

## **Life Saving Victoria – Council of Life Saving Clubs & 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 Council of Life Saving Clubs (CLC) is to identify, discuss and address issues relating to the interests of Life Saving Clubs, their club members and other stakeholders, in collaboration with councils and the company as appropriate.

The CLC represents the collective voice of all 57 affiliated lifesaving clubs across Victoria, ensuring strong regional collaboration, and provides strategic advice on club capability, sustainability, member experience and volunteer pathways. The CLC also aligns its work with the Volunteer Lifecycle Framework and the LSV Strategic Plan 2026–2030, and integrates with other LSV Councils through consistent, organisation-wide governance structures.

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

The CLC 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 CLC, through its Council Leadership Team (CLT) is responsible to act as the representative body for all affiliated Life Saving Clubs and provide governance-level advice to support club capability, sustainability and member experience. Its responsibilities are as follows:

#### **2.1 Representation and Engagement**

- a) Represent the collective voice of all affiliated Life Saving Clubs, ensuring balanced metropolitan, regional and inland perspectives through structured engagement within each regional cluster.

#### **2.2 Governance and Strategic Advisory**

- b) Provide strategic advice on matters affecting club capability, governance, sustainability, member experience and volunteer pathways, contributing insights to organisational planning, policy development and system design.
- c) Ensure that CLC advice and priorities remain aligned with LSV's Strategic Plan, organisational policies, compliance requirements and resource capacity within the volunteer-led, employee-supported model.
- d) Ensure consistent governance practice within the CLC in alignment with LSV policies, compliance requirements and organisational risk settings.

#### **2.3 Regional Consultation Framework**

- e) Ensure equitable and consistent consultation across all regional clusters, with Regional Representatives coordinating structured engagement and raising key insights and issues through the CLT in accordance with the By Laws.

#### **2.4 Cross-Council Alignment**

- f) Collaborate with other LSV councils to support integrated planning, knowledge sharing and alignment across programs, initiatives and volunteer/member functions.
- g) Ensure cross-council engagement supports consistent governance practice, reduces duplication and enables integrated planