water safety education to English language school (ELS) students. The first part of the program involved equipping swim teachers with specific skills for teaching ELS students.

A pilot program then commenced, involving a five-day intensive swimming program for 50 ELS students from Noble Park English Language School, delivered by the upskilled swim teachers, followed by an LSV beach program.

The program was evaluated by LSV's research team, which found it increased student knowledge and skills.

A 21 per cent improvement was observed in students' skill attainment from pre- to post- pool programs. The evaluation also highlighted the additional cultural considerations that should be made when working with ELS students in the future.

Pilot of learn to swim consulting services

We successfully piloted our new look learn to swim consulting services, which provided tailored support for the City of Wyndham's AquaPulse facility during the post-COVID transformation of its swimming lesson program "Wynswim".

Seniors shine in lifesaving programs and employment

LSV engaged with 16 new community partners to deliver seniors programs at the pool and beach, and in the classroom.

Through these partnerships, 620 older adults were able to participate in 75 LSV water safety activities.

A seniors employment program also saw 26 older adults complete swim teacher or lifeguard training. Happily, 12 of these participants have been employed so far, with more to follow.



A seniors employment program also saw 26 older adults complete swim teacher or lifeguard training. Happily, 12 of these participants have been employed so far, with more to follow.

Partnerships to deliver Swim and Survive

This year LSV worked with 130 Swim and Survive partners, including schools, swim schools and an international partner, to deliver the Royal Life Saving Society – Australia Swim and Survive program.

An estimated 65,000 people took part in the program across our Swim and Survive partner facilities during the 2021 – 22 financial year.

Swim and Survive turns 40

In May, LSV and the Royal Life Saving Society – Australia celebrated the 40th birthday of the Swim and Survive program. As part of the celebrations, LSV representatives visited a number of program partners, with many holding their own celebrations for this beloved and vital program.

The Swim and Survive program was originally developed by swimming and water safety education professionals to give children aged five to 14 the knowledge required for a lifetime of safe recreation in and around water. The program has undergone a number of reviews since its inception and is now enjoyed by students aged from six months, to teens and adults.

Implementing new Swim and Survive curriculum

LSV continued to work with our 130 Victorian Swim and Survive partners to ensure they converted to the new program and curriculum, which was implemented last year as part of the national Swim and Survive revitalisation project, led by LSV on behalf of the Royal Life Saving Society – Australia.

To date we have received positive feedback about the program and resources.

Professional development opportunities

Professional development workshops were held throughout metro and regional Victoria for Swim and Survive teachers.

These workshops supported the induction of new swim teachers into the industry and offered those who missed out on professional development opportunities during COVID lockdowns the chance to develop their skills and networks.

Professional development webinars were also delivered to the broader aquatic and education industries.

Topics included the new Victorian Water Safety Certificate competencies, school swimming funding, and dry swimming program options for schools.



“Once I got into swimming, I overcame the fear that anything can happen while you’re at the pool.”

SOPHIA EYOB
SUNSHINE LEISURE CENTRE

Swim teacher spotlight

Proud Sunshine Leisure Centre swim teachers, sisters Sophia and Winta Eyob, who migrated to Australia from Eritrea, are inspiring the next generation of culturally and linguistically diverse (CALD) Australians to be safer around water.

“I didn’t know how to float. I didn’t have the basic skills to survive in the water,” Sophia said.

Participating in an LSV and Spectrum Migrant Resource Centre swimming program at Victoria University, and despite a number of COVID interruptions, Sophia and Winta’s confidence and skills in the pool improved rapidly.

In December 2021, Sophia completed her swim teacher training course. Inspired by her sister, Winta completed the course some months later and became employed at Sunshine Leisure Centre alongside her sister. While completing their own training, the sisters also recruited 10 children of Eritrean background to start the learn to swim program. The pair plan on running more programs for CALD participants this year.

Following a successful event held earlier in the year, LSV hosted a second accredited training course for specialist school teachers in November. This involved the completion of the Swimming and Water Safety Teacher skill set and the LSV Teacher of People with Disability qualification. Overall, 16 teachers attended this course and attained their qualifications.

The at-risk project

This new project, supported by the Victorian Government, aims to develop an approach to help teachers identify children at-risk of not meeting aquatic competency requirements by the end of primary school.

Characteristics and demographic factors will be used to identify at-risk students and help tailor the education they receive to maximise the likelihood of meeting these requirements. The project commenced this year in partnership with researchers at Federation University, Deakin University and Victoria University, and gained ethics approval, engaged partners, developed research measures and commenced recruitment for trials.

Things we plan to advance

- 1 Achieve key deliverables of the Victorian Government funded public water safety initiative, including essential research to identify people most at-risk, and increasing the number of students attaining the Victorian Water Safety Certificate.
- 2 Develop targeted services to support swim schools in areas spanning operations, business functions, and swim teacher recruitment and retention.
- 3 Increase participation in swimming and water safety education across target audiences, including regional and remote communities, older adults, multicultural groups and people with disability.



▶ 2

Education and training

“We provided much needed pathways into aquatic related careers for nearly 80 culturally and linguistically diverse youth and senior trainees.”

DAVID HOLLAND

General manager
diversity and inclusion

Why this focus area is important to us:

- 1 **Education and training are vital and proven drowning prevention strategies.** They are featured in the World Health Organization’s 10 actions to prevent drowning, and are supported by the International Life Saving Federation.
- 2 LSV’s education and training pathways **help people enjoy waterways safely** and provide access to multiple career and settlement opportunities.
- 3 Education and training programs deliver water safety skills and knowledge that **links with broader school curriculum and vocational training outcomes.** Where these programs generate income streams, they also assist LSV to be financially sustainable.



Immersive virtual reality brings classroom to beach

Funded through the Victorian Government's public sector innovation fund, the Swimmovate project continued, with development of an immersive virtual reality (VR) experience for visiting the beach without leaving the classroom.

A pilot program commenced in partnership with Swinburne University, to evaluate the effectiveness of VR as a water safety education tool.

Swim City online game launched

In response to the cancellation of vital swimming lessons in 2021 due to COVID restrictions, LSV developed Swim City – an online game to support students in developing water safety knowledge and working towards achieving the knowledge-based competencies of the Victorian Water Safety Certificate (VWSC).

Swim City was developed with support from the Victorian Government and launched in November. The game provided vital learning opportunities for Victorian students leading into what was anticipated to be a busy and high-risk summer period for aquatic activities, given the lack of practical swimming lessons and learning opportunities during lockdowns and COVID restrictions.

During November, more than 2,000 Victorian students completed the Swim City module. The game continues to be used in classrooms and at home.

To promote Swim City and the importance of continuous water safety education in schools, we held three Swim City activations at three schools across Victoria. These involved the completion of the Swim City module by students alongside their teachers, classroom visits from LSV water safety mascot Lachie the Lifeguard, and an exciting LSV Westpac Lifesaver Rescue Helicopter landing at Dromana Primary School.

Huge increase in winter water safety programs

After coming out of lockdowns and remote learning, term 2, 2022 saw a 343 per cent increase in participation in our sink or swim and meet a lifeguard classroom programs, when compared to the pre-COVID numbers from term 2, 2019.

This increased demand for our programs provided vital water safety education to students who missed out on incursions during the COVID restrictions of the past two years.

Mega beach days help schools deliver curriculum

Our mega beach days at Sandridge beach helped schools to meet curriculum requirements and make up for two years of lockdowns and the inability to use allocated funding for swimming and water safety programs. Across nine mega beach days, 1,364 students participated in term 4, 2021 and term 1, 2022.

Increase in age managers for nippers

This year has seen a healthy increase in our overall workforce and ability to deliver the nippers lifesaving program to 11,998 junior members, with 201 new age managers trained. This was assisted by the introduction of age manager mentors and our new youth age manager program.

These new programs will further build the capacity of clubs to support the sustainable delivery of our nippers programs, which educate and prepare young members to become future lifesavers.





A total of 11 officials practicals were conducted in surfboat, summer, inflatable rescue boat (IRB) and pool competitions.

Addressing the swim teacher and pool lifeguard shortage

This year we recorded the highest number of pool lifeguards ever trained in one year, which helped to supply the industry workforce.

Continuous innovation measures were used to address the swim teacher shortage through partnerships, advocacy, research, discounted course fees and resources. Support of public courses in regional areas, through direct and third-party delivery, was also provided.

To highlight the 104 non-fatal drownings in the previous year, we also offered a \$104 swim teacher course candidate discount.

Community engagement expands

Expansion of our community engagement and activity delivery included two additional diversity groups – seniors and people with disability.

Delivery and assessment of three new pilot projects also commenced, including:

- seniors pool and beach socialisation programs
- a seniors training and employment program
- learn to swim courses for more settled and established migrants who have lived in Australia for longer periods of time.

Boost to coaches and officials training and competencies

Coaches and officials play important roles in lifesaving sports at all levels and are integral to the ongoing delivery of our sport.

The Surf Life Saving Australia (SLSA) female elite coaching program saw three Victorian development coaches upskilled to become performance coaches.

This is in addition to 13 members who achieved new development coaching accreditations and 11 members who were reaccredited. In total, we now have 146 accredited coaches in Victoria.

Additional senior officials were also accredited through the ongoing process of mentoring and assessment.

A total of 11 officials practicals were conducted in surfboat, summer, inflatable rescue boat (IRB) and pool competitions, with a total of 89 new officials coming through the process, as well as a further 40 gaining reaccreditation.

On a national level, two Victorian officials completed the SLSA officials scholarship program at the 2022 Australian Surf Life Saving Championships.

Our total pool of 572 volunteer officials in Victoria is essential for supporting summer beach, pool and IRB competitions.

Youth age manager and youth officials course

With support from Sport and Recreation Victoria's together more active program, there were 10 participants in the inaugural youth age manager and youth officials workshop, which provides a pathway to prepare young members for these roles.

The training included an address given by an age manager, coaching and officiating sessions, a youth perspective presentation and carnival scenario practise on the beach.

"My favourite aspect of lifesaving is the family atmosphere it brings out in the club. When you join a life saving club and become invested in it, the club and its members become like a second family."

STEVE WHELAN
DROMANA BAY LSC

Volunteer trainer spotlight

Dromana Bay LSC volunteer Steve Whelan is now approaching his ninth season at the club. Having grown up as a competitive pool swimmer he was attracted to the sporting side of the lifesaving movement due to his eagerness to find a worthwhile way to use his swimming and water safety skills.

Steve's lifesaving career has grown to see him become a club trainer and assessor.

