

Guidelines for Life Saving Clubs Affiliating with LSV

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1. Introduction

1.1. Overview

Life Saving Victoria (LSV) currently has 57¹ affiliated organisations spanning the Victorian coastline from Portland to Mallacoota, and inland at Mildura. These organisations, together with LSV share a common water safety mission: to prevent aquatic related death and injury in all Victorian communities. These organisations are made up of Surf Life Saving Clubs, Life Saving Clubs and Marine Search and Rescue Units.

With an increasing Victorian coastal population and more Victorians spending leisure time in and around waterways, as well as more people using recreational vessels, often with less experience, community expectations for providing safe locations to recreate continue to increase. For this reason, it is imperative to continually review lifesaving service provision.

1.2. Purpose

The purpose of this document is to act as a guide for members of the community who want to affiliate a new Life Saving Club in Victoria. For the purposes of this document, the group seeking affiliation will be referred to as the “Applicant”.

1.3. Affiliation

Life Saving Victoria’s approach of working together to deliver our mission, to prevent aquatic-related death and injury in Victoria, is via an affiliated model. We are stronger when we work together. Simply, affiliation is a way for one organisation to legally connect with a larger organisation – for mutual benefit.

Affiliation with LSV means that the organisation is bound by the constitution and by-laws of its parent association. The organisation cannot have conflicting rules such as minimum ages, membership categories etc. Organisations should consult the LSV Constitution and By-Laws before considering affiliation. LSV has a template Constitution recommended for organisations looking at affiliation as a lifesaving club.

Affiliation has many benefits, such as:

- Recognition and inclusion:
 - Formal recognition as a Life Saving Club / Surf Life Saving Club within Victoria through the State’s Emergency Management arrangements (such as the State Emergency Management Plan SEMP), local and regional arrangements, as well as through the national bodies for both Surf Life Saving, and Royal Life Saving.
 - Formal affiliation with Surf Life Saving Australia (SLSA) and Royal Life Saving Society of Australia (RLSSA).
 - Right to use LSV or Surf Life Saving Australia (SLSA) intellectual property (such as red and yellow flags, nipper programs etc.)
- Insurance and risk
 - Access for members to Workcover injury compensation and personal insurance.

¹ Current Affiliated Organisations as at May 2022.

- Access to aquatic sport
 - Entry ability to national and state championships (aquatic sport)
 - Nominations for State/Australian teams (aquatic sport)
 - Access to LSV run aquatic sport events
- Access to membership and leadership development
 - Access to Nipper Surf Education Framework, education programs and staff.
 - Access to member retention and member recognition programs.
- Access to grant funding
 - Meet requirements for internal and external funding and grant programs
 - Ability to seek funding through the Victorian Emergency Services Equipment Program (VESEP)
 - Access to Surf Life Saving Foundation to assist in writing grants
- Training
 - Attendance at courses (volunteer and public based courses offered by LSV)
 - Support around training and assessment at the local level
- General support
 - Access to Member Protection and Safeguarding Children and Young People policies and training
 - Access for members and clubs to employee assistance program, critical incident support and resources
 - Membership and awards database access
 - Access to member intranet with links to support resources including Club Support Manual, Facility of the Future and other handbooks and support documentation
 - Attendance at various professional development opportunities to help promote leadership and member development
 - Access to governance, and other organisational development support opportunities offered by LSV.

Affiliation with LSV must be renewed annually.

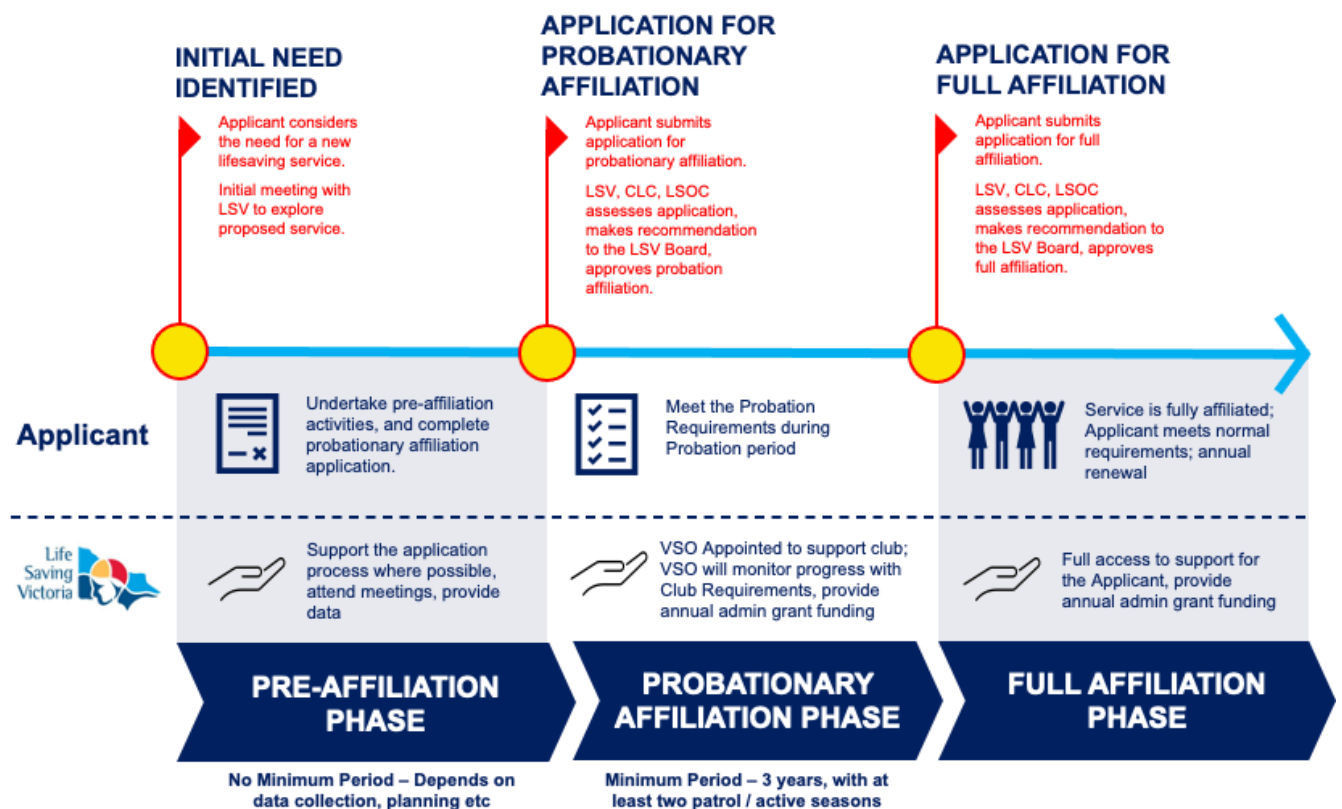
2. Affiliation Process

There is a three-phased approach to full affiliation with LSV:

1. **Pre-Affiliation**
2. **Probationary Affiliation**
3. **Full Affiliation**

The following figure provides an overview of the 3-phase process.

Figure 1 – Application Process



Note: CLC: Council of Lifesaving Clubs
LSOC: Life Saving Operations Council

The criteria for each phase are outlined in this guide. Each phase must be satisfactorily achieved and granted approval by LSV's Board of Directors before progression to the next phase.

Please note: LSV, or the Applicant, has the right to terminate the affiliation process at any phase of development.

The following information should also be referenced to assist with your planning:

- [Associations Incorporations Reform Act 2012 \(Vic\)](#)
- [Requirements for charity registration from Australian Charities and Not-for-profits Commission \(ACNC\)](#)
- [Constitution of Life Saving Victoria](#).
- [LSV Standard Operating Procedures \(SOPs\)](#) and [LSV Club Policies](#)
- [LSV Gear Inspection Manual](#)
- LSV (SLSA) Code of Conduct
- [LSV Club Support Manual](#)
- SLSA Policies and RLSAA Policies (access to these will be via LSV)

It is recommended that the LSV Club Support Manual be used by the Applicant for assistance and guidance with administrative and operational matters. If the Applicant cannot access this manual, or any of the documents above, please contact LSV and access or a copy will be provided.

