

Life Saving Victoria – Membership and Leadership Development Council & Council Leadership Team

Terms of Reference

Approved by: Life Saving Victoria Board

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1. Purpose

The primary role of the Membership and Leadership Development Council (MLDC) is to foster inclusive participation and create pathway opportunities for members of all ages and stages, with a particular focus on young people. This includes facilitating and coordinating the development and implementation of member engagement, leadership and capability initiatives that strengthen participation across Life Saving Victoria's programs.

The MLDC provides a structured forum for affiliated clubs and industry stakeholders to act as a conduit for the sharing of information between members, management, specialist advisors, and the LSV Board.

The MLDC operates in accordance with the LSV Constitution, LSV By Laws, and these Terms of Reference (TOR).

2. Scope and responsibilities

In addition to Part 9 of the LSV By Laws, the MLDC, through the Council Leadership Team (CLT), is responsible for:

- a) representing the collective needs, perspectives and priorities of members across all M&LD program areas
- b) providing strategic oversight and advice on member development, leadership, wellbeing, inclusion, and pathways
- c) coordinating structured consultation across committees, working groups and program stakeholders and ensuring insights inform CLT decision-making
- d) advising on policies, systems and initiatives that affect member development, leadership pathways, wellbeing, inclusion, volunteer experience and long-term capability
- e) strengthening integration and collaboration across all of LSV's councils (ASC, AIC, LSOC, CLC) to ensure alignment and reduce duplication
- f) contributing to organisational planning including strategic alignment, program design, risk identification and cross-council integration
- g) ensuring transparent communication with members and delegates following each meeting cycle, including key updates, decisions, and opportunities for engagement
- h) embedding inclusion, diversity, wellbeing and recognition principles across all M&LD programs
- i) strengthening pathways between youth, senior and leadership development programs, to ensure integration, continuity, while actively shaping the strategy, purpose and overall experience of these programs

- j) ensuring consistent governance practice in line with LSV policies, compliance requirements and risk settings
- k) identifying trends, risks and emerging issues across member development and escalating these to the CLT and CEO Delegate for organisational consideration
- l) maintaining relationships with external partners and agencies that support leadership, development, wellbeing and member experience
- m) assisting in the planning, administration and delivery of M&LD activities, forums and consultation processes
- n) ensuring program outputs, recommendations and initiatives remain aligned with LSV's Strategic Plan 2026–2030 and organisational capacity

3. Authority and delegation

- The MLDC is established in accordance with Section 31 of the LSV Constitution and By Law 9.
- The MLDC (via its CLT) may make recommendations or provide advice to influence policy or decisions but does not hold authority for operational decisions unless specifically designated under these TORs or role position description.
- Where designated in the TOR, Council members may hold operational responsibilities, including decision-making authority for specific programs, events or activities.
- Financial authority within LSV is exercised in accordance with Board-approved delegations and budget frameworks. Where Council activities or functions have financial or resourcing implications, the relevant employee representative of the CEO is responsible for ensuring decisions are made within those approved delegations and aligned to the Board-approved budget.
- To support strategic and operational planning, the CEO Delegate (or relevant employees) will provide the CLT, Council Committees, and Working Groups with timely and relevant budget information to assist them in planning activities within approved financial parameters.

4. Council officer roles

- a) The CLT shall establish and maintain additional Council Officer roles to support delivery of the MLDC's objectives .
- b) Council Officers report to the CLT and are responsible for providing leadership, coordination, and specialist functions within their designated portfolios in consultation with the relevant employees.
- c) The process for nominations, elections and appointments to Council Officer roles is detailed in By Law 9.4.
- d) The CLT will determine the titles, functions and reporting lines of Council Officer roles relevant to its area of responsibility.

- e) Council Officer roles may include, but are not limited to:
- Strategic or functional leads
 - Administrative support roles; and/or
 - Any other position approved by the CLT to address operational or strategic needs.

5. Council Leadership Team (CLT)

As set out in By Law 9.1, these TOR shall detail the specific roles and functions of the MLDC CLT. The CLT is the leadership team of the MLDC and is responsible for providing strategic oversight, program integration and system-level advice on behalf of members engaged in development, leadership, wellbeing, inclusion, pathways and programs.

The CLT ensures that all MLDC functions align with LSV's Strategic Plan, volunteer lifecycle framework, organisational policies and governance requirements, and provides a formal mechanism for volunteer-led decision-making supported by professional employees.

5.1 Composition

The composition of the Membership and Leadership Development CLT is illustrated in Appendix 1 and will include:

- The Council Chair
- Development Programs (Lead)
- Nippers (Lead)
- Inclusion & Diversity (Lead)
- Member Health & Wellbeing (Lead)
- Member Pathways (Lead)
- An employee representative of the CEO (e.g. GM Member Engagement & Sport or other senior management representative).
- Specialist advisors may be co-opted to the CLT who have specific knowledge or skills required to help support key activities.

All volunteer roles are elected or appointed as detailed in By Law 9.4.

6. Meetings

- a) Meeting procedures, quorum, and voting rules are governed by By Law 9.2, which outlines the minimum requirements for Council and CLT meetings.

- b) Should the Council or CLT determine that additional meetings are required beyond the minimums stipulated in By Law 9.2.1, the agreed frequency should be recorded below.

Council Meetings at least two annually

Council Leadership Team Meetings at least four annually

- c) Details of any planned in-person meeting (for example, an annual forum or planning session) should be recorded at (i) below.

(i) insert if required

- d) Approved observers may attend where relevant agenda items warrant additional support from other appropriate persons, subject to notification to the Chair.
- e) Relevant employees, as deemed appropriate by the CEO representative, will attend, contribute and work cohesively with the Council and CLT, ensuring alignment to LSV's purpose, vision, values, strategic goals and action plans.
- f) Committee Chairs and Working Group Leads are expected to convene regular engagement opportunities within their portfolios as part of structured consultation, ensuring consistent communication between members, stakeholders and the CLT.

7. External appointments

Where an appointment is required to a national or external advisory committee (e.g., SLSA or RLSSA committees), the MLDC Chair, LSV President and CEO (or their delegate) will liaise to appoint the most suitable person(s), consistent with the requirements of the relevant entity's Terms of Reference [e.g. SLSA advisory committees need not be a Director].

Appointments will consider:

- relevant discipline expertise
- alignment to the MLDC governance structure
- capacity to represent relevant Victorian membership and leadership development interests
- organisational expectations for conduct, compliance and capability

Representatives to external bodies will be required to provide updates and report back to the CLT and/or MLDC as soon as possible following each meeting in a format as agreed (ie meeting notes or minutes).

8. Review and evaluation

These Terms of Reference will be reviewed annually, or as required, informed by the CLT and Management, and in consultation with the LSV Governance Committee and/or Nominations Committee for Board approval to ensure relevance, consideration of resourcing, and alignment with LSV's purpose and strategic direction.

Appendix 1 – MLDC Council Leadership Team Structure

(note the Council Committees and Working Groups are indicative and subject to approval and establishment by the CLT)