"I believe that as a trainer, it is vital we have our members trained to the current standard so our club and community can rely on them during patrols, should they be called upon to perform a rescue or assist in other ways."

"That's what I love about being a trainer. It is so great to watch members you knew as nippers develop and become patrolling members. It is very rewarding to know that you have helped them in their lifesaving journey."



Introduction of mental health first aid training

To meet growing community needs, LSV introduced mental health first aid training as one of our course offerings. With approximately 20 per cent of Australian adults experiencing common mental health problems each year, this course equips candidates with skills to provide initial support to other adults who may be experiencing a mental health problem or crisis.

New blended and updated courses

The flexibility and efficiency offered by the new blended aquatic technical operator two-day course proved both popular and successful.

We also moved across to the new HLT AID009-016 suite of first aid course units from the HLT Health Training Package for our CPR and first aid courses, following the previous course content being superseded.

Things we plan to advance

- 1 Develop more effective and efficient learning pathways by linking the service offerings of life saving clubs, schools, the aquatic industry and community groups.
- 2 Improve the user experience, efficiency and reach of our education and training services, while maintaining quality, standards and affordability.
- 3 Explore innovative and emerging methods for delivering education and training programs that are linked to our mission, vision and values.



▶ 3

Public awareness

“Our media and marketing campaigns delivered vital public safety information when it was most needed, while our research was presented to a wide range of audiences, from healthcare professionals to inland waterway and aquatic facility managers.”

DR BERNADETTE MATTHEWS

General manager
health promotion and communications /
principal research associate

Why this focus area is important to us:

- 1 Increasing awareness of water safety holds the potential to have the **widest-reaching impact on preventing drowning** and enabling people to safely enjoy aquatic environments.
- 2 As the state’s peak agency for water safety, **LSV is responsible for developing key public water safety messages** used by government, industry, agencies and community organisations.
- 3 **Water safety receives significant media and community attention, particularly during summer.** Timely, consistent and accurate information needs to be provided before, during and after emergencies to maximise impact and minimise risk.





Play it Safe by the Water committee raises awareness of key water safety issues

The LSV team has continued to coordinate and chair monthly Play it Safe by the Water meetings, including a full day workshop in May which brought all 20 partner agencies together.

The workshop focused on the communication objectives outlined in the aquatic injury prevention agenda for 2022–23 with guests speakers from advertising agency TBWA, facilitating discussions on best practice.

Water safety merchandise was distributed to the community via partner agencies at key events, including the Inland Waterways Forum in April, a school helicopter landing and the AFL emergency services game with more than 40,000 attendees.



Industry recognition for SwimSafe

At the Parks and Leisure Australia Awards of Excellence, the LSV SwimSafe public education campaign was named as a finalist in the category for best communication of a safety message.

SwimSafe is a public education campaign delivered in aquatic facilities to educate both staff and patrons about the increased vulnerabilities of weak and non-swimmers, those from culturally and linguistically diverse backgrounds, and those with pre-existing medical conditions or disability.

Highlighting drowning issues through campaigns and media coverage

LSV continued to advocate for water safety and celebrate our people through evidence-based and data-driven public awareness activities and campaigns throughout 2021–22. This included raising awareness of swim teacher shortages, drowning prevention education, and promotion of our services, people and programs. It also involved recognising our lifesaving partnerships with emergency services colleagues and aquatic sport athletes, and the rescue-ready skills they develop through competition.

For the first time, in 2021 – 22 we extended Water Safety Week into Water Safety Month as part of the summer water safety campaign, leveraging opportunities to promote vital safety messaging throughout the entire month of December.

Inaugural World Drowning Prevention Day

To mark the World Health Organization's inaugural World Drowning Prevention Day in July, we partnered with iconic Melbourne landmarks to illuminate the city in blue and raise awareness of water safety.

World Drowning Prevention Day was established following the United Nations' historic first resolution on global drowning prevention, as a way to raise awareness of the enormous human toll of drowning and bring about lifesaving solutions for what is a largely preventable cause of death and injury.



LSV secured in-kind support through the AFL, which shared the unsinkable guy campaign during its emergency services match to an audience exceeding 40,000 attendees.

Unsinkable guys targeted in new water safety campaign

We collaborated with our partners at the Department of Justice and Community Safety to assist with the launch a new evidence-based water safety campaign targeting high-risk unsinkable guys – men aged 25 to 64 – who accounted for 79 per cent of fatal drownings in Victoria during the past 10 years.

The campaign used humour to highlight risks around water. Early evaluation of the campaign showed positive recall and reception among the target audience.

In addition to the Victorian Government's investment in paid advertising for the campaign, LSV secured in-kind support through the AFL.

Presenting our research findings

Throughout the year we have showcased our research in engaging and transparent ways. This has included coverage in media outlets, posts on social media, five conference presentations, expert panel discussions, and guest speaker opportunities.

We also had three manuscripts published in academic journals, highlighting the evidence-base for LSV's ongoing work.

Key examples of the promotion of our work include the release of the 2020–21 Victorian drowning report and the aquatic injury prevention agenda, which both resulted in state-wide media coverage.

We were invited to present to healthcare workers at the Royal Children's Hospital in Melbourne on the topic of drowning risks for children and adolescents. We also presented our work in regional Victoria at the inaugural Inland Waterways Forum held on the Murray River in April, as well as virtually at LSV's Aquatic Industry Safety Summit in October.

In addition, four presentations were made to the Play it Safe by the Water committee about the latest community survey results, lifejacket review, water safety campaign evaluation and the aquatic injury prevention agenda.



Coordinating water safety media responses with government and emergency service partners

We responded to significant drowning incidents, rescue events, hazardous weather warnings and other emerging issues, as well as providing input into seasonal safety communication through the Victorian Government's channels.

Following a tragic spate of fatal drownings during the new year period, we demonstrated our agility and ability to respond to drowning trends in real-time, securing far-reaching media coverage of drowning dangers against the backdrop of saturated pandemic reporting.



“Swim at a patrolled location and stick between the flags. If we can’t see you, we can’t help you.”

SAS MCNAMARA
CHIEF LIFEGUARD MORNINGTON PENINSULA

Public awareness spotlight

LSV’s chief lifeguard for the Mornington Peninsula region Sas McNamara helped raise awareness of drowning dangers in January by sharing some of her experiences as part of a media campaign.

One of these experiences was her role in the mass rescue of up to eight children, some younger than 10, who were swept out to sea when the sandbank they were standing on suddenly collapsed.

Sas explained that the group was swimming between the flags but their parents were not nearby.

Sas also shared vital safety messages and advice, including the importance of constantly and actively supervising children around water.

“It’s so imperative. If you can’t see your child, that’s a child in danger.”



Showcasing our brand

Throughout 2021 – 22, we worked to modernise our corporate image, in line with the LSV of today and tomorrow. As part of this commitment, we released ‘We are Life Saving Victoria’ – a video encapsulating our organisation’s core work.

We also worked strategically to grow our reach via social media, providing users with relevant and engaging content encouraging safe behaviours around water.



Things we plan to advance

- 1 Expand the reach of the Victorian Government’s water safety public awareness campaign, through greater collaboration and dissemination of content across local government areas, and targeted partners and outlets.
- 2 Innovate and modernise communication channels including more shareable content assets, geofencing, live video feeds and real-life storytelling.
- 3 Develop research and evaluation methods to include greater understanding of target audiences and behaviour change models.

GOAL 2

Create safer and enjoyable aquatic communities

Focus areas:

- 4 Beaches and coastlines
- 5 Swimming pools
- 6 Inland waterways



346,570

preventative actions

731

rescues

11,360

first aids

20K

swim teachers,
lifeguards, aquatic
facility staff, pool operators
and open water activity
supervisors trained

10

requirements for
10 regional local
government areas
outlined in an in-depth
inland water safety
review

▶ 4

Beaches and coastlines

“Our focus has been on supporting clubs to adapt to changing pandemic conditions, while helping members keep connected through their clubs with an emphasis on recruiting, retaining and engaging members.”

LIAM KRIGE

General manager
lifesaving services



Why this focus area is important to us:

- 1 From the beaches in Port Phillip Bay to the 811 kilometres of coastline between Portland and Mallacoota, **Victoria is home to 692 beaches** that welcome more than 175 million visitors each year.
- 2 **Beaches** are easily accessible destinations that **support wellbeing, enjoyment and the economy**.
- 3 On average, **approximately 40 per cent of drownings each year occur at beaches**, making coastal water safety services essential to help prevent aquatic related death and injury.



Doubling of drone services the highlight of aerial service upgrades

A funding boost from the Victorian Government helped LSV acquire new state-of-the-art technology for its drone and helicopter fleets.

LSV doubled its remotely piloted aircraft system (RPAS) capacity, increasing its fleet from two operational drone teams to four (including three regional bases), with a total of 46 RPAS pilots.

Twenty-eight of our pilots obtained their remote pilot licences, while four original pilots upgraded their licence category from 7kgs to 25kgs, to be able to operate new RPAS models.

Our expanded RPAS service provides support as a mobile lifesaving response unit for aerial surveillance and searches, with the capability of direct streaming into LSV's communications centre (LSV Comms) and Emergency Management Victoria's State Control Centre.

The service is also capable of identifying and monitoring potential ocean hazards and assists in conducting coastal surveys, as well as aerial filming for major aquatic events.

We also expanded the Westpac Lifesaver Rescue Helicopter service with additional flight hours and the installation of high-definition cameras on the search and rescue helicopter's winch cable.

Training enhancement and expansion

Significant training enhancement and expansion in lifesaving services included a new LSV communications operator training program, training delivery to support the significant expansion of our RPAS service, and for the first time, delivery of two advanced lifesaving courses in different locations to reach lifesavers from across the state.

Aerial support to the Rip Curl Pro

Remotely piloted aircraft system (RPAS) aerial support was delivered at the Rip Curl Pro Bells Beach - an iconic stop on the World Surf League championship tour.

Our RPAS services assisted in patrolling the competition area, providing a live video feed to the World Surf League as part of an enhancement of its shark mitigation plans.

Blackspot projects in Gippsland and Bass Coast

Surf Life Saving Australia (SLSA) funding was used to implement two projects, both three years in duration, aimed at reducing drowning in the high-risk Gippsland and Bass Coast regions.

In the Bass Coast region, new signage technology is being developed to help overcome the high drowning risk. In the Gippsland region a risk assessment has been conducted at Venus Bay beaches No. 1 to 5, and the provision of public access rescue equipment is being explored.