The application does not guarantee acceptance and affiliation as a Life Saving Club by LSV. This is outlined, in particular, in rule 7.5 of the LSV Constitution (which essentially gives LSV the power to affiliate an applicant) and rule 7.7 (which gives LSV the power to accept/reject an affiliation application in its discretion).

3. Initial Meeting

*The purpose of this phase is to explore the affiliation process
for establishing a new Life Saving Club*

The Applicant must meet with LSV regarding its intentions on seeking affiliation with LSV. The purpose of this meeting is to go through the process of becoming affiliated, the benefits of affiliation as well as to work through any specific support that may be required for the Pre-Affiliation Phase.

The Applicant should provide at least 4 weeks' notice of this initial meeting, and include background information including but not limited to:

- The proposed location of the services.
- What services are likely to be provided; and
- The proposed timeframes of the organisation.

This information will ensure that LSV can make available any historic or relevant data and information and have the appropriate resources available for the meeting. This initial meeting will be chaired by the General Manager, Club Support (or equivalent at the time) and may include other resources as required.

The Applicant should send an email to clubsupport@lsv.com.au to request an initial meeting. LSV will then set up a suitable time to hold the initial meeting and ensure that the appropriate LSV personnel are available.

At this meeting, the Pre-Affiliation Phase will either be approved to proceed, or additional information may be requested to decide about proceeding with the Pre-Affiliation Phase. LSV and/or the Applicant may withdraw from the process at any time.

4. Pre-Affiliation Phase

The purpose of this Phase is to determine that there is a need and support for a new Life Saving Club service.

Initially, the Applicant will have identified the need for a lifesaving service. The Applicant will have received approval at the initial meeting/s to proceed with the Pre-Affiliation Phase (refer Section 3).

The Pre-affiliation Phase is the period in which the Applicant will work towards meeting and documenting all the requirements as required (Pre-Affiliation Requirements) to make a formal application for Probationary Affiliation with LSV.

The Applicant will document the following elements as part of the application for Probationary Affiliation. These elements must be thoroughly investigated. Probationary Affiliation will be dependent upon LSV confirming the appropriate conditions have been met.

4.1. Pre-Affiliation Requirements

The following lists the requirements for the Application:

- a) Does a need exist for the club or service?
- b) What are the defined and supported benefits to the local community in line with local government initiatives/expectations?
- c) Is there community support
- d) In the case of a new lifesaving service, is there also land manager support?
- e) How will the club / service be sustainable?
- f) Is there a perceived risk that the proposal will damage and/or compromise the standing and reputation of lifesaving generally or LSV?
- g) Does the service need additional resources – for example, a new facility, equipment, funding?
- h) Is the Applicant's governance and operational structure correct for affiliation with LSV?

The Applicant will be required to complete the *Application for Probationary Affiliation* form (Appendix 2) and submit to clubsupport@lsv.com.au.

Table 1 provides a more detailed description of the requirements for the Probationary Affiliation Application (a template of which is included in Appendix 2).

Table 1 Probationary Affiliation Application Requirements

(a) Service Need

Outcome: The introduction of clubs or services can only be made after needs have been evaluated and the potential for appropriate long-term service provision has been assessed.

The demographics and relevant contributing factors of the area in which the Life Saving service is proposed, needs to be explored and evaluated for suitability.

The purpose and the 'need' for the services as well as the ability to sustain membership and maintain existence should also be explored.

Please refer to Appendix 1 for a more detailed listing of the elements that Applicants must consider when assessing the need.

(b) Benefits & Risks

Outcome: The Applicant should articulate both the benefits as well as any risks of the establishment or affiliation of any service.

The benefits of the proposed service should be identified in the application. These could be closely linked with the local government water safety strategy, the local land manager strategy, or service delivery for the community. The applicant should consider all the likely benefits from the service.

It should also include the benefits and support to the Life Saving Victoria's Mission, the Victorian Water Safety Strategy (VWSS) and the State Emergency Management Plan (SEMP)

The risks of the proposed service should be identified in the application. The applicant should consider all the likely risks from the service.

(c) Community Support

Outcome: The service must have community support.

The proposed service must have the support of the community. This may include financial support (in-kind or cash), collaboration in relation to facilities, and any other relevant support.

You should consider advertising and holding a community meeting only after obtaining LSV and land manager approval to progress, the purpose of which is to:

- Confirm/elect a steering committee (who may ultimately become the 'Board' of the legal entity),
- Obtain contact details of interested people (who ultimately become the 'members' of the legal entity and if affiliation is granted, members of LSV),
- Endeavour to obtain commitments of support from industry and community.

(d) Government & Land Manager Support

Outcome: The service must have land manager support - a major element of the provision of the services is managing their risk. The support of the relevant control agency should be explored as well (i.e., Victoria Police).

The proposed service must have the support of the appropriate groups, such as the land managers, and control agencies. This may include financial support (in-kind or cash), collaboration in relation to facilities, and any other relevant support.

As part of the application process, LSV will seek documentation outlining support for the formation of the proposed Life Saving Club. The Applicant should not approach these organisations unless approved to do so by LSV. It is likely that these discussions will be held with both LSV as well as the Applicant.

Supporting documentation should include, but not be restricted to (if relevant to the proposed area):

- Local land manager,
 - Local Government authority,
 - Department of Environment, Land, Water and Planning,
 - Coast management committees,
 - National Parks and Wildlife groups (if required), and
 - Victoria Police.
-

(e) Sustainability of the Service

Outcome: The new service should be sustainable – both in term of people and financial resources.

The Applicant will need to identify how the service will be sustainable – in terms of membership / volunteer numbers as well as how the service will be funded. This will need to address the long-term viability of the service (at least 10 years).

The Applicant should provide sufficient detail to indicate how the new organisation (or existing organisation) is funded. This will need to include how the organisation will sustain its operations over a 10-year period. This should include operating costs, maintenance as well as any minor and major capital requirements.

The Applicant should endeavor to find and gain commitment from possible members.

Applicants ideally should have a commitment from 20 to 30 people. There should also be an attempt to find as many members with LSV awards and experience as possible. These members may sign an Expression of Commitment (such as a letter or similar) and attach their qualifications.

Applicants should include a succession management plan for the critical roles within the committee.

Applicants looking to establish a new Club should not approach Club members of neighboring clubs within a 1km proximity in metropolitan Melbourne, and within 20km in regional Victoria.

(f) Reputational Risk

Outcome: The new service should not compromise the reputation of Life Saving Victoria, the State Government of Victoria, Surf Life Saving Australia, or Royal Life Saving Society of Australia.

Before the affiliation process can proceed, the Applicant will be required to identify any reputational issues that exist or may be perceived of the new service. LSV will also assess the possibility of the proposed service having a negative impact on the standing and reputation of Life Saving Victoria, the State Government of Victoria, Surf Life Saving Australia, or Royal Life Saving Society of Australia.

Assessments will be made by LSV regarding:

- The long-term viability of the proposed club.
- The impact that the club or service will have on neighboring lifesaving clubs or services.
- The demographics of the area and region in which the proposed club would be established to ascertain the level of possible membership, sponsorship, and support from the community.

In the case where a club or service is already in existence, LSV will make investigations as to the nature of the club / service, its strengths, weaknesses, its past performances, and its reputation.

(g) Infrastructure Requirements

Outcome: The new service should consider if there are any infrastructure requirements, and how this will be funded.

Before the affiliation process can proceed, the Applicant will be required to identify any infrastructure requirements required in the delivery of the proposed services. This should also include any future requirements such as expansions, refurbishments or full (re)developments. For assistance, in assessing facility requirements, the Applicant should refer to the LSV Lifesaving Facility of the Future publication.

If infrastructure is required, then the Applicant will need to identify the source of any funding required, as well as ongoing funds for the maintenance of the facility. This may be included in the sustainability section as well.

If the Applicant does not propose the need any new infrastructure, then it should identify the existing arrangements it will use to deliver the services from.

(h) Applicant Legal Structure

Outcome: The service should consider the existing or proposed legal structure with respect to the requirements of being Affiliated with LSV.

Affiliation with LSV means that the Applicant is bound by the Constitution and By Laws of its parent association. The constitution must be consistent with the LSV Constitution. The Applicant should also obtain their own legal advice into incorporating a legal entity.

There is no requirement to commence the incorporation process during this phase, however the Applicant should have obtained advice on its preferred legal structure and the requirements of incorporation and be prepared to commence the relevant incorporation as soon as practicable post the approval of the Probationary Affiliation.

