

## **Life Saving Victoria – Aquatic Industry Council & Council Leadership Team**

### **Terms of Reference**

**Approved by:** Life Saving Victoria Board

**Approval date:** 24 March 2026

**Version:** 1.2

### **1. Purpose**

The primary role of the Aquatic Industry Council (AIC) is to provide strategic advice on the development, delivery, and evaluation of aquatic education, training, research, and advocacy initiatives that enhance effectiveness, safety, and sustainability at aquatic environments.

The AIC provides a structured forum for affiliated organisations and industry professionals from the aquatic industry and education sector to act as a conduit for the sharing of information between members, LSV employees, specialist advisors, and the LSV Board.

The AIC 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 AIC, through the Council Leadership Team (CLT) is responsible for:

- a) providing advice on the development, implementation and continual improvement of aquatic training and education, industry engagement activities, community safety programs/campaigns and support resources across schools, aquatic facilities, inland waterways and community settings.
- b) contributing to the development of the LSV Strategic Plan and providing advice on operational plans and initiatives that support achievement of the Plan within the AIC's areas of focus.
- c) providing advice on current and emerging activities that support swimming and water safety, drowning prevention, aquatic industry capability and safe participation at aquatic environments.
- d) working collaboratively with LSV employees and other councils and committees to ensure alignment, cooperation and clear communication and information-sharing across key internal and external stakeholders.
- e) engaging with stakeholders across the aquatic industry and education sector to support alignment, collaboration, innovation and continuous improvement in aquatic education and best practice safety standards.
- f) establishing committees or working groups or identifying specialist expertise to support AIC-related initiatives (as permitted under the By Laws).
- g) determining, in accordance with the By Laws, how the AIC will vote on matters at LSV General Meetings.
- h) appointing one or more Representative/s to attend and vote at LSV General Meetings on behalf of the AIC, in accordance with AIC CLT determinations.

### **3. Authority and delegation**

- The AIC is established in accordance with Section 31 of the LSV Constitution and By Law 9.
- The AIC (via its CLT) may make recommendations and provide advice to influence policy or decisions but does not hold authority for operational decisions unless specifically designated under these TOR or role position description.
- 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.

### **4. Council Leadership Team (CLT)**

As set out in By Law 9.1, these TOR shall detail the purpose, function and composition of the AIC Leadership Team.

#### **4.1 Composition**

The composition of the Aquatic Industry CLT is illustrated in Appendix 1 and will include:

- The Council Chair;
- Between three (3) and five (5) CLT members who are appointed by the Board on recommendation from the Nominations Committee that they meet the required skills base (see Appendix 2)
- An employee representative of the CEO (e.g. GM Aquatic Capability).
- 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 appointed as detailed in By Law 9.4, and must hold, at a minimum, the 'essential' skills outlined in the skills matrix in Appendix 2.

The CLT shall appoint, from amongst its members, (a) Representative/s to attend, debate and vote as instructed at LSV General Meetings. By Law 9.6 outlines the AIC voting process at LSV General Meetings.