Facility refurbishments at 26 locations

The emergency services refurbishment fund has provided \$2.8 million to refurbish and extend the useful life of 21 life saving facilities. This program has also supported and stimulated the local economies of our clubs following COVID lockdowns, with local procurement of services one of the key criteria.



Advancing our life saving club facilities

As well as the completion of life saving club facilities for Bonbeach LSC and Point Lonsdale SLSC, construction commenced at Brighton LSC, Barwon Heads SLSC and Mentone LSC, with works on Aspendale LSC continuing. Several sites were also in the planning and design stages, with Black Rock LSC, Carrum SLSC, Williamstown S&LSC, Wonthaggi LSC and Point Lonsdale SLSC's back beach base all progressing towards construction.

Additional Victorian Government funding was committed for Sorrento SLSC, as well as Australian Government bushfire recovery funding for Mallacoota SLSC. LSV will work with the Emergency Services Infrastructure Authority and life saving clubs to support these projects and community outcomes.

Aquatic industry services expand to inland waterways

Our aquatic industry services team expanded its work into coastal open water environments, with management consultancy projects for the Great Ocean Road and Venus Bay. Services included conducting risk assessments and providing advice on signage.

CoastSnap: community beach monitoring

In partnership with the City of Port Phillip, LSV delivered CoastSnap for the Bay, which is a global citizen science project using a specialised technique known as photogrammetry.

This approach uses photos of the same location taken over time and uploaded by members of the public using an app on their smartphones, turning them into analysis, and tracking data to help reveal how the coast is changing over time.



Updated building condition audits were conducted at life saving facilities across Victoria following the previous audits conducted five years ago. These audits help us understand the condition of the facilities, and where investment is needed in the future.

Victoria's resilient coast – Adapting for 2100+

LSV collaborated on the Victorian Government's Department of Environment, Land, Water and Planning (DELWP)-led adapting for 2100+ project, which aims to provide a state-wide approach to coastal hazard risk management and adaptation.

Other partners included Traditional Owners, and a working group comprising representatives from coastal councils, committees of management, catchment management authorities, government agencies, water authorities and peak body groups.

Another DELWP collaboration focused on marine and coastal spatial planning, and coastal and marine management plans.



Lifesaving capability and resourcing review results presented to life saving clubs

The wide-ranging lifesaving capability and resourcing review was completed by LSV's research team in 2021, to help identify any opportunities for improvement in capability and resourcing.

The review primarily addressed:

- community and government expectations and opportunities for lifesaving services
- volunteer membership engagement and sustainability in lifesaving services
- operational challenges and opportunities in lifesaving services

The findings of this review were presented to life saving clubs at the 2021 Club Conference in September, to help clubs understand the perceptions and expectations of our services among the community.

The presentation also aimed to shine a light on where the gaps are in recruiting and retaining members who are representatives of our communities, priority areas for the potential to expand lifesaving service provision, and potential opportunities for expansion into inland waterways.

Volunteer emergency services equipment program

More than \$14.3 million across 34 grants was paid to life saving clubs through the volunteer emergency services equipment program (VESEP), a Victorian Government initiative to support the state's volunteer services to purchase operational equipment, vehicles and appliances, as well as to make the minor facility improvements needed to keep the community safe and protect lives.

Record numbers of candidates and awards

This year we experienced the highest number of candidates completing the Training Officer Certificate, as well as the highest number of new awards achieved in the past decade. We also saw the second highest take-up of skills maintenance eLearning, demonstrating the ongoing desire of members to both remain current in their chosen skills and use flexible online learning resources.

An ongoing focus to maintain this upward trend will involve the continued building of confidence in the systems and processes that reduce the time burden associated with learning for our members.



"I really enjoy helping younger members get more involved in the club. Establishing the junior committee has been a great way for them to have more of a say and contribute to the club."

NICK VOUK
SOUTH MELBOURNE LSC

Lifesaving volunteer spotlight

Nick Vouk is actively involved in many areas at South Melbourne LSC, from patrolling, to board membership, training and assessing, and mentoring the club's future leaders.

He is also involved in LSV's statewide operations as part of the rescue water craft crew and LSV comms team, as well as being a remotely piloted aircraft system (RPAS or drone) pilot, and assistant lifesaving operations officer for Port Phillip.

This year Nick was awarded the John Wishart Memorial Medal as LSV's Lifesaver of the Year, for his outstanding contribution to the delivery and development of lifesaving as a patrolling lifesaver.

"I was ecstatic about winning the award. When they announced my name, it was a moment of shock, it was pretty amazing."

Beginning his lifesaving journey in 2015, Nick has gone from strength to strength and continues to develop a strong youth presence in club-led activities, encouraging other young leaders to become involved in the club at a leadership level. A key achievement has been helping to initiate the club's junior committee.

Commitment to environmental responsibility

LSV has demonstrated its commitment to becoming a more environmentally responsible organisation by setting targeted goals and objectives within its Strategic plan 2021 – 25.

As a result, we have established an environmental stewardship project to further our journey in exploring the many ways we can create positive changes for our environment.

We have proudly engaged sustainability consultants at EY to help guide our important work in this space. We are also inspired by our many clubs that continue to make strides in this space through a number of creative initiatives.



Things we plan to advance

- 1 Expand the coverage of our water safety services while increasing our emergency response capabilities.
- 2 Increase collaboration with local land managers, emergency management partners and government agencies to provide a greater level of planning and assurance for our services.
- 3 Work with our life saving clubs to better engage, widen and strengthen the pool of rescue-ready volunteers and staff, through pathways including nippers, aquatic sport and training.

► 5

Swimming pools

“Our innovative technology solutions for pool safety are leading the field nationally, maintaining active and prepared communities through their ability to access safe and quality swimming facilities.”

ANDY DENNIS

General manager
training and aquatic industry



Why this focus area is important to us:

- 1 In Victoria, there are more than **600 public pools** that are considered community assets. In addition, there are more than **500 private pools**, and **220,000 home pools** that are enjoyed by millions of people each year for recreation, sport, health and wellbeing.
- 2 While many pools have robust water **safety measures** in place, there is a need to maintain these systems and actively engage with pool owners and operators that fall short on safety measures and compliance **with recognised standards**.
- 3 **Pools across Victoria** employ a large and somewhat transient casual **workforce of 40,000 people** employed as lifeguards, swim teachers, administrators and managers. This workforce needs **ongoing upskilling and in-service training**.



200th aquatic facility delivering Watch Around Water milestone

In December, we celebrated Yawa Aquatic Centre becoming the 200th Victorian aquatic facility to join the Watch Around Water (WAW) program. WAW educates communities on the importance of parents and guardians actively supervising children while visiting aquatic facilities, to help lifeguards prevent drowning incidents at public pools.

The milestone of signing our 200th facility demonstrates our strong influence and relationships within the aquatic industry, and success in delivering lifesaving benefits to local communities.

Updated safer pools code of practice

The second iteration of the Safer Public Pools – Code of Practice was launched, continuing the code's objective of providing practical guidance to those with responsibilities under the Occupational Health and Safety Act and regulations.

First launched at the LSV Pool Safety Summit in October 2018, the code is a component of the joint government and industry response to recommendations made by the Victorian coroner. These required a central oversight of and support for the operation of public swimming pools in Victoria, to ensure safety standards are applied and maintained consistently across the industry.

Boost for the rejuvenating regional public pools project

Two regional public pools were identified as case studies to be the focus of LSV's innovative rejuvenating regional public pools project.

This initiative aims to identify cost-effective and sustainable approaches to rejuvenating regional pool facilities across Victoria.

Further consultation and analysis is underway and comes at a time when many regional public pools are approaching their end of life.

Design assessments undertaken for new aquatic facilities

LSV's continued involvement in design assessments of newly developed and redeveloped aquatic facilities included Kew Recreation Centre, Dandenong Wellbeing Centre, North Bellarine Aquatic Centre and Richmond Football Club.





State of the sector annual reporting

In partnership with Aquatics and Recreation Victoria (ARV), LSV released the fourth annual Victorian public pools – state of the sector report at the LSV Aquatics Industry Summit.

The publication provides a broad snapshot of the industry, which was one of the most impacted by COVID restrictions. It highlights the challenges, achievements and uncertainty faced by the industry during restrictions and lockdowns, and the increased demands on the industry upon reopening. It also enables better tracking and comparison of key metrics, making it a true reflection of the industry and offering analysis and evaluation to help inform decision making.

Things we plan to advance

- 1 Develop innovative ways of working with our stakeholders to not only maintain but also enhance pool safety standards and improve compliance.
- 2 Continue to lay the groundwork to develop sustainable and viable models for rejuvenating regional pools across Victoria approaching end of life, since their initial construction for or following the 1956 Melbourne Olympic Games.
- 3 Advocate for and support the recruitment of skilled personnel to meet community needs in aquatic facilities including addressing the swim teacher shortage.

“I enjoy so much about this job. I love seeing the students I have taught as a swim teacher over the years come down to the pool in summer and really enjoy the water in a safe manner.”

MARCUS COLLA
AQUAPULSE

Pool lifeguard spotlight

Marcus Colla has worked at AquaPulse (Western Leisure Services) for seven years, and in 2021 was named LSV Pool Lifeguard of the Year at the Aquatics and Recreation Victoria industry awards. His love for aquatics stemmed from his childhood.

“Going to the pool with Poppy as a child and listening to his stories of how he was able to see people enjoy summers and be safe around the water was super inspiring. It made me really want to become a lifeguard so that I could have the same experiences.”

Marcus considers competing in LSV’s Pool Lifeguard Challenge as a major highlight and recalls this as one of his hardest days physically and mentally.

“Being able to compete alongside my team mates and show the lifeguarding skills we have developed over the years was by far one of my best experiences.”



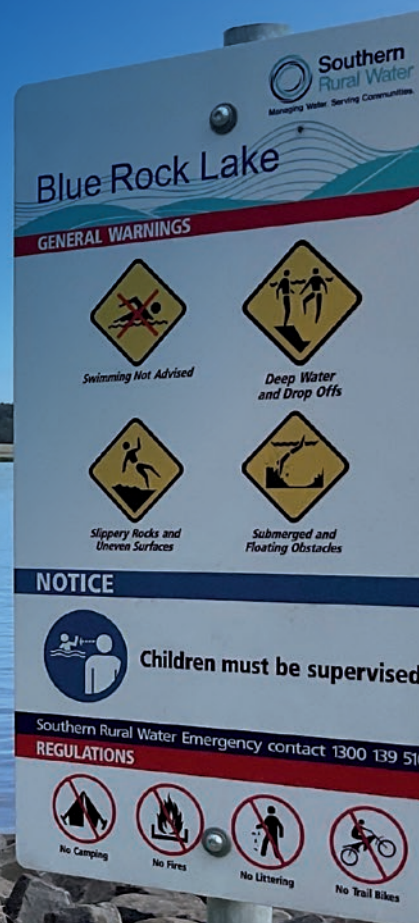
▶ 6

Inland waterways

"With around 39 per cent of drownings each year occurring at inland waterways, the inaugural inland waterways forum engaged stakeholders with our research and education programs, such as bush nippers."