Key elements that will be assessed for a new service:

- Names of the Applicant's proposed office bearers (or in the case of an existing entity, then identify all the official office bearers) of the incorporated association and their standing as "Responsible Persons" under ACNC requirements².
- LSV will check any proposed office bearers' names against members that have been listed as "flagged members" in Victoria and will liaise with SLSA relating to any other jurisdictions. LSV will reserve its rights to reject any member in this category.
- The Applicant's proposed constitution (it will need to comply with LSV's template constitution, and LSV's Constitution).

If the entity is already established, LSV will assess:

- The Applicant's Office Bearers of the Incorporated Association, and that they are duly appointed.
 - LSV will check any proposed office bearers' names against members that have been listed as "flagged members" in Victoria and will liaise with SLSA relating to any other jurisdictions. LSV will reserve its rights to reject any member in this category.
 - The Applicant's constitution (it will need to comply with LSV's template constitution, and LSV's Constitution)
 - That the Applicant's company registers as required by the Incorporations Associations Reform Act 2012 (Vic) are up to date.
 - That the entity has charity registration with the ACNC, and their Office Bearers are considered "Responsible Persons" under ACNC requirements; and
 - That the entity has a bank account etc. in the name of the incorporated association.
-

² ACNC Governance Standard 5 requires charities to take reasonable steps to make sure that the following duties apply to Responsible People and that they follow them. The duties can be summarised as follows:

- to act with reasonable care and diligence
- to act honestly and fairly in the best interests of the charity and for its charitable purposes
- not to misuse their position or information they gain as a Responsible Person
- to disclose conflicts of interest
- to ensure that the financial affairs of the charity are managed responsibly, and
- not to allow the charity to operate while it is insolvent.

Generally, the duties mean that Responsible People should act with standards of integrity and common sense.

4.2. Probationary Affiliation Application Assessment

Once completed, the Applicant will submit the required documentation to LSV. Upon receipt of the Probationary Affiliation Application, LSV will acknowledge receipt, and conduct a preliminary assessment to check suitability of the service. The assessment shall also include a full LSV Risk Assessment.

After the above assessment has been completed. LSV will forward the application, along with the assessment report(s) to the Executive of both the Council of Lifesaving Clubs (CLC) and Lifesaving Operations Council (LSOC).

The CLC and LSOC Executives will then make a formal recommendation to the LSV Board of Directors for decision. It should be noted that various LSV committees and personnel may be consulted and engaged in the above process. Further information to support the application may be requested by these parties during this stage, prior to board consideration.

The LSV Board will make a final decision on the application. The LSV Board has absolute discretion on whether to approve or reject an application. There are three possible outcomes from this meeting:

- (i) Approve the Applicant for Probationary Affiliation.
- (ii) Request for additional or clarifying information; or
- (iii) Reject the Application.

The Applicant will be notified in writing as to the LSV Board's decision.

5. Probationary Affiliation with LSV

The purpose of this phase is to build support and a relationship with LSV, to demonstrate the Club is sustainable and it can meet all outlined requirements, to ensure success for the long-term.

Upon being approved by the LSV Board to the status of a Probationary Affiliated service, the Applicant enters the Probationary Affiliation Phase. This Phase has a minimum period of 3 years, including at least 2 patrol seasons.

During this phase, the Applicant will need to meet the Probation Requirements. If the Applicant meets all these requirements throughout the Probationary Phase, then it may apply for Full Affiliation.

As a probationary member of LSV, the Applicant will:

- Receive formal recognition as a Life Saving Club / Surf Life Saving Club.
- Receive formal affiliation and recognition with Surf Life Saving Australia (SLSA) and Royal Life Saving Society of Australia (RLSSA).
- Receive Members' insurance through WorkCover, as well as Members/Clubs public liability insurance³;
- Allocated a Board Committee Observer to provide governance oversight, guidance, support and will provide reporting back to LSV.
- Allocated a Volunteer Support Officer (VSO) to assist club and member development.
- Receive the annual administration grant.
- Receive full correspondence from LSV.
- Able to compete at carnivals, entry to national and state championships; and nominations for State/Australian teams.
- Meet requirements for participation in internal and external funding and grant programs.
- Able to attend LSV courses.
- Able to access award record database.
- Non-voting membership at LSV Councils.
- Complete annual reporting to LSV, ACNC and any other required bodies.

5.1. Appointment of Board / Committee Observer

A Board / Committee Observer from LSV will be allocated to the Applicant to support this phase. The Board / Committee Observer will provide governance oversight, guidance and support to the committee members. They will also provide reporting back to LSV as required.

The Board / Committee Observer is not a voting member of the Board / Committee and is an observer only. It is hoped that their expertise will make the transition through the probation phase easier.

³ LSV, through its national parent bodies have negotiated premiums with various insurers that take advantage of a bulk purchase. These insurances are as follows:

- \$20 Million public liability insurance per organisation
- Directors and Officers Insurance
- Volunteer Emergency workers compensation and personal accident insurance. The personal accident policy picks up those aspects not covered by Volunteer Emergency Workers Compensation.
- LSV has also negotiated building and assets insurance for those clubs that wish to take advantage of it. Details are available upon renewal each year.

5.2. Appointment of Volunteer Support Officer

A Volunteer Support Officer (VSO) from LSV will be allocated to the Applicant to support this phase and will monitor progress. The VSO will also assist in the gaining of awards and help with general issues and matters that arise regarding the affiliation process.

The VSO is not a replacement for the core management positions that you will need to successfully run the service. Applicants should refer to the LSV Club Support Manual for further advice in this area.

5.3. Probationary Affiliation Phase Requirements

The following lists the requirements that must be met during the Probationary Affiliation Phase. The table below provides additional detail as the requirements and minimum standards:

- a) Behaviour, culture, code of conduct
- b) Legal Structure and Governance arrangements
- c) Strategic and annual planning
- d) Minimum people resources
- e) Minimum gear and equipment
- f) Service delivery standards
- g) Reporting and records management

Table 2 Probationary Affiliation Phase Requirements

(a) Behaviour, Culture and Code of Conduct

Life Saving Victoria's mission is to prevent aquatic related death and injury in all Victorian communities. Our Vision is that all Victorians will learn water safety, swimming and resuscitation and be provided with safe aquatic environments and venues. The behaviour, culture and the conduct of the probationary Affiliated members must align with our shared mission and vision. The behaviour, culture and the conduct of the probationary Affiliated members must meet or exceed the LSV Code of Conduct, as well as display LSV values throughout the probationary period – and beyond.

The probationary club/service must continue to act within the best interest of Lifesaving and to not damage the reputation or standing of the organisation in the community.

(b) Legal Structure & Governance

The Applicant must agree to all rules as set out in the SLSA, RLSSA and LSV Constitutions, By- Laws, policies, procedures and manuals, including the LSV Code of Conduct. Any breach of these requirements may result in the Applicant being suspended or expelled.

If not already established, the Applicant must within 6 months of being approved for Probationary Affiliation with LSV, meet the following requirements:

- For the protection of all members and to satisfy LSV's Constitutional requirements, the Applicant must become an Incorporated Association. This will require the club to seek and obtain legal advice.
- Have an LSV endorsed Club Constitution. The Constitution must also meet Consumer Affairs Victoria (CAV's) requirements.
- The entity must be incorporated in the state of Victoria, have a fundraising license with CAV and registered with the Australian Charities and Non-for-profits Commission (ACNC).

To make it easier for new clubs, as well as to bring clubs into line with the changing laws, LSV has a draft template constitution. Applicants can change or add to aspects of the constitution to suit their own specific needs within reason. Prior to the constitution being lodged with Consumer Affairs Victoria it must be endorsed by LSV.

The constitution must include the necessary clauses in relation to adopting SLSA and LSV's Grievances, Judicial, Discipline, Member Protection and Dissolution processes.

Applicants must apply to the Australian Taxation Office and the Australian Charities and Non-for-profits commission to

become a Deductible Gift Recipient (DGR) in order to collect funds. A good guide for fundraising information is found [here](#). Applicants are recommended to obtain their own legal advice on these requirements here.

(c) Planning

The Applicant must within 6 months of being approved for Probationary Affiliation with LSV, meet the following requirements:

- Have established 3-year Strategic and annual Business Plans.
- Must have developed a 10-year financial plan to satisfy LSV of the ongoing financial viability.