### **5. Meetings**

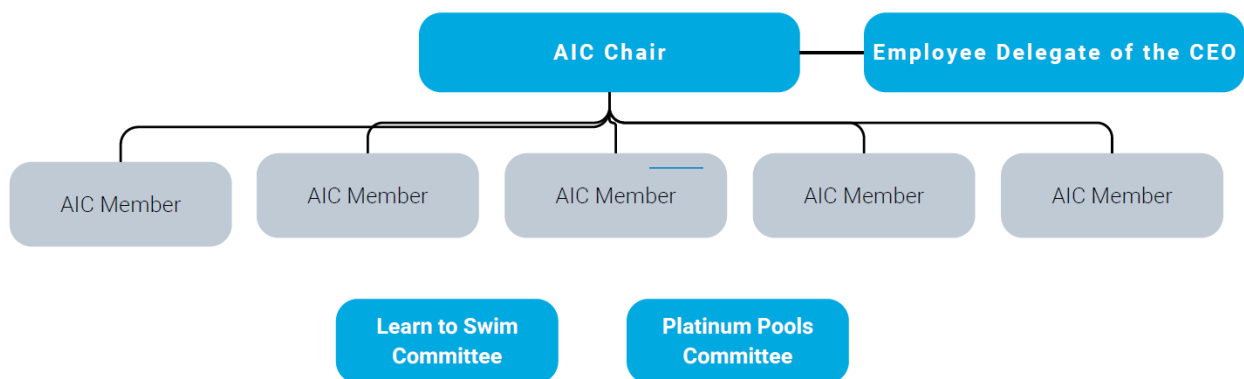
- a) Meeting procedures, quorum, and voting rules are governed by By Law 9.2, which outlines the minimum requirements for AIC and CLT meetings.
- b) Should the AIC CLT determine that additional meetings are required beyond the minimums stipulated in By Law 9.2.1, the agreed frequency should be recorded below.
  - (i) The AIC will meet at least twice (2) per year
  - (ii) The AIC CLT will meet at least four (4) times per year
  - (iii) The AIC meetings will be held concurrently with every other AIC CLT meeting.
  - (iv) All AIC and AIC CLT meetings will be offered in a hybrid face-to-face and online format.

- c) Approved observers may attend where relevant agenda items warrant additional support from other appropriate persons, subject to notification to the Chair and approval of the employee representative of the CEO.
- d) Relevant employees, as and when deemed appropriate by the employee representative of the CEO, will attend, contribute and work cohesively with the AIC and CLT, ensuring alignment to LSV's purpose, vision, values, and Strategic Plan.

### 6. 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 – AIC Council Leadership Team Structure



Appendix 2 – AIC Skills Matrix:

| Capability Area   | Specific Skills / Knowledge   | Essential | Desirable |
|---|---|-----------|-----------|
| <b>Aquatic Industry Expertise</b>                         | Knowledge of public, private, council and/or school aquatic facility strategic and operational matters  | X         |           |
|   | Understanding of inland waterways and unique risk characteristics   | X         |           |
|   | Awareness of emerging aquatic industry trends, challenges and opportunities   |           | X         |
| <b>Governance, Standards &amp; Compliance</b>             | Strong understanding of industry and sector regulations, safety standards and best practice   | X         |           |
|   | Experience applying risk and safety management practices in aquatic and educational environments  |           | X         |
|   | Familiarity with regulatory frameworks relevant to swimming and water safety activities   | X         |           |
| <b>Workforce, Training &amp; Capability Development</b>   | Understanding of aquatic workforce structures, qualifications, and professional development pathways  | X         |           |
|   | Experience with training, accreditation or capability development programs and licensing  | X         |           |
|   | Knowledge of the key roles, responsibilities and functions of key industry workforce personnel  | X         |           |
| <b>Education &amp; Community Engagement</b>               | Knowledge of swimming and water safety structures in school and community settings  | X         |           |
|   | Experience with curriculum, educational programs or learning resource development   |           | X         |
|   | Understanding of public health education and community safety campaigns   |           | X         |
| <b>Stakeholder Engagement &amp; Sector Representation</b> | Strong networks across sector operators, peak bodies, councils, regulators and associations   | X         |           |
|   | Experience engaging diverse stakeholder groups to positively influence outcomes   | X         |           |
|   | Ability to represent AIC perspectives within LSV and at external forums   | X         |           |
| <b>Diversity, Inclusion &amp; Accessibility</b>           | Knowledge of cultural safety, disability inclusion and community-specific needs across diverse user groups  | X         |           |
|   | Understanding of barriers to safe aquatic participation across diverse user groups including the ability to apply an equity lens to decision-making and recognise disproportionate impacts and ensure fair access to aquatic services | X         |           |
|   | Ability to bring lived experience (e.g., as a member of multicultural, Aboriginal, disability, regional community) or represent community perspectives  |           | X         |
| <b>Strategic Thinking &amp; Advisory Capability</b>       | Ability to interpret research findings, assess the strength and quality of evidence, and apply insights to provide informed analysis and strategic advice   | X         |           |
|   | Experience contributing to policy, planning or program/initiative design  | X         |           |
|   | Capability to guide innovation, future workforce needs and associated sector development matters  |           | X         |