PAUL SHANNON

General manager
government and industry
relations



Why this focus area is important to us:

- 1 The **myriad of inland waterways across Victoria**, with varying water conditions, usability, visitation levels and remoteness, present a broad array of hazards and risks.
- 2 On average, **39 per cent of drownings each year occur at inland waterways**, making inland waterway safety essential for helping to prevent aquatic-related death and injury.
- 3 Spurred by COVID-related travel trends and people making tree or sea changes, the current number of **inland waterway visits each year is expected to increase, further boosting economic activity for regional destinations.**



Scout jamboree includes lifesaving education

A partnership with Scouts Victoria saw lifesaving education programs incorporated into a Scout jamboree in January. The five day event at Torrumbarry Wier and Echuca saw more than 700 Scouts learn water safety through the programs.

Nippers goes bush in four Victorian regions

Children from Bendigo, Echuca, Narrawong and the Yarra Ranges had the opportunity to participate in the iconic nippers program, delivered at inland waterways, learning valuable water safety and lifesaving skills.

LSV partnered with the Royal Life Saving Society – Australia (with the support of the Australian Government through the inland communities water safety program), Campaspe Shire Council, Gurri Wanyarra Wellbeing Centre, Narrawong District Association, City of Greater Bendigo, Yarra Centre and Yarra Ranges Council, enabling 208 children from across the state to participate in the bush nippers program.

Inland waterway lifesaving services

Victoria's only inland life saving club calls Mildura home, operating at Apex Park beach on the Murray River with 146 members. In the 2021 – 22 lifesaving season, the club provided lifesaving patrols on weekends and public holidays for 11,073 beachgoers and conducted 24 rescues, including the 2022 LSV rescue of the year.

As a recognised emergency service, LSV also provides highly trained and experienced lifeguards for inland waterway activities and events across metropolitan Melbourne and regional and rural areas. This year our lifeguards provided services at 56 inland waterway events and activities, including rowing regattas, the Spring Racing Carnival and various community events.

LSV rescue of the year – Mildura LSC

Five youth members from Mildura LSC received the 2022 rescue of the year award at LSV's Awards of Excellence.

Six family members have these fast-acting lifesavers to thank for their safe return home following a long weekend camping trip in January, during which they became distressed while swimming in the Murray River.

This incident occurred outside of patrol hours, but luckily for the family, off-duty lifesavers Jameson Adams, Lachlan Harkin, James Herbert, Jae Knobben and Dan Rosendahl were nearby and able to assist. With many of these members being teenagers, this rescue highlights the depth of skills and abilities of the club's younger lifesavers.

This rescue was in line with LSV's standard operating procedures and training and saved six lives.

Inland waterways program

With support from the Royal Life Saving Society – Australia through the inland communities water safety program, we developed an in-depth water safety review for the Loddon Mallee region, which included 10 local government areas. The review was based on regional drowning statistics, as well as feedback received from stakeholders in the region, and from those in attendance at the Inland Waterways Forum on the Murray River.

Aquatic industry services expand to inland waterways

Our aquatic industry services team expanded its work into inland waterway environments, with a major management consultancy project to conduct a risk assessment and advise on signage for the Ovens River in Bright.



“No single organisation, government or advocate can prevent all drowning alone. Collective action, alignment with other sectors and inspiring others to make a difference are all keys to success.”

RJ HOUSTON
ROYAL LIFE SAVING SOCIETY – AUSTRALIA

Industry spotlight

As a guest speaker at the Inland Waterways Forum and a contributor to the Local Water Safety Plan, Royal Life Saving Society - Australia (RLSSA) National Manager – Aquatics, RJ Houston has seen many communities in Victoria under pressure to resource inland waterway aquatic facility infrastructure and programs despite these areas being the leading location for drowning nationally.

“More support is needed for a sustainable and equitable approach to drowning prevention and aquatic infrastructure in these areas.”

“The majority of swimming pools built in regional Victoria are at the end of their functional lifespan. Significant investment is needed to ensure all children have equitable access to safe environments to swim, as well as swimming and water safety education. The flat, still surface of an inland waterway can give a false sense of security, but currents, undertows or submerged objects – even in seemingly tranquil waterways – can prove to be very dangerous, so RLSSA was very pleased to participate in the forum and contribute to a multi-sector collaborative approach to drowning prevention.”



Lysterfield Lake activation

Victoria Police coordinated a taskforce of experts to combat drownings in Lysterfield Lake, which has been identified as a drowning hot spot.

As part of this initiative, LSV staff, assisted by YMCA Casey Aquatic and Recreation Centre staff, were stationed at the lake on weekends to educate visitors about water safety. Water safety awareness events were also held on the Australia Day and Labour Day public holidays, which are traditionally two of the lake’s busiest days.

A partnership was also formed between LSV, YMCA Casey, Parks Victoria and Victoria Police to deliver the open water learning experience program to local schools, alongside their existing swimming programs.

LSV response and call-out capability for inland waterways demonstrated as part of interagency exercise

An interagency training exercise was conducted on Lysterfield Lake in March, in support of emergency response planning. LSV contributed our remotely piloted aircraft system (RPAS) services for the exercise, demonstrating the capabilities of this technology for monitoring activity on the water, identifying hazards, and conducting land surveying activities.

The exercise also enabled us to provide valuable scenario training for RPAS pilots in an inland waterway environment.

Things we plan to advance

- 1 Partner with key agencies to develop a code of practice that brings together all mandatory and recommended water safety considerations for inland waterways, enabling stakeholders to understand their respective roles and responsibilities.
- 4 Extend the coverage of summer lifesaving patrols and services to inland waterway locations, prioritised by visitation levels, waterway conditions and other factors that contribute to the inland water safety risk profile.
- 3 Develop and implement a program for LSV’s portable, open water inflatable swimming pool, to enable greater use of inland waterways, while providing a safer opportunity for people to learn and manage hazards and risks in these waterways.

GOAL 3

Be a welcoming and sustainable organisation

Focus areas:

- 7 People and skills
- 8 Relationships and partnerships
- 9 Governance and business functions



43,362

volunteer members

3,286

program partners across the state

948

LSV members responded to the second version of the annual member end-of-season survey

▶ 7

People and skills

Why this focus area is important to us:

“After two years apart, our goal has been to re-engage people – with their diverse experiences, skills, interests and motivations – and retain their energy and commitment to lifesaving.”

EMMA ATKINS

General manager
people



- 1 Alongside our volunteer life saving clubs, we deliver services under the umbrella of LSV by **bringing together a team of people of all ages, with diverse experience, skills, interests, qualifications and motivations.** The team includes lifesavers, paid lifeguards, full-time employees, sport coaches and officials, trainers, educators.
- 2 Our **people span the whole of Victoria, are aged from five to 75+ years,** and have varying interests, skills, motivations, time commitments, qualifications and life experiences.
- 3 The breadth of LSV activities requires access to **a team with a unique and varied skillset,** including lifesaving, emergency management, sport, leadership, teaching, governance, business, resilience and people management.



Reconnecting with our members

The key priority for the membership and leadership development executive and team in 2021 – 22 was providing opportunities for members and volunteers to reconnect post-COVID and engage in the many offerings, programs and events associated with lifesaving.

We worked hard to equip our volunteer workforce with the information, tools and COVID protocols necessary to deliver nippers safely, provide a fun and enjoyable camp experience for our youth members, and to connect, develop and celebrate our members through offerings such as an International Women’s Day breakfast and blue connections network events.

We aimed to, and succeeded in, creating impactful and engaging offerings that would empower, develop and inspire our people to stay involved.

Another layer of this work was to provide development opportunities for our emerging leaders and the next generation of volunteers to upskill, while working with clubs to focus on succession planning.

Life Saving Victoria junior advisory committee continues to thrive

The Life Saving Victoria junior (LSVj) advisory committee provides youth members aged 13 to 17 with a voice and important platform to stay connected.

It delivers direct insights to LSV about youth priorities, challenges, and what motivates and drives their passion.

It also creates pathways for youth members to undertake committee and leadership roles both at a club and state level, by building a fundamental base of business and life skills.

Providing youth members with a voice is a critical component in helping to ensure the Victorian Government’s Child Safe Standards are met. LSVj provides a structure designed by youth members themselves that supports and encourages this.

A key project delivered by LSVj was the Youth Symposium, held in November.

Members of the LSVj advisory committee developed the program and content for the symposium, which was attended by 32 of their peers. The event was designed to support attendees to become potential future LSVj members and leaders at their own life saving clubs.

Being in the same age bracket as the Youth Symposium attendees meant the LSVj advisory committee was able to build a program that was engaging and relevant.

Changing the game to increase inclusivity and diversity

LSV was a grateful recipient of funding through the Victorian Government’s Office for Women in Sport and Recreation Change our Game campaign.

This funding enabled the development of our game changers program, which brought together female leaders, role models and influencers from across the Victorian volunteer membership base.

These volunteer members discussed key objectives and goals for how we can become a more inclusive organisation and continue to foster the diversification of our membership base.

The program is due to conclude later in 2022 and we look forward to seeing the outcomes of this important investment in member development at a grassroots and state level, and the impact our game changers will have in the future.





Statewide pink patrol day

The inaugural statewide pink patrol day saw a total of 40 clubs deliver a pink patrol on 19 February, or in the lead up to International Women’s Day on 8 March. This initiative also expanded into the aquatic industry, with 15 facilities participating.

Pink patrol celebrates the many contributions and roles women have played and continue to play in lifesaving.

It is hoped the increased visibility of positive female role models will inspire and empower future generations of women and girls to confidently pursue opportunities in lifesaving and aquatics.

Pink patrol is one of many of the inclusive patrols delivered by our clubs across the state.

Building skills for life saving club trainers

The Australian Government’s funding for the supporting Australia’s surf lifesavers program has enabled us to provide pathways for life saving club trainers to further build their skills and become public trainers.