Three-year plans on how the club/service will evolve need to be developed and submitted to LSV. Areas covered should include, but not be limited to buildings, membership development, recruitment, finance, and lifesaving service provision. The plan must include a budget and forecasted cashflow for the next 36 months. The Applicant needs to display some strategic insight and direction by planning its future. Realistic timeframes and milestones are to be included in the plans. LSV's allocated VSO will be available to support the club with these plans.

It is highly recommended that the Applicant puts into place an award development program to increase the number of LSV awards. Higher awards such as trainers and assessors need to be developed for the future success of the club/service. The Applicant should aim to have at least one member become a qualified assessor within the first year. If the Applicant is involved in club competition, it is urged to seek to have members accredited as officials and coaches, with similar arrangements in place for other programs such as Nippers.

(d) Resourcing – People

A starting minimum membership base of 20 people must be met. Of the 20 people, at least 10 must be over the age of 18 years; the remaining 10 must be at least over the age of 14 years.

All new lifesaving clubs must adhere to the membership categories accepted by LSV. These membership categories can be found in the latest SLSA Regulations and through LSV's Club Support Manual.

As a lifesaving service, the Applicant will be required to patrol the beach. Therefore, the new club must meet a minimum of active proficient patrolling personnel⁴. Of these there must be:

- 15 Surf Bronze Medallion Holders (SBM)
- 4 Qualified Inflatable Rescue Boat Driver (IRBD)
- 4 Inflatable Rescue Boat Crew (IRBC)
- 4 holders of Advanced Resuscitation Certificate (ARC)
- 10 qualified in First Aid

(e) Resourcing – Gear & Equipment

The Applicant should be able to meet LSV's minimum Gear Inspection requirements. All equipment must meet the relevant SLSA / RLSS requirements regarding make and model.

⁴ Note 1: The one person can hold several awards e.g. A club could have 4 people who hold 3 awards with IRBD, ARC and the SBM; therefore, they need only 11 more SBM. However, they still require 5 more people (to meet the minimum of twenty people) these members must have at least some standards of patrolling award such First Aid Certificate (FAC), Surf Rescue Award (SRC), Radio Operators Certificate (ROC), Silver Medallion Beach Management (SMBM) etc.

(f) Service Delivery

New Lifesaving Club:

- Maintain a minimum 20 active and proficient Lifesaving award holders,
- Must patrol the beach to LSV standards.
- Must have all rescue equipment as stated by the Gear Inspection Manual and Patrol Requirements Manual.
- Must discuss and agree patrolling hours, obligations, and agreements with LSV Lifesaving Operations.
- Must have established patrolling and surveillance protocols as per LSV requirements.

A Lifesaving Service Protocol will be set up for the club prior to commencements of duties. This will include the specified patrol times, dates and requirements of the club. The club will be responsible for ensuring it meet all the requirements in its protocol, and in line with LSV's policies and procedures.

A meeting to discuss patrols needs to be held with LSV Lifesaving Operations, including the local Lifesaving Operations Officer and Training and Assessment Officer prior to the commencement of each patrol season.

During the first 2 years of operating, the club will submit a patrol roster prior to the commencement of the season to LSV to ensure the beach can be covered appropriately.

Patrol uniforms will be as per LSV standards. Currently SLISA provides assistance with the provision of patrolling uniforms. Contact Club Support at LSV for further advice.

(g) Reporting and records management

The Applicant must provide regular (quarterly) updates to LSV via Club Support on performance and expected timelines with regard to Probationary Affiliation e.g., Minutes of meetings, correspondence, etc.

An annual meeting in consultation with LSV must be held for the purpose of reviewing the Applicant's progress for the first 3 years of Probationary Affiliation. The purpose of this meeting is to track progress and provide support in any areas requiring additional input.

The Surfguard Database will become the centralised record of all members. All Applicants must ensure their members fill out the annual registration forms.

5.4. Probationary Affiliation Phase Applicant Costs

During the Probationary Affiliation phase, the Applicant will need to pay for certain costs associated with their status. These costs are reviewed annually and are generally charged for the following⁵:

- Annual Affiliation
- Annual Nipper Capitation Fee - Capitation fees are used to assist with general administration in our juniors programs. These costs are charged only on the number of Junior Activity members in each club. These fees are confirmed with the club prior to being invoiced each year.
- Training fees
- Sport entry fees
- Member event fees (camps, celebrations, professional development etc.)
- Insurance:
 - Public Liability (\$20 million coverage)
 - Personal Accident – covers all senior members Over 18 (Currently being negotiated with State Government)
 - Personal Accident - Junior (Nipper) members
 - Directors and Officers

⁵ Note: These are just examples, and the fee may change on a yearly basis, as deemed appropriate by LSV and the Board of Directors.

5.5. Full Affiliation Application Assessment

Upon completion of the Probationary Affiliation Phase minimum period (as defined in Section 5), the Applicant may apply to LSV for Full Affiliation. The applicant must do this in writing via letter, formally requesting recognition as a fully affiliated organisation.

Upon receipt of the full affiliation application letter, LSV will acknowledge receipt, and conduct a review to check compliance with the Probationary Affiliation Requirements. After the above review has been completed, LSV will forward the application along with the review report to the Executive of both the CLC and LSOC.

The CLC and LSOC Executives will then make a formal recommendation to the LSV Board of Directors. It should be noted that other LSV committees and personnel may be engaged in the above process, and further information may be requested of the Applicant prior to the recommendation being made to the LSV Board for decision.

The LSV Board will make a final decision on the application for full affiliation. The LSV Board has absolute discretion on whether to approve or reject an application. There are three possible outcomes from this meeting

- (iv) Approve the Applicant for Full Affiliation.
- (v) Request for additional or clarifying information; or
- (vi) Reject the Application, with the Applicant remaining as a Probationary Affiliated entity, subject to special conditions, or they may remove the Probationary Affiliation status if the Council Executives and the Board deem that the trial period is unsatisfactory.

The Applicant will be notified in writing of LSV's decision.

5.6. Non-Compliance during the Probationary Affiliation Phase

Any non-compliance or non/under performance during the probationary period of the applicant, may result in action taken by LSV. Any action taken during this phase will be in accordance with the LSV Constitution, LSV's By-Laws and any specific civil or criminal obligations.

Major non-compliance or non/under performance during the probationary period of the applicant may result in the termination of the Probationary Affiliation Status. The LSV Board of Directors will assess any major non-compliance or non/under performance and will make the final decision relating to Affiliation status during the Probationary Affiliation phase.

6. Full affiliation with LSV

The purpose of this Phase is for the Applicant to enjoy all the benefits of full affiliation, and for LSV to support the affiliate to ensure that it remains sustainable and successful for the long-term.

Before full affiliation is granted, the Applicant must have been probationary affiliated for a minimum period of three years, including two full patrol seasons for a lifesaving club.

As a full affiliate, the Applicant is entitled to full rights and privileges. These include;

- Full voting rights at LSV Club based councils.
- Full and ongoing affiliation with LSV, SLSA and RLSSA.

7. Key Contacts and Links

- **General support contact details:**
 - Club Support
 - Ph: (03) 9676 6930
 - Email: clubsupport@lsv.com.au
- [Australian Beach Safety and Management Database Program](#)
- [Club Support Manual](#)
- [Life Saving Victoria Website](#)
- [Life Saving Victoria Policies](#)

Glossary

ABSAMP	Australian Beach Safety and Management Database Program
Applicant	The entity or group of people applying to be affiliated with LSV
CAV	Consumer Affairs Victoria
CLC	Council of Lifesaving Clubs
EMV	Emergency Management Victoria
LSOC	Life Saving Operations Council
LSV	Life Saving Victoria
MSAR	Marine Search and Rescue
MSV	Marine Safety Victoria
RLSSA	Royal Life Saving Society of Australia
SEMP	State Emergency Management Plan (Emergency Management Victoria)
SLSA	Surf Life Saving Australia

Appendix 1 – Needs Analysis

In order to provide a comprehensive and evidence-based/factual analysis of the need for a new lifesaving service there are 3 key components that need to be looked at:

1. Data and evidence to support an existing hazard or risk at the proposed location
2. Future predictions and ongoing sustainability
3. Existing Infrastructure and operations

Answering all of these segments, will allow you to better understand if a service is actually needed, and will provide benefit to the community.