This includes the development of a guide for area representatives, and more training officer certificate courses being made available than ever before.

Blue connections

Blue connections is LSV’s networking professional development event series. This year we held five sessions for more than 300 participants including volunteers, staff, aquatic industry, members of other emergency services and community members.

The series provides a unique opportunity to bring together the full 360° of LSV people from across the state to network, learn and share.

Inspiring and skilled keynote speakers and topics covered during the sessions included:

- The Power of Perspective with Ben Crowe
- The Resilience Project with Martin Heppel
- More than a Kick with Tayla Harris
- A High-performance Life with Craig Harper
- Summit Secrets with Andrew Lock OAM



Lifesaving sports carnivals relaunched

Our lifesaving athletes were keen to dive back into the surf and the pool following the enforced break from our usual carnivals necessitated by COVID restrictions.

We saw strong participation in beach carnivals, with 3,844 entrants for junior and senior carnivals, plus 2,295 entrants across the state championships, with a total of 41 life saving clubs represented.

Fourteen beach carnivals were held during the summer season, including fantastic celebrations of lifesaving sport at the Victorian Junior Lifesaving Championships hosted by Lorne SLSC, and the Victorian Senior Lifesaving Championships hosted by Warrnambool SLSC. In March, our pool lifesaving events resumed, with 12 life saving clubs and a total of 74 competitors entering across three senior carnivals.

IRB racing returned in April, with a series of four carnivals followed by the Victorian state championships.

Throughout the season it was great to see an equal number of male and female competitors taking part in our IRB carnivals – with 134 men and 134 women making up the total of 268 competitors, from 17 life saving clubs.

Victorian representative teams return to interstate competitions

Following a two-year COVID hiatus from interstate carnivals, LSV's athletes were excited to once again face their interstate rivals. In 2021 – 22 the super surf teams league, IRB, pool and surfboat interstate competitions were all back on, with Team Vic achieving some great results, including:

- Surfboats – fourth place
- Pool – third place
- Super Surf Team League – Victoria Blues 10th place, Victoria Whites 12th place
- IRB – second place

Following a two-year COVID hiatus from interstate carnivals, LSV's athletes were excited to once again face their interstate rivals.



Aquatic sports carnival workforce review project

A review of LSV's aquatic sports carnival workforce has commenced, thanks to a Vicsport guiding sport – Victorian consultation service grant. The grants program enables LSV to access consultation services from Vicsport, the peak body for sport and active recreation in Victoria. To inform the review, a member survey was conducted in April, to understand member experiences with the scheduling, rostering and management of lifesaving carnival volunteer roles.

Additional consultation workshops and ongoing discussion will continue with improvements and new initiatives to be trialled in 2022 – 23, all aimed at enhancing the volunteer carnival workforce.

Athlete and coaching development programs relaunched

The athlete development program was relaunched throughout winter 2022, including a new sporting excellence program (SEP) and winter development program (WDP). In addition, we launched a new program in partnership with the Victorian Institute of Sport (VIS) for SEP athletes.



Establishment of presidents program

To help members prepare for roles as club presidents, a new presidents program, designed by presidents for presidents, based on feedback and consultation with presidents, is currently being created as a development and networking opportunity.

As a starting point, a working group was formed comprising current and former club presidents representing western, central and eastern clubs.

The new program will deliver support forums and resources, and will be rolled out in 2022–23 as a way to prepare members and support them to successfully take on critical club president roles.

LSV's mentor program fosters our future volunteer leaders

LSV's 18 to 25-year-old mentor program is a leadership development initiative aimed at supporting youth members to navigate the challenges and opportunities of current and future leadership roles.

The program connects youth members with a skilled lifesaving mentor, an active peer network and development opportunities. In what was the fifth year of this program, 17 mentoring partnerships were created.

During the following six months youth members attended five mentor sessions, where they enjoyed a development workshop and ongoing peer networking and mentor contact, as well as hear presenters discuss topics including leading under pressure, leaders in lifesaving, people management and leadership pathways.

Governance scholarships

To provide an opportunity for members to take the next step in leadership and develop their knowledge of not-for-profit governance, 27 fully funded governance scholarships were offered to club and aquatic industry members, in conjunction with the Governance Institute of Australia and the Australian Institute of Company Directors.

There were two scholarship types:

- a certificate in not-for-profit governance, which comprised a package of six short courses to be completed online within 12 months
- a governance foundations for not-for-profit directors course run over one-and-a-half days, and targeted to existing and aspiring board, committee and council members to support them in learning what it means to be a not-for-profit director.





Camps help grow our youth members and leaders

Delivering annual development camps is an important way to bring our youth members together.

Twenty young leaders delivered positive and memorable experiences across the U13, U15 and U18 leadership development camps, as well as the Champion Junior Lifesaver development day.

A total of 182 youth members from 43 clubs attended these camps in 2021 – 22, during which they enjoyed challenging activities designed to develop interpersonal, teamwork and leadership skills, while creating a state-wide network of friends, and broadening their understanding of lifesaving.

Things we plan to advance

- 1 Refresh our approach to the recognition and promotion of our people by developing robust frameworks, so their skills can be better recognised and transferred externally for enhanced career pathways.
- 2 Make processes easier and more efficient for our people while maintaining quality standards and affordability.
- 3 Continue to develop our capacity for supporting the holistic wellbeing of our people, and foster shared commitment and accountability for behaviours consistent with our values.

“Seeing how much impact you have on a young participant in such a short time, and the experiences they take away from the opportunity they’ve been given is fantastic.”

TEAGAN THOM
INVERLOCH SLSC MEMBER

Membership and leadership development volunteer spotlight

Inverloch SLSC member Teagan Thom has been a leader at 22 LSV junior development camps, as well as a junior development coordinator with the membership and leadership development (M&LD) executive since the 2015–16 season.

Her first camp leader role was in 2011, and she has played a significant role in helping shape and elevate our camp experiences for youth members.

“Being a camp leader is both a fun and rewarding experience.”

“Seeing how much impact you have on a young participant in such a short time, and the experiences they take away from the opportunity they’ve been given is fantastic.”

Teagan names her biggest achievement as being the growth of the camps, with participant numbers doubling, as well as the increased diversity of content delivered.

The M&LD executive and people team would like to thank Teagan for her dedication and wonderful contribution to M&LD programs, events and camps.



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Relationships and partnerships

“This year we were proud to continue growing our partnerships, and offering support when it was needed. This included providing volunteer workforce surge support to Ambulance Victoria.”

MEVAN JAYAWARDENA

Chief operating officer



Why this focus area is important to us:

- 1 Being a lean organisation relative to the breadth and scope of our activities, we **rely heavily on relationships and partnerships** to deliver our services.
- 2 The entities we engage range from microenterprises, which operate under our training umbrella as franchisees, to entire sectors **such as emergency management organisations, local government, education, sport and the aquatic and recreation industries.**
- 3 The sheer volume of connections we need to make and maintain to deliver our services **requires us to be appropriately resourced and efficient and effective in how we partner and collaborate.**



Continuous improvement of our research practices

In 2021 – 22 we have continued to improve our research practices in new and varied ways.

Examples have included the use of geofencing technology, as well as monitoring and evaluating the effectiveness of existing and new research programs. These improvements will help ensure the evidence-base for our research programs remains relevant and up to date.

New partners for disability programs

Programs for people with disability were held both in the classroom and at the beach, with 15 new community or school partners helping us engage 885 people with disability through 75 separate activities.

We were involved in assisting Victorian life saving clubs with the inclusive starfish nippers program and also focused on beach accessibility to further help clubs and participants in this area.



Regional model for valuing volunteers events

For the first time, the valuing volunteers event was split into three separate regional events, as a way to acknowledge the efforts of members within their clubs' local community.

These events were held during National Volunteer Week as end-of-season social celebrations to thank volunteers for their invaluable contributions to lifesaving.

Aquatic industry partnerships continue to grow

We continued to grow our aquatic industry partnerships in Watch Around Water, safety services and the platinum pool program.

This growth was supported by the provision of centralised agreements for partners that engage in a number of LSV programs and services, eliminating the duplication of multiple contracts.

The Victorian Government also continued to support the safer public pools project, for the improvement of safety standards at public aquatic facilities.

Adapting our function centre to a new digital world

While we continued to support the business in innovative ways to continue achieving outcomes in an ever-changing work setting and style, it remained important to bring our partners together to connect and collaborate at The Views, our function centre in Port Melbourne.

To keep up with the demands of an increasingly virtual world, new video conferencing capabilities made available at The Views provided an enhanced offering for our clients who required accessible event options, including hybrid conferences and meetings.

Financial sustainability of emergency services reviewed

A financial sustainability review was undertaken with Emergency Management Victoria and the Victorian Government's Department of Justice and Community Safety, along with other emergency service organisations.

The purpose of this review was to ensure the ongoing viability and sustainability of each service and the outcomes and future requirements of grant funding.



Inaugural Inland Waterways Forum held on the Murray River

Our first Inland Waterways Forum held in April on the Murray River brought key stakeholders together to network and educate on managing waterway risk. The forum showcased delivery options and opportunities such as the bush nippers program which was being delivered simultaneously in Echuca.

Topics included inland waterway drowning data, the Victorian water safety strategy, water danger as a community risk, regional success case studies and community activations.

Participants included those working in emergency management, as well as local authorities and those working within the education and aquatic sport and recreation industries.

Life saving club hubs and partnerships

A partnership including an equipment hub was set up at Hampton LSC, enabling us to increase our capacity to service schools in the local area. Through 2021–22, more than 2,000 students took part in 25 programs at Hampton LSC. This also helped reduce our carbon footprint by removing the need to transport equipment and staff from Port Melbourne.

A partnership with Portsea SLSC saw the delivery of two pilot programs that created open water learning experiences for participants, as well as opportunities for local life saving club members to enhance their program delivery experience.

Department benefits from multiple funding bodies

The diversity and inclusion department was able to work with 22,000 participants during the year, thanks to the generous contributions of 17 funding bodies. These funding bodies included federal, state and local governments, philanthropic organisations and those who made generous bequests.

One particularly generous bequest of \$50,000 enabled 400 culturally and linguistically diverse (CALD) community members of all ages, including both newly arrived and established migrants, to develop water safety and swimming skills. This marked the first time the CALD program has received a bequest in its 15-year history.