The main resources that may be consulted to determine a service needs analysis include but not limited to:

- LSV Emergency Management Officer(s)
- LSV staff, including General Managers and Support Staff
- Australian Beach Safety and Management Database Program (ABSAMP Information)
- SurfGuard and LIMSOC (data/statistics)
- Emergency Management Victoria (EMV) (specific reference to the [SEMP](#))
- Department of Transport (Marine Safety)
- LSV Standard Operating Procedures and Policies
- Geographical information including GPS
- SLISA and LSV Beach Safety Reports (e.g., Drowning Reports)
- Annual Reports (Statistics)
- SLISA Training Manual
- LSV Regional and State Officers
- Local land manager and committee of management reports, along with LSV
- Victorian Water Safety Taskforce
- RLISA intelligence/stats/advice

Data and Evidence

This part of the analysis relates to the required data and evidence to support an existing hazard or risk at the proposed location. The Applicant should identify the risk, and the relevant statistics that support the risk – i.e., there is a risk of drowning – and there have been 7 drownings over the past 5 years. Statistics that the Applicant should consider are but are not limited to:

- Drowning statistics (past 3-5 years)
- Rescue statistics (past 3-5 years)
- Tourism numbers (number / type / season)
- Population numbers (number / type / spread)
- Specific dangers in the area (i.e., rock fishing)
- Visitation numbers and times (broken down into season/weeks/months)
- Membership statistics of LSV services in the area
- Population demographics

Future Predictions

As part of a service analysis the importance of changing demographics, behaviours and risk profiles cannot be underestimated in the prevention of injury or death due to drowning. Tourism or residential growth can occur over a short period of time and significantly affect the demographics of an area. In addition to population and the need for supplementary emergency or response services there is also a need to look at management issues including beach access, type of residents/tourists (i.e. interstate vs international) and potential for other lifesaving or rescue services.

Applicants should include the following of evidence of future predictions of need:

- Local government area (LGA) population growth over the next 5 years (i.e., The local Council is predicting a 2% growth in population per annum over the next 5 years). You may need to contact your local council to get this data. Including demographic information
- Future prediction around tourism (international, national and state-based tourism), and the likely impact that this is expected to have on the service.
- Any knowledge of any future planned emergency response facilities / services in the surrounding or neighbouring area.
- Growth and demand for neighbouring services (i.e., membership numbers, waiting lists, nipper development, growth, development trajectory)

Existing Infrastructure and Operations

Another key aspect of determining whether a lifesaving service is needed is having an excellent knowledge of the existing services and how the proposed service will complement and enhance the existing services to the community. The Applicant should identify existing services as well as any gaps in services. This includes lifesaving and other community rescue/response groups. As part of a review the following needs to be considered:

- Existing patrol operational area/s including IRB, rescue water craft (RWC)
- Vehicular and Water access
- Geographical access to areas (and basic signage)
- Type of services to be implemented
- Other Lifesaving Clubs

The willingness of existing neighbouring lifesaving services to support the Application should be investigated and will strengthen the needs analysis. Engagement with neighbouring clubs may provide additional benefit and opportunities to the Applicant such as WorkCover through interim membership, training assistance, equipment usage and club management guidance.

Reporting the Findings

The information that is compiled and analysed should enable LSV to determine the following:

- Type of specialised vessel(s)/equipment most suited for supplementary or additional operations (i.e. Inflatable Rescue Boat, Rescue Water Craft or Offshore Rescue Boat)
- Recommended seasonal time of operations
- Recommended time of operations within a day
- Additional recommendations for peak periods
- Areas of responsibility
- Number of personnel needed
- Current qualification and any future training requirements of operators
- Number/type of equipment needed
- Intended housing and infrastructure to support the operations
- Ownership structure for the assets of the service that is intended to be operated.

Appendix 2 – Probationary Affiliation Application Template



Probationary Affiliation Application for Life Saving Clubs

WHEN COMPLETING THIS FORM

- Refer to the instructions to help you complete this application.
- Answer all the questions, otherwise we may need to contact you for further information.
- Place X in all applicable boxes.
- Make sure you **sign the declaration** at the end of the form.

HOW TO SUBMIT THIS FORM

To assist in a thorough and detailed assessment of your application would you please complete the following and return to clubsupport@lsv.com.au.

Section A: **Applicant information**

1. **Applicant Details**

Date (application date):

Proposed Service Name:

Key Contact Name:

Role in Club/service

Contact Phone:

Contact Email address:

2. **What is the type of service that you are seeking affiliation for?**

Lifesaving Club (Existing)

Lifesaving Club (New)

3. **Where is the proposed service or existing service located?**

4. **What is the nearest town?**

5. **Please give a brief description of the proposed patrol area.**

Please attach a detailed map, including all areas of significance. 'Beaches of the Victorian Coast' should be referenced for details of the beach in question.

Section B: **Service needs analysis**

This section deals with the demographics and relevant contributing factors of the area in which the Life Saving Club is proposed to be located.

- 6. List the reasons for forming a Life Saving Club service or for affiliating with LSV?**

- 7. What is / are the service/s to be provided (e.g., Lifesaving patrol services, etc.)?**

- 8. What research has been carried out in regard to location, and the need for a service**

Existing Infrastructure and Operations

- 9. Are there any other lifesaving services in the area?**

No } Go to Question 11.

Yes } Provide details below

Other services:

Please include a map of their location, any response or patrol areas / boundaries if relevant, and any web link to their operations.

- 10. Please describe the vehicular access to the beach or water.**

Please include a map of the access location/s.

Statistical Data

- 11. Approximately how many permanent residents live within 20km of the area?**

- 12. Has there been any drownings in the past 3-5 years – please provide yearly drowning toll for the past 5 years if available?**

- 13. What are the rescue statistics (past 3-5 years) – please provide yearly rescue statistics for the past 5 years if available?**

14. **What are the tourism numbers over the past 5 years (number / type / season)**

15. **What is the growth rate of the local population over the past 5 years?**

16. **Are there any specific dangers in the area (i.e., rock fishing)?**

17. **What (if any) are the visitation numbers and times (broken down into season/weeks/months)**

18. **What are the membership statistics of LSV services in the area (if known)**

Future Predictions

19. **What is the local growth rate predicted for the next 5 years?**

Please provide what the local Council is predicting that their growth in population will be per annum over the next 5 years). You may need to contact your local council to get this data.

20. **What are the expected tourism impacts?**

Please provide future prediction around tourism (international, national, and state based tourism), and the likely impact that this is expected to have on the service.

21. **What are the future planned emergency response activities in the area?**

Please provide information of any known/envisaged future planned emergency response facilities / services in the surrounding or neighbouring area. The Applicant may need to make contact with their local council or speak with EMV.

22. **Are there any other known future activities that will likely impact the need for the service?**

Please provide information about any other activities you have knowledge of, which might impact the service.

Section C: **Benefits and challenges**

In this section, the Applicant should articulate both the benefits as well as any challenges of the establishment or affiliation of the proposed service.

23. What are the benefits of the service?

The benefits of the proposed service should be identified in the application. These could be closely linked with the local government water safety strategy, the local land manager strategy, or service delivery to the community. The applicant should consider all the likely benefits arising from the service.

24. How does the Application complement and enhance the existing service to the community?

25. What are the challenges of the service?

It is also necessary to consider any challenges arising through the proposed service. This may include any impact of establishing a new service close to another service (membership impacts of both services), infrastructure, local environmental considerations, or funding.

Section D: **Community & other support**

The service must have both community and land manager support – and the support of the relevant control agency as well (i.e., Victoria Police).

26. What is the level of community support for the service?

The proposed service must have the support of the community. Please provide evidence of that support, which may include community meeting minutes, letters of support etc.

27. What is the level of land manager and control agency support for the service?

The proposed service must have the support of appropriate groups, such as the land manager, and control agencies. This may include written evidence of financial support (in-kind or cash), collaboration in relation to facilities, and any other relevant support.

28. Has the Applicant included relevant supporting documentation?

The Applicant must be able to produce documentation from the Land Manager and/or Local Governing Authorities outlining their support of the formation of the proposed Life Saving Club or service.

29. Are there any other support activities, evidence, or documentation that you wish to include?

Section E: Sustainability of the service

The service should be sustainable – both in term of people and financial resources. The applicant will need to identify how the service will be sustainable – in terms of membership / volunteers as well as how the service will be funded. This will need to address the long-term viability of the service (at least 10 years).

30. Does the service already exist?

No } Go to Question 34.

Yes } Provide details below then go to question 34.

Membership details:

Please include how many members, what type of training / qualifications and any other relevant information in relation to existing members).

31. What people commitment has the service achieved?

The Applicant should endeavor to find and gain commitment from possible members. Applicants ideally should have a commitment from a minimum of 20 to 30 people. There should also be an attempt to find as many members with LSV awards and experience as possible. These members may sign an Expression of Interest (such as a letter or similar) and attach their qualifications.

Applicants looking to establish a new club should not approach club members of neighboring clubs that existing within a 1km proximity in metropolitan Melbourne, and within 20km in regional Victoria.

32. Does the local area have sufficient interest and ability to provide suitable membership numbers?

Please provide details

33. What are the succession plans for committee / board members?

Please provide details

34. Does the Applicant have a trading history?

No } Go to Question 37.

Yes } Provide details below

Trading details:

Please include how long you have been trading, your annual reports (for the last 3 years), any bank account details (these will be kept confidential).

35. How does the Applicant intend to fund its operations?

36. What sponsors or commercial support arrangements are in place?

37. What other sources of financial support exist?

Section F: Reputation risk

The affiliated service should not compromise the reputation of Life Saving Victoria, the State Government of Victoria, SLSA or RLSSA.

38. Are there any reputational risks?

Please identify any reputational issues that you are aware of or may be perceived of the service affiliating with LSV.

39. Please provide details of any perceived or actual conflicts of interest.

A conflict of interest occurs when an individual's personal interests – family, friendships, financial, or social factors – could compromise his or her judgment, decisions, or actions in the workplace.

Section G: Infrastructure requirements

This section deals with any infrastructure requirements of the service, and how this is/will be funded.

40. Does the Applicant own, manage, lease, or control any existing infrastructure?

No } Go to Question 43.

Yes } Provide details below, then go to question 45

Infrastructure details:

Please include how long you have been using the infrastructure, and the current condition. Please also include information about any current or future maintenance, compliance and/or refurbishment requirements that you are aware of.

41. Does the Applicant need infrastructure (additional to Q39) to deliver the service?

No } Go to Question 45.

Yes } Provide details below, then go to question 44

Infrastructure details:

Please include details on the infrastructure that you need, including if you are intending to apply the Lifesaving Facility of the Future requirements for the lifesaving club, or what your infrastructure needs are for the service.

42. How will the infrastructure identified in Question 41 be funded?

Section H: Governance and legal structure

This section outlines both the governance and legal arrangement that the Applicants should consider with respect of the requirements of being Affiliated with LSV.

43. Please list the office bearers of the Applicant:

In the case of a proposed entity, please list the proposed office bearers of the proposed entity.

<p>Position:</p> <p>Name</p> <p>Date of Birth:</p> <p>Address</p> <p>Contact ph:</p> <p>Contact email:</p> <p>Summary of skills / experience</p>	<p>Position:</p> <p>Name</p> <p>Date of Birth:</p> <p>Address</p> <p>Contact ph:</p> <p>Contact email:</p> <p>Summary of skills / experience</p>
<p>Does this person satisfy the ACNC “Responsible Persons” requirements?</p> <p>Has this person previously been banned/disqualified from holding an officer holder position?</p> <p>Please disclose any conflicts of interests involving the Applicant and LSV, including contractual arrangements; financial arrangements; and disciplinary arrangements.</p>	<p>Does this person satisfy the ACNC “Responsible Persons” requirements?</p> <p>Has this person previously been banned/disqualified from holding an officer holder position?</p> <p>Please disclose any conflicts of interests involving the Applicant and LSV, including contractual arrangements; financial arrangements; and disciplinary arrangements.</p>

<p>Position:</p> <p>Name</p> <p>Date of Birth:</p> <p>Address</p> <p>Contact ph:</p> <p>Contact email:</p> <p>Summary of skills / experience</p>	<p>Position:</p> <p>Name</p> <p>Date of Birth:</p> <p>Address</p> <p>Contact ph:</p> <p>Contact email:</p> <p>Summary of skills / experience</p>
<p>Does this person satisfy the ACNC “Responsible Persons” requirements?</p> <p>Has this person previously been banned/disqualified from holding an officer holder position?</p> <p>Please disclose any conflicts of interests involving the</p>	<p>Does this person satisfy the ACNC “Responsible Persons” requirements?</p> <p>Has this person previously been banned/disqualified from holding an officer holder position?</p> <p>Please disclose any conflicts of interests involving the</p>

Applicant and LSV, including contractual arrangements; financial arrangements; and disciplinary arrangements.

Applicant and LSV, including contractual arrangements; financial arrangements; and disciplinary arrangements.

If more positions, please provide as additional information.

44. Please provide a copy of the Applicant's Constitution if the entity already exists or indicate that you will meet the requirement to form within 6 months of Probationary Affiliation.

The Applicant's proposed constitution (it will need to comply with LSV's template constitution, and LSV's Constitution.

- Provided a copy of the Constitution
- Will meet the requirement of the formation of the entity as required in the Probationary Affiliation phase.

Section I: Declaration

I declare that the information given on this application is true and correct and that consent has been obtained from the named persons that have been included in this application.

Signature

Name:

Date

Lodging your application

Please keep a copy of your application for your records.

Send an electronic copy of the completed document including all attachments to:

- clubsupport@lsv.com.au.

or, you can send a hard copy of the completed document including all attachments to:

- Life Saving Victoria
200 The Boulevard
Port Melbourne, Victoria, 3207
Attention: Club Support

Appendix 3 – Guidelines for Managing At-Risk Clubs



Appendix 3

Guidelines for Managing At-Risk Clubs

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1. Introduction

1.1. Purpose

The purpose of this document is to act as a guide for Life Saving Victoria (**LSV**) and any of the existing affiliated Life Saving Clubs (**LSC**) around the management of issues arising from the affiliation agreement and its obligations and the de-affiliation process (the process of removing or ceasing the affiliation between the LSC and LSV).

1.2. Affiliation

LSV's approach of working together to deliver our mission to prevent aquatic-related death and injury in Victoria is via an affiliated model, both in the Victorian and national context. Affiliation is a way for an organisation to connect with a larger organisation for mutual benefit.

The process to initially affiliate with LSV is detailed in the Guidelines for LSC Affiliating with LSV, including the benefits of affiliation. For existing LSCs, affiliation with LSV is required annually with the execution of an Affiliation Agreement.

1.3. Affiliation Breach Management

In certain circumstances, an existing LSC may breach its affiliation agreement with LSV or breach LSV's Constitution or other rules and policies. The process for managing such breaches is referred to in this document as the Affiliation Breach Management process.

This document guides LSV and the LSC around the circumstances and processes of these breaches.

1.4. De-Affiliation

In particular, and in less frequent circumstances, an existing LSC may seek or be in a position where it needs to be de-affiliated from LSV. The process for that to occur is referred to in this document as the "de-affiliation" process.

This document guides both LSV and an LSC around the circumstances and processes relating to de-affiliation.

There may be several situations or causes for a de-affiliation, such as but not limited to:

- A LSC wishing to wind up its services.
- A LSC wishing to amalgamate with another LSC.
- LSV determining the LSC is no longer sustainable (not meeting its affiliation agreement and other obligations) or required in its current form after addressing affiliation breaches.

2. Affiliation Breach Management

This section deals with issues associated with breaches of an affiliation agreement. There may be several identification sources, such as a LSC and committee, LSV staff, LSV Board, external stakeholder (i.e., government) or an LSV Council Executive. This may include situations where the LSC has breached or is likely to breach the affiliation agreement inadvertently and has made LSV aware of that situation, or LSV has identified or been made aware of non-compliance with the affiliation agreement.

2.1. Step 1 – Issue Identified

In this initial stage, a material issue has been identified by the LSC or any LSV Council Executive member or by LSV staff or has been made aware of the issue from external stakeholders such as but not limited to the ACNC, Local Government Authority or similar.