Partnering to chopper water safety into Victorian schools

We engaged students from schools across Victoria with Westpac Lifesaver Rescue Helicopter service landings and Lachie the Lifeguard visits, imparting lifelong lessons on water safety to students from a young age. This year's visits, delivered in partnership with Westpac, included Dromana Primary School in December and Mirripoa

Primary School in May. We also partnered with Westpac to deliver Rescue Helicopter Week in February, to raise funds for the Westpac Lifesaver Rescue Helicopter service.

Multi-agency training and operational responses

We have continued to grow our interagency engagement, with several training exercises and operational responses showcasing strong LSV collaboration with partner agencies.

In a multi-agency operational response during January, our Westpac Lifesaver Rescue Helicopter was tasked with supporting Victoria Police and Ambulance Victoria when a yacht became stranded in tricky waters off the Mornington Peninsula. Our experienced crew was winched onto the vessel, and was able to help stabilise the patient before handing over to Ambulance Victoria paramedics.

Our operational volunteers and staff were also proud to be part of several search and rescue operations during the season, as well as an interagency training exercise at Lysterfield Lake, featuring our remotely piloted aircraft system (RPAS) or drone services.



Surge response support to Ambulance Victoria

LSV members stepped up during COVID-19 waves to provide significant support to Ambulance Victoria as part of a large volunteer surge workforce also comprising members of the Victoria State Emergency Service (VICSES), St John Ambulance, Chevra Hatzolah, the Country Fire Authority (CFA) and the Red Cross.

Forty lifesaving volunteers were involved in the Ambulance Victoria surge response project, as part of an integrated response to increased demand for paramedic services during the pandemic, to help deliver the best outcomes and care for all Victorians.

In July 2022 our members were recognised by Ambulance Victoria for their efforts, awarded with certificates of recognition for their support and volunteer services.

"It's a pretty rewarding thing when you can finish your day off by saying that you helped someone. You know you've made sure everyone can go home to their families."

RACHAEL MOLONEY
WESTPAC LIFESAVER RESCUE HELICOPTER CREW

Partner spotlight

The Westpac Lifesaver Rescue Helicopter service is on standby year-round, ready to help as required. This wouldn't be possible without our incredible team of pilots and crew members. Rachel Moloney works as a paramedic for Ambulance Victoria and is currently the only woman on the Victorian Westpac Lifesaver Rescue Helicopter crew. Since joining Williamstown S&LSC as a nipper in 2002, Rachel has become a patrolling lifesaver and competed in senior carnivals, before discovering her passion for inflatable rescue boat (IRB) racing in 2011.

She hopes that her position as part of the helicopter crew helps to pave the path for other women to join in the future. "Once you see more women involved, hopefully it will encourage others to apply and move up the ranks."

"Our helicopter service wouldn't be possible without the longstanding partnership we've had with Westpac. Thanks to its support, we were able to perform 142 missions and fly more than 1,800 hours this year."

Things we plan to advance

- 1 Develop new relationships and partnerships in areas including, but not limited to, climate change, environmental sustainability, education, mental health and wellbeing, diversity and inclusion, municipal and local emergency management planning, and behavioural modelling and change.
- 2 Develop measures to assess partner satisfaction relevant to each relationship, and use feedback to improve our approach, performance and outcomes.
- 3 Enhance our regional presence and capability to better support LSV's engagement, membership support and services across the state.



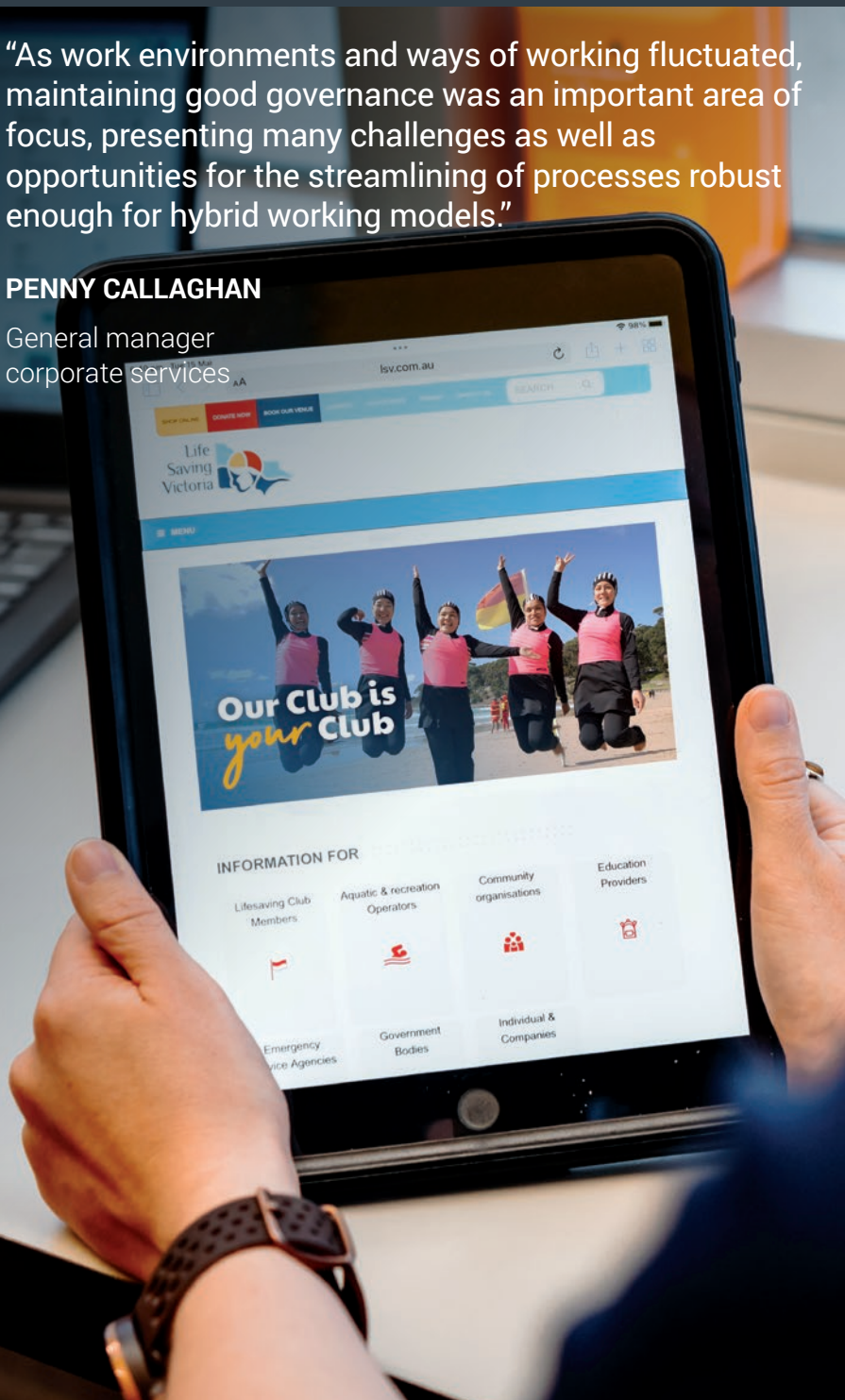
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Governance and business functions

“As work environments and ways of working fluctuated, maintaining good governance was an important area of focus, presenting many challenges as well as opportunities for the streamlining of processes robust enough for hybrid working models.”

PENNY CALLAGHAN

General manager
corporate services



Why this focus area is important to us:

- 1 Combined with our people, LSV's **governance and business functions are fundamental** to our existence and operations.
- 2 LSV is a complex, multifaceted business that requires **robust support systems, leadership, governance, and infrastructure** to enable the delivery of our broad range of services and programs.
- 3 The extensive variety of our activities, combined with our predominantly volunteer and casual workforce, means we need to develop and maintain accessible, streamlined systems and practices to ensure **quality and timely delivery of our services**.

Building on our strengths

A continued focus this year was on maturing the enterprise risk management framework, and improving governance processes relating to the organisational policy framework.

Strengthening the consistency in governance across entity groups such as councils and committees was another area of improvement.

Technology to improve governance

Implementation of online governance, risk and compliance systems assisted with risk management and compliance processes.

The transitioning of club governance training from a decentralised approach to an online module also provided efficiency improvements.

New and improved learning pathways for schools and partners

We worked with an expert marketing team to evaluate and rebrand pathways for our suite of lifesaving education programs. The suite was finalised in 2022, and the updates will provide clear options and pathways for schools and partners to participate in water safety and lifesaving education.

Emergency planning services

This year, LSV introduced emergency planning services for aquatic facilities, including delivery of emergency management risk assessments, plan development and auditing.

Our plans and services were reviewed by industry experts and emergency managers to ensure they deliver best practice in aquatic facility emergency planning, preparedness and response.



IT improvements for Surfguard

To enable direct access into the web-based member area of Surfguard, (Surf Life Saving Australia's member portal) an application programming interface (API) layer was added to allow improved accuracy and access to real-time data.

A further Surfguard enhancement was the integration with LSV's lifesaving incident management system and operations console (LIMSOC) to eliminate double handling and the administrative burden on volunteers – for example, having to input patrol logs into LIMSOC and Surfguard separately.

On-beach technology piloted at sport events

A continued emphasis on the use of technology at sport carnivals saw volunteer officials trained to use SportApp, to increase the efficiency of on-beach marshalling and result recording.

The use of radio frequency identification (RFID) bands for athletes was also successfully trialled at selected carnivals and the Victorian Senior Lifesaving Championships.

Other technology improvements included the complete migration of the inflatable rescue boat (IRB) season onto SportApp, resulting in access to real-time online results and an overall streamlining of administration for the season.



This year, supply chain increased support to a number of LSV teams, strengthening relationships and creating efficiencies and opportunities for growth.

Increased use of LSV supply chain

Supply chain increased its support to lifesaving operations, aquatic sport and all areas of training to enable each area to focus on its skill sets and deliver enhanced outcomes to stakeholders. The resultant efficiencies strengthened relationships both internally and externally, and created opportunities for growth.

Enhancements of support materials and systems

To build on the LSV Club Gateway, improvements were implemented to make this one-stop-shop for members even quicker and clearer to navigate.

The gateway is a controlled single sign-on access pathway for LSV web applications, key documents, meeting recordings and a centralised calendar of events and meetings. Designed as an intranet system for clubs, these refinements improve accessibility and further reduce the administrative burden on volunteers.

Major enhancements were also made to the club support manual during the year, and strategy planning template resources were made available to clubs.

Administration grants delivered early

To help clubs during the COVID-19 response, the LSV administration grant funded by the Victorian Government, was combined into a single payment of \$7,500 and distributed early to minimise the impact of the pandemic on clubs. These grants aimed to assist volunteer committees, specifically with administrative tasks.

This support enabled LSV to report to various agencies and government departments on the health of lifesaving services, which is essential for securing LSV's ongoing funding and the future of operational programs.



Grant funding management

While LSV receives most of its funding from Emergency Management Victoria/ Department of Justice and Community Safety (EMV/DJCS) other grants are received from many state government departments, local government and philanthropic institutions.

All grants require administrative support and robust governance and assurance reporting from the corporate services team. With COVID support available, additional grants were also sought and received, meaning extra reporting was required.

Development of life saving club prioritisation model

A life saving club facility prioritisation model was developed in consultation with life saving clubs and the Emergency Services Infrastructure Authority (ESIA), to allow investment strategies to be developed based on data and need.

This model takes into account not only building condition, but also fitness for purpose, and growth potential at each location.

Standardised and transparent research practices

This year we focused on implementing standardised and transparent research practices for the collection of meaningful data. This initiative also aimed to ensure these practices are adaptable and accessible to suit the needs of a diverse audience, and to promote inclusivity.

Electronic learning strategy enhancements

With support from the Victorian Government's valuing volunteers program, further development of our electronic learning strategy is assisting learners and reducing the time commitment of trainers, assessors and facilitators.

Pool safety app taken up nationally

LSV's pool safety assessment app is now being used in Queensland, South Australia and Western Australia. This app enables organisations to conduct pool safety assessments and provide an overview of a facility's performance against industry standards.

Update of complaints handling policy and member protection guidelines

LSV made key contributions to the updating of Surf Life Saving Australia's complaints handling policy and systems, as well as a major review of its member protection policy.

New support model for life saving facilities

LSV implemented a new support model for life saving facilities, with the appointment of a senior manager facilities and capital works, as well as a facilities specialist. These roles will greatly assist life saving clubs with redevelopment planning, as well as leasing and capital works programs. The life saving facility of the future document was also reviewed and published to support clubs, land managers and government with facility design.

Expansion of aquatic safety services

Aquatic safety services were expanded into inland, coastal and open waterways, including the roll out of risk assessments, signage assessments and management consultancy.



Effective governance principles promoted

There was a continued promotion of, and alignment with, effective governance principles across our affiliated organisations, as well as promotion and use of member inductions.

Strategy planning grants provided to 15 clubs

LSV distributed \$75,000 (\$5,000 each) to 15 life saving clubs for the development of their strategic plans. These strategic plans will be important documents for clubs by helping to set goals and priorities and support their sustainability and planning.

Strategic workshops series for board and executive members

A strategic workshop series provided an opportunity for our board and executive management team to connect and align with strategic risks, issues and future scenarios. The learnings from this series will shape our future thinking as we plan new projects and work priorities.



"The use of iPads and technology has improved marshalling and recording by speeding up the process and improving accuracy."

JUDY SILOM
CHELSEA LONGBEACH SLSC

Volunteer spotlight adapting to new business processes

Judy has been an official, patroller, vice president and membership officer at Chelsea Longbeach SLSC, and involved in lifesaving for more than 60 years. After being involved in lifesaving for most of her life, she says that the camaraderie and friendships are a huge part of why she continues to stay involved. Like her friendships, the ways of officiating have continued to evolve.

"I was very young when I started as an official with the Royal Life Saving Society, both at the beach and later in the pool. I have been an official at local and state carnivals in Victoria and have also officiated at Aussies and Worlds. When I started, everything was manually recorded. Placings were handwritten into a book or on a card. Computers did not exist then."

As times have changed, there have been rapid developments in both events and technology, like LSV's introduction of SportApp for on-beach marshalling and live results. While Judy took some time to adjust to the role technology can play in supporting officiating, she is now on board with the new way of working and can see the benefits of the technology moving forward.

"The use of the iPads and technology has improved marshalling and recording. Some of the benefits are that the right names have to be pre-entered and everyone has a number. Once everyone becomes more familiar with the program, it will speed up marshalling and improve accuracy".

Resourcing support reviewed amid COVID challenges

The 2021–22 financial year provided corporate services with an opportunity to review and adapt the way we support LSV and its stakeholders.

Resourcing in all areas posed a challenge, with staff changes, fluctuating workflows and unpredictability of the type of IT support needed, as staff changed between working from home and the office.

The services with the greatest sensitivity in margin with ongoing changing restrictions and requirements were the operations of our function and event centre, The Views. As a result we worked closely with clients to adapt to all situations.

Things we plan to advance

- 1 Develop internal control and assurance frameworks, focusing on proactive and regularly scheduled actions including policy reviews, auditing and reporting.
- 2 Refine our capacity planning models to capture all deliverables, identify opportunities for efficiencies, and match our needs with the appropriate levels of resourcing, with the ability to scale up or down as required.
- 3 Improve communication, planning and coordination between functions to enable greater efficiency and better integrated support services.



Honours and awards



LSV AWARDS OF EXCELLENCE 2022

Following two years of online ceremonies, it was great to once again gather together in person to celebrate LSV's night of nights.

This year's Awards of Excellence welcomed more than 460 lifesaving volunteers, aquatic industry members, supporters and staff to the Sofitel on Collins on Saturday 6 August. The night was a great success, celebrating the amazing achievements of our volunteers and aquatic partners, with almost 40 awards presented on the night.

Major awards

Beaurepaire Shield for Club of the Year, supported by Marsh
Port Melbourne LSC

John Wishart Memorial Medal for Lifesaver of the Year, supported by Microflite
Nicholas Vouk, South Melbourne LSC

Youth Lifesaver of the Year (18 – 21 years) supported by Westpac
Penny Donnan, Fairhaven SLSC



LSV AWARDS OF EXCELLENCE 2022 CONTINUED

Youth Lifesaver of the Year (14 – 17 years)

Alisdair Nolan, South Melbourne LSC

Graeme Long Memorial Medal for Volunteer of the Year

Matthew Taylor, Anglesea SLSC

Outstanding Achievement of the Year supported by Brande

Commitment to gender equality, Seaspray SLSC

Dr. Nigel Taylor ESM Innovation Award

Lifesaver 31 - Aerial Intelligence for Water Safety, LSV State Service

Janet Jones OAM Inclusion Award

Starfish to SRC Patroller Program, Zoe Murdoch, Hampton LSC



Rescue of the Year

Mildura LSC: Jae Knobben, Dan Rosendahl, Jameson Adams, James Herbert, Lachlan Harkin



Membership and leadership development awards

Mike Martin AM Champion Junior Lifesaver Award

Ellie Morgan, Anglesea SLSC
Emily McGough, Mornington SLSC
and Dromana Bay SLSC

Community Education Award

Resilient communities through local engagement, Fairhaven SLSC

Nipper Program Volunteer of the Year

Mike McGrath, Black Rock LSC

Nipper Club Program of the Year

Elwood LSC

Team of the Year (U17 to Open)

Open 6-person mixed R & R Team, Anglesea SLSC

Team of the Year (Masters)

Rusty Larrikins, Half Moon Bay SLSC

Coach of the Year Award

Christine Cardwell, South Melbourne LSC
and Anglesea SLSC

Victorian Championships

Point Score Winner

Ocean Grove SLSC

Emerging Official of the Year

Kylie Clark, Point Leo SLSC

Official of the Year

Philip Mawkes, Hampton LSC

Aquatic sports awards

Fred Westfield Medal

Jasmine Hume, Anglesea SLSC
Oscar Skehan, Point Leo SLSC

Maurie Rayner Scholarship

Reidel Smith, Half Moon Bay SLSC

Athlete of the Year (U14 and U15)

Jemma Holt, Mordialloc LSC

Athlete of the Year (U17 and U18)

Reidel Smith, Half Moon Bay SLSC

Athlete of the Year (Open)

Sophie Thomas, Torquay SLSC

Athlete of the Year (Masters)

Samantha Barrow, Mordialloc LSC

Team of the Year (U14 and U15)

Girls 14/15 Beach Relay Team, Mordialloc LSC

Education, training and industry engagement awards

Education Instructor of the Year

Alexandra Tsantarlis

LSV Swim and Survive Partner of the Year award

Echuca War Memorial Centre

LSV Public Training and Pool Safety Licensee of the Year

Banyule City Council

LSV Public Training and Pool Safety Service Member of the Year

Ivan Key

LSV Public Training and Pool Safety Trainer of the Year

John Takac

Lifesaving operations and volunteer training awards

Administration Club of the Year supported by Marsh

Wonthaggi LSC
Ocean Grove SLSC

Volunteer Trainer of the Year

Lara Falk, Port Campbell SLSC

Volunteer Assessor of the Year

Evelyn Lyons, Apollo Bay SLSC

Beach Lifeguard of the Year, supported by Microflite

James McGlashan, Lorne SLSC

LSV life membership

Wayne Cartwright, Anglesea SLSC
Paul Lunny ESM, Anglesea SLSC and Point Lonsdale SLSC

President's certificate

Mike Martin AM, Anglesea SLSC
Andrew Barnes, Point Leo SLSC
Darren McLeod ESM, Seaford LSC, Hampton LSC, Mount Martha LSC and Point Leo SLSC
Dianne Montalto ESM, Edithvale LSC
Belinda Porter, South Melbourne LSC
Green Patrol, Hampton LSC
Mildura LSC
Teagan Thom, Inverloch SLSC

OTHER AWARDS

2022 Australian Honours

Australia Day Honours:

Francis Herd OAM, Anglesea SLSC
David Sinclair Renton OAM, Ocean Grove SLSC
Alistair "John" Forsyth OAM, Point Leo SLSC
Paul Lunny ESM, Anglesea and Point Lonsdale SLSCs
Mr Russell Lyle Lemke ESM, Port Fairy Marine Rescue
Mr Howard Willoughby ESM, Port Fairy Marine Rescue

Queen's Birthday Honours:

Peter McMillan OAM, Warrnambool SLSC
Dr Natalie Hood ESM, Portsea SLSC
John Takac ESM, Lorne and Wye River SLSCs
Catharyn Stern AO, Point Leo SLSC

Surf Life Saving Australia service awards

20 years

Harry Hannas, Half Moon Bay SLSC
William Johnson, Torquay SLSC
Colin Ellicott, Brighton LSC