A **material issue** is one where the matter:

- relates to the governance, administration, sustainability or performance of the LSC (including its elected office bearers or nominated delegates), i.e., patrol defaults, not individual members (there are existing processes to deal with individuals such as [member protection](#) and the grievance and judiciary process etc.); and
- is a serious breach of the affiliation agreement and/or its requirements (see section 5.3 of the Guidelines for Affiliating with LSV for more details on the affiliation requirements).

A **Serious Breach** is defined as being either:

- (i) a breach of any of the obligations under the affiliation agreement and/or affiliation requirements which has or is likely to have a material adverse effect and which such party shall have failed to cure; or
- (ii) a minor breach of any of the obligations under the affiliation agreement and/or affiliation requirements which has not been rectified over a reasonable period; or
- (iii) several minor breaches of any obligations under the Affiliation Agreement and/or affiliation requirements which have or are likely to have a Material Adverse Effect and which such Party shall have failed to cure.

A **material adverse effect** means any event, condition or change which significantly and adversely affects or could reasonably be expected to affect the assets significantly and adversely, liabilities, financial results of operations, financial conditions, operational requirements (such as patrol protocols) or the reputation of the lifesaving movement, LSV, the State Government of Victoria, Surf Life Saving Australia (SLSA) and Royal Life Saving Society of Australia (RLSSA).

2.2. Step 2 – Issue referred to the LSV Board

Once the matter is identified, an issue summary will be prepared by LSV staff (supported by relevant Council Executive/s as required) and submitted to the LSV Board.

The LSV staff and appropriate Council Executive/s will initially review the matter and may seek additional information or clarifying discussions with the LSC, as well as other LSV Council Executives (for example, they may seek advice from the LSOC Executive around lifesaving operational issues) or LSV staff.

LSV will have six weeks to confirm a course of action, including determining whether a serious breach has occurred or is likely to occur, or that the matter is or is expected to be a minor breach. If six weeks is insufficient to allow LSV to decide, this time may be extended at their discretion by giving notice to the company secretary. If a serious breach has been determined, refer to Step 3A (process and timeline). If a minor breach has been determined, refer to Step 3B (process and timeline). A central record of affiliation breaches will be maintained, enabling LSV to monitor cumulative breaches (including minor) over time.

2.3. Step 3A – Serious Breach

If LSV staff and the Council Executive/s consider a serious breach has occurred, the formation of an affiliation breach review panel (**panel**) will be requested. The panel will ideally be formed within three weeks of the request.

The panel will consist of a minimum of the following:

- CLC Executive Representative (panel Chair);
- Club Support General Manager / Manager (panel secretariat);
- A current or ex-LSC President with more than two years experience as an LSC President, with expertise in the issue and with no conflicts of interest with the LSC involved in the matter; and
- Technical or subject matter experts, including the Director of the area, that the breach relates to, as well as others as required (this may include representatives from other LSV Council Executives, LSV staff such as company secretary or governance officer, and LSV volunteers).

Once formed, the panel will formally write to the LSC committee/board identifying the severe breach.

The panel will request a meeting (called an affiliation breach review panel hearing) with the President of the committee/board, where the LSC will have the opportunity to show cause why LSV should not terminate the affiliation agreement. The presentation must include how they intend to rectify the breach and over what period, including any specific context or background to the issue/s. The LSC may attend with up to 4 committee members.

The panel will also ask for a written submission to be provided to the panel five days before the hearing.

The LSC will have a minimum of 4 weeks to prepare their response to the notification letter.

2.4. Step 3B – Minor Breach

If LSV staff and the Council Executive/s determine that the matter is not a serious breach, the issue will be defined as a minor breach.

The appropriate Council Executive and LSV staff will work with the LSC to rectify the minor breach. A recommendation will be determined around the timeframe that should be met in fixing the minor violation.

If the matter is rectified within the timeframe as specified and the LSC is no longer in any form of breach of the affiliation agreement, then the matter is closed, and no further action will be required.

If the matter is not rectified by the timeframe as specified, and the LSC remains in breach of the affiliation agreement, then LSV staff and the Council Executive/s shall review the matter as defined in Step 2 above.

2.5. Step 4 – Serious Breach Hearing

The LSC will present to the panel a response to the notification letter. In this presentation, the LSC must include how it intends to rectify the breach, over what period and the context surrounding the breach, such as what factors led to the breach.

The panel will discuss the matter with the LSC committee/board and assess the severity of the serious breach. The panel will make the following determination during the panel hearing:

- (i) The matter is irrecoverable and is a serious, grave breach involving severe misconduct.

The panel may determine that the affiliation agreement will be terminated and therefore suspended pending the LSV Board's review and endorsement of the determination.

- (ii) The matter is recoverable and is a severe breach.

The LSC affiliation status will be changed to probation affiliation (as identified in the Guidelines for LSCs to Affiliate with LSV), and the LSC will need to apply for and meet the requirements of the Guidelines for LSCs to Affiliate with LSV to achieve full affiliation again. The guidelines will govern this process of re-applying.

As identified in the guidelines, LSV may provide additional support to the LSC and appoint a member of the LSC committee to oversee the rectification of the breach and advise the LSC and LSV.

The panel will also determine the period for the breach/es to be rectified.

2.6. Step 5 – Serious Breach Rectification Process

As identified in Step 4, the panel will make a determination regarding the period for the breach/es to be rectified. If the breach/es are repaired within the timeframe specified, and the LSC meets all the affiliation requirements, the LSC can reach full affiliation again.

If the LSC does not rectify the severe breach/es by the period determined in Step 4A, then the matter will be re-referred to the panel. The panel will meet again and specify as follows:

- (i) grant the LSC an extension of time if the reasons for the matter not being resolved are considered reasonable and were beyond the control of the LSC; or
- (ii) to immediately terminate the affiliation agreement. If the panel believes this should happen, the matter will be referred to the LSV Board for approval of the recommendation.

3. Life Saving Club Initiated De-Affiliation Process

In this circumstance, the LSC committee/board will initiate the de-affiliation process. This may be because:

- the LSC no longer wants to operate as a LSC or plans to amalgamate with another LSC, and thus the LSC will no longer exist; or
- the existing committee/board can no longer meet the affiliation requirements.

3.1. Step 1 – Formal Notification of De-Affiliation

LSCs that seek to de-affiliate with LSV must do so in writing, directed to the LSV Board via the Company Secretary of LSV (company.secretary@lsv.com.au) and must indicate the reasons the LSC is seeking to de-affiliate.

In some circumstances, LSV may initiate the de-affiliation process. This would include situations where the LSC has been wound up without the LSC initiating the de-affiliation process.

3.2. Step 2 – Review of Request for De-Affiliation

The LSV Board will review the formal notification at its next board meeting. The LSV Board will establish a panel to review the matter. Depending on the LSC and reasons provided for seeking de-affiliation, the panel will comprise Directors and LSV staff, and others as required. The general manager - club support (or equivalent at the time) will act as panel secretariat.

The panel's purpose is to review the matter, including seeking additional information or clarifying discussions with the LSC. The panel will facilitate an impact analysis which may include a review of service needs, risks, and local government/land manager support, while also seeking information from LSV Council Executives (for example, advice from the LSOC Executive around operational lifesaving matters) as required (and where there is no direct representation on the panel). This will aim to understand the issue/s facing the LSC.

3.3. Step 3 – Recommendation to the LSV Board

Following Step 2, the panel will recommend to the LSV Board.

The recommendation to the LSV Board could be that the LSC's affiliation be:

- terminated immediately by agreement; or
- terminated at a future date as agreed with the LSC and LSV; or
- maintained, and additional support be provided to try and avoid de-affiliation of the LSC, as per the affiliation breach management process. But, again, this would be with agreement from the LSC.

This recommendation will be provided for consideration and approval at the next board meeting.

3.4. Step 4 – LSV Board Makes Determination

The LSV Board will consider the recommendation and may decide to:

- accept the recommendation; or

- (ii) request additional information or further review be undertaken and bring the additional information and a revised recommendation back to the next board meeting.

The LSV Board may ask the panel to appoint an interim LSC committee to replace the outgoing LSC committee to maintain service delivery at the specific location.

3.5. Step 5 – Implementation of Board Decision

If the LSV Board endorses the termination of the affiliation agreement, LSV staff will coordinate the required actions.

Once the LSC is no longer affiliated with LSV, it is the responsibility of the LSC committee/board to manage the winding up of the organisation in accordance with its constitution (if winding up), including the distribution of its assets. All the benefits afforded to the LSC whilst affiliated with LSV will cease on the termination date.

If the Board requests more information or endorses additional support to resolve the circumstance, LSV staff will coordinate the required actions.

4. Key Contacts and Links

- **General LSV support contact details:**

Club Support

Ph: (03) 9676 6930

Email: clubsupport@lsv.com.au

- **LSV company secretary**

Email: companysecretary@lsv.com.au

- [Australian Beach Safety and Management Database Program](#)

- [Club Support Manual](#)

- [Life Saving Victoria Website](#)

- [Life Saving Victoria Policies](#)

- **LSV Employee Assistance Program (EAP) Provider, Benestar**

- This service is available to members, and will be made available to members of clubs de-affiliating (for a period of time determined by the Panel and based on the specific nature of the Club and context).
- This is a confidential service and can be accessed by members at any time, and provide counselling face-to-face – for wellbeing/mental health issues in all life domains.
- The best way to access any of these services is to call 1300 360 364 and advise you are part of LSV and they will point you in the right direction. Benestar also has some useful online resources via their website and app (BeneHub).

5. Glossary

ACNC	Australian Charities and Not-for-profits Commission
Applicant	The entity or group of people applying to be affiliated with LSV
CAV	Consumer Affairs Victoria
CLC	Council of Lifesaving Clubs
EMV	Emergency Management Victoria



Life Saving Club or LSC	The Life Saving Club entity
LSOC	Life Saving Operations Council
LSV	Life Saving Victoria
MSAR	Marine Search and Rescue
MSV	Marine Safety Victoria
RLSSA	Royal Life Saving Society of Australia
SEMP	State Emergency Management Plan (Emergency Management Victoria)
SLSA	Surf Life Saving Australia

6. Appendix A – Scenario Examples

Scenario 1 – Pretend Life Saving Club: Request to de-affiliate

The Pretend Life Saving Club (PLSC) has had diminishing membership for the last decade, and even with the assistance of the local government and its Volunteer Support Officer (VSO), it has not been able to recruit many members. The PLSC Committee is also relatively small, with only four members, meaning there is a lot for the committee to do, with few others in PLSC to assist.

In discussion with LSV Club Support and the LSOC Executive, it has been working on an opportunity to amalgamate with the neighbouring Nearby Life Saving Club (NLSC). NLSC has a more robust membership and has been providing additional members to assist in meeting patrol protocols.

Both the PLSC and NLSC committees have passed motions to amalgamate the two organisations into one LSC. They have agreed that the NLSC would be the surviving entity and that all the assets and equipment will transfer to the ownership of NLSC.

Based on the above, PLSC must formally write to the LSV Board via LSV's company secretary, requesting that the PLSC be de-affiliated, given that the organisation will no longer be required.

Once the letter is received, the LSV Board will refer the matter to a panel to review the application. The panel will request advice from the Club Support team (both the Manager Club Support and the local volunteer support officer) and the LSOC Executive about the key technical impacts of the amalgamation. They may also ask the NLSC if it agrees with the proposed amalgamation (if it was not specifically included in the submission by PLSC). Additionally, as part of the impact analysis, the panel assessed the impact based on community expectations, government/political considerations, beach/waterway risks, known drownings/incidents, etc.

Suppose the information collected and advice from the consulted groups is positive and recommend that the process continues. In that case, the panel will recommend to the next LSV Board meeting that the PLSC be de-affiliated and that the Affiliation Agreement be terminated at an agreed date that suits the PLSC and NLSC amalgamation timeframe.

The LSV Board will consider the recommendation, and if it also agrees, it will endorse the proposed recommendation and approve the de-affiliation of PLSC.

The LSCs will then work towards the amalgamation of the two organisations, including the transfer of any assets (both physical and monetary) to the NLSC in accordance with its constitution.

Scenario 2 – Fake Life Saving Club: Termination of Affiliation Agreement

The LSOC Executive has identified a material issue relating to the Fake Life Saving Club (FLSC). Over the past three years, it has increased levels of patrol protocol defaults. After several attempts to assist the LSC, they have not communicated with the LSOC, the Lifesaving Operations staff, or their VSO. Several incidents on the beach in this most recent season have not been reported, and the LSC is no longer using or logging on to the LIMSOC system. In a recent gear and equipment inspection, it was noted that none of the equipment had been serviced, and most of the items were unsafe to be used in operational activity, with no IRB in seaworthy condition.

LSOC executives (with support from Lifesaving Operation staff) have prepared a summary report and shared this matter with the LSV Board and other LSV staff as required (i.e., Club Support). Representatives from the LSOC Executive and relevant LSV staff meet to determine if the matter is regarded as a severe breach of the Affiliation Agreement for FLSC. Given the seriousness of the situation, it would be likely in this scenario that.

This would be a serious breach. Subsequently, a Serious Breach Panel will be formed to review the matter formally.

The panel will then formally write to the FLSC to notify them of the formation of the Serious Breach Panel, ask them to make a formal submission in response to the notification of the serious breach, and invite them to attend a Serious Breach Panel Hearing.

Suppose during the panel hearing, the LSC is unable to propose a reasonable response to rectifying the serious breach. In that case, i.e., they do not agree that there is an issue, refuse to do anything about it, or don't attend the hearing. The panel may make a recommendation to terminate the Affiliation Agreement. In this circumstance, the panel will recommend to the LSV Board that the LSC be de-affiliated and terminate the Affiliation Agreement.

If this course of action is recommended, then the Serious Breach Panel will request that LSV staff develop a business continuity plan for the location to ensure that LSV can continue to provide the public safety services obligations of the State Emergency Management Plan. This may include the deployment of Lifeguards and/or the establishment of a new entity to provide the services, including forming a new committee. This new entity would be established consistent with the Guidelines for Life Saving Clubs to Affiliate with the LSV process.

The LSV Board will consider the recommendation, and if it also agrees, it will endorse the proposed guidance and approve the termination of the affiliation agreement with the FLSC.

The FLSC will then work towards the winding up of the organisation, including the transfer of any assets (both physical and monetary) in accordance with its constitution.

Scenario 3 – Unreal Life Saving Club: Probation Affiliation

The LSOC Executive has identified a material issue relating to the Unreal Life Saving Club (ULSC). Over the past three years, it has had increasing patrol protocol defaults. After several attempts to assist the Club, they have not communicated with the LSOC Executive, the Lifesaving Operations staff, or their VSO. Several incidents on the beach in this most recent season have not been reported, and the club is no longer using or logging on to the LIMSOC system. In a recent gear and equipment inspection, it was noted that none of the equipment had been serviced, and most of the items were unsafe to be used in operational activity, with no IRB in seaworthy condition.

The LSOC Executive (with support from Lifesaving Operation staff) has prepared a summary report and shared this matter with the LSV Board and other LSV staff as required (i.e., Club Support). Representatives from the LSOC Executive and relevant LSV staff will meet to determine if the matter will be regarded as a serious breach of the Affiliation Agreement for ULSC. Given the seriousness of the situation, this scenario is likely to be considered a serious breach. Subsequently, an affiliation breach panel will be formed to review the matter formally.

The panel will then formally write to the ULSC to notify them of the formation of the panel, ask them to make a formal submission in response to the notification of the serious breach, and invite them to attend an affiliation breach review panel hearing.

During the panel hearing, the LSC will indicate that they have had serious personnel issues across several seasons and have replaced some of the personnel who had been resistant to change. In addition, there is a new President, and they have a long history with LSV and are keen to rectify the situation. The panel will acknowledge the positive history, agree to a rectification process and timeframe, and recommend placing.

The club is on probation (probation affiliation) in accordance with the Guidelines for LSCs to Affiliate with LSV. In these circumstances, the Panel will make that recommendation to the Board.

The LSV Board will consider the recommendation and endorse the proposed recommendation and approve the implementation of the probation status for the ULSC. This course of action will be recommended, so the panel will request that LSV staff provide additional support to the LSC and appoint an independent committee member to the ULSC committee. The ULSC will then work towards rectifying the serious breach in the defined timeframe. Once fixed, the ULSC will be able to formally apply for full affiliation in accordance with the Guidelines for LSCs to Affiliate with LSV.