30 years

Michael Vafiades, Warrnambool SLSC
Graham Rice, Lorne SLSC

40 years

Rod Costa, Torquay SLSC

50 years

Richard Mitchell OAM, Venus Bay SLSC
Barbara Morgan OAM, South Melbourne SLSC



External awards

2021 Australian Law Awards Company Secretary of the Year (finalist)

Gregory Seeto, LSV

2021 Master Builders Victoria – Excellence in Construction of Commercial Buildings \$3m – \$5m

Edithvale Life Saving Club

Parks and Leisure Australia – Communication of a Safety Message (finalist)

LSV SwimSafe public education campaign

2021 Vicsport Volunteer of the Year

Rachael Rylance, Elwood LSC

2021 Vicsport Masters Athlete of the Year

Samantha Barrow, Mordialloc LSC

2021 Vicsport Active Recreation of the Year (finalist)

Lorne SLSC Pier to Pub

2021 Vicsport Team of the Year - (finalist)

South Melbourne LSC Seahorses

2021 Vicsport Official of the Year - (finalist)

Kaya Cook, Mount Martha LSC

Council executives

Aquatic education and industry engagement council

Anthony Neal
Director

John Summers
Chair

Kara Monaghan
Council representative

Fiona Preston
Council representative

Aquatic sports council

Aaron Green
Director

Rachael Rylance
Director

Tamara Brawn
Chair

Philip Mawkes
Council representative

David Laws
Chief referee

Leonie Newey
Junior referee

James Carew
IRB competition coordinator

Sonia Kinsey
Aquatic sports development coordinator

Joanne Teagle
Pool competition coordinator

Brent Enticott
Board and ski representative

Dominique Davidson
Beach representative

Dr Natalie Hood ESM
Swim representative

Dinah Boswell ESM
Lifesaving events and rescue and resuscitation coordinator

Barry Hill
Surf boat representative – VSRL

Council of life saving clubs

Adam Alsbury
Director

Georgie Wettenhall
Director

Ian Fullagar
Chair

Brian Kirk
Council representative

Michelle Morris
Council representative

Lifesaving operations council

Katrina Antony
Director

Kane Treloar
Director

Vincent Sheehan
Chair

Peter McDonell
Council representative

Simon Wilson
Council representative

Catherine Paulsen
State training and assessment supervisor

Davina Jackson
State training and assessment resource officer

Jenna-Rose Sheehan
State training and assessment development officer

James Quine
State training and assessment systems and technology officer

Grace Lightfoot
State emergency management officer

Nicholas Giblin
State gear and equipment officer

Gordon Porter
State powercraft officer

Hamish McKendrick
State lifesaving communications officer

Jennifer Aschhoff
State service efficiency and standards officer

Nicholas Giblin
Lifesaving services representative

James Quine
Lifesaving services representative

Area training and assessment officers

Jameson Trainor
Training and assessment officer – Bass

Steven Thirlwall
Training and assessment officer – Bayside

Phillip Hughes
Training and assessment officer – Geelong

David Whelan
Training and assessment officer – Gippsland

Catherine Paulsen
Training and assessment officer – Kingston

Alexandra Fletcher
Training and assessment officer – Otway

Susan O'Rourke
Training and assessment officer – Otway

Bree Ambry
Training and assessment officer – Peninsula

Howard Draper
Training and assessment officer – Peninsula

Sebastian Phoenix
Training and assessment officer – Port Phillip

Tim Mason
Training and assessment officer – Surf Coast

James Green
Training and assessment officer – Western

Area lifesaving operations officers

Terry Aslanidis
Lifesaving operations officer – Bass

Alexander Walton
Lifesaving operations officer – Bayside

Nicholas Giblin
Lifesaving operations officer – Geelong

James Terrance
Lifesaving operations officer – Geelong

Murray Colvin
Lifesaving operations officer – Gippsland

Barrie Smith OAM
Lifesaving operations officer – Gippsland

Darren McLeod ESM
Lifesaving operations officer – Kingston

Jenna-Rose Sheehan
Lifesaving operations officer – Otway

Cohen Doyle
Lifesaving operations officer – Peninsula

Andy Nott
Lifesaving operations officer – Peninsula

James Quine
Lifesaving operations officer – Port Phillip

Alex Buckley
Lifesaving operations officer – Surf Coast

Justin Houlihan
Lifesaving operations officer
– Western

Christopher Sharam
Lifesaving operations officer
– Western

Membership and leadership development council

Angela Malan
Director

Rebecca Schot-Guppy
Director

Dr Robert O'Brien
Chair

Robyn Kaye
Council representative

Liam O'Callaghan
Senior development programs coordinator

Jessica Sincock
Senior development programs coordinator

Sandra Madeley
Junior activities coordinator

Dr Robert O'Brien
Masters development programs coordinator

Teagan Thom
Junior development programs coordinator

Laura Buckley
Female leadership network coordinator

Samantha Dwyer
Female leadership network coordinator

Committees

Finance, risk and audit committee

Shane Dunne (Chair)
Simone Bohan
Liza Gelt
Emma Olivier
Donna Watt
Ashley Wolff

Governance committee

Susan Wolff (Chair)
Angela Malan
Alexandra Moule
Anthony Neal
Rachael Rylance
David Schultz
Vincent Sheehan

Grievance and judiciary committee

Tom Mollenkopf (Chair)
Tamara Brawn
Graeme Eddiehausen
Allan Holmes
Catherine McCraith
Neil Morarty
Bridget Pardy
Richard Symon

Honours and awards committee

Katrina Antony (Chair)
Georgie Wettenhall (Chair)
Warren Clarke
Frances Evans
Anne Maree Gardiner AM
David Stogdale
Angela Malan
Catherine Tisdale
Nicholas Foon
Jessica Robinson

Facility development advisors

David Schultz
Ray Webb

Please refer to page 8 for additional subcommittees.

Executive management team

Chief executive officer
Catherine Greaves

Chief operating officer
Mevan Jayawardena

General manager – corporate services
Penny Callaghan

General manager – diversity and inclusion
David Holland

General manager – education, sport and club development
Kate Simpson

General manager – government and industry relations
Paul Shannon

General manager – health promotion and communications
Dr Bernadette Matthews

General manager – lifesaving services
Liam Krige

General manager – people
Emma Atkins

General manager – training and aquatic industry
Andy Dennis

Life members

A

R Anthony
H G Ashworth

B

H E Baker
A J Barnes
S Barnes
N Bayles
M J Bell
A Bellotti
P I Bennett
W Birkenhead
A Birt
R W Blackney
R O Blackwood
SSC Blanks BEM
D L Boswell ESM
W D Boulton
B H Bowman
R K Boyce
H Brereton
H F Brockhoff
M M Brodie
W Brodie
K Brooks
A S Buchanan
Q L Burke
J Burrowes OAM

C

W Cartwright
G W Cato OAM
R Charrett
F M Clayton
M R Collins
I Collum
R B Cook
A Cooper
L Cooper
A Coulson
W Coyte BEM
Sir G Cuscaden

D

R W Dale
G L Dann
L Darbyshire
A Davies
A G Dell
J L Dobson
T Donnett
O Douglass
E Doull
J Duthie

E

B Edmonds
C P Ellicott
N L Emselle
L Errey
F M Evans
W Everard

F

J Farmer
N H Farmer AM ESM
F J Fegan
C G Fitzgerald OAM
E Fitzsimmons
A F Forster
A R Frost BEM
E Fry
G Fry
J Furmedge

G

C Gadd
J Gale
K J Galloway
A W Goetz
D R Grant OAM
A Gray
B Gray
J S Gregson

H

N G Hall
E Handley
E J Harris
D E Heathcote AM
J B Heily
K R Hodgson
J A Hogan
A M Holmes
N A Hood ESM
D R Hopkins
M J Horne
S L Horton
W M Hull
F A Hunting
G C Hurrell
R J Hussey
R Hutchings

I

F Inness

J

J Jackson
N R Joseph
L Johnson

K

C C Kelly
H G Kelly
A R Kennedy BEM
M J Kennedy OAM
T R Kennedy
W Keys
E G Kidd
H J Klauer
J Knight

L

A M Laughton
A Laven
T G Leary
J Lee
G M Lehmann
M F Leiper
A R Lester
W Lievesley
J M Lippmann OAM
J J Liston
R Lloyd
M A Lumley
P Lunny ESM
C R Lyne AM

M

J J Maclean
Sir W Manifold
R W Markillie
L R Marsh
W E Martin
M J Martin AM
W C McBeath
M O McCutcheon
L R McDonald
E J McGee
W H McLearn
D M McLeod ESM
J G Meehan
O G Merritt
J H Millett
R Millett MBE
R A Mitchell OAM
D G Montalto ESM
N W Morarty OAM
J I Morgan
B A Morgan OAM
D G Morland

F L Muir
B Murray

N

M M Naphine
R Neate
H A Norris
G Nutbean

O

H O'Connor
J Olson
R J O'Brien
P J O'Rorke OAM
B G Owen

P

W C Patrickson
M E Pearce
F Pebbles
F Perrin
V Petersen
T K Peterson OAM
J E Pettigrove
H M Pierce OAM
H Pittard
E A Pleasents
F Pollard
M Portingale BEM

R

F J Ramsay
F D Reid
A Renfrew
J F Revell
M P Ricca
R Ricca
P E Rice OAM
B B Richards
A Robbie
K Roderick AFSM
N Rose
A Rosen

S

M R Scott ESM
A W Seals
M S Sharman
I D Shephard
K J Shields
A H Short
J B Silom
C Simpson
W Slater
B J Smith OAM

W A Spinner
T W Stanford
H Stephenson
S G Stevens
P M Stevens BEM
D Stewart
M P Straford
T G Strahan OAM
C L Swyer
Sir G A Syme

T

J Takac ESM
S R Tannahill
B Tayler
P F Taylor OAM
L R Thomas
M H Thompson OAM
L H S Thompson AO
CMG
G A Thompstone
J Thomson
A Thorburn
G Titter
R H Tyas
F R Tyler

V

P F Van Deuren
S L vander Pal
T E Varley
R S Veale CMG

W

A W Walker OBE
B Walklate
J F Wall
M G Walsh
G W Waters
J M Waters
B J Webb
P J Weber
J C Williams
A Williamson
H C Windmill
R S Wood ESM
J G Worrell OAM
A E Wright
A Wynne

Y

B J Young

Supporters

Government



National organisations



Major national sponsors



Supporters and sponsors



LSV'S VALUES

Positive and respectful relationships (cultural and intergenerational)

Being open, welcoming and inclusive

Personal development through a commitment to lifesaving

Developing healthy lifestyles

Taking personal responsibility for betterment

Being relevant in society, today and tomorrow

Efficient and appropriate use of available resources

Building stronger and safer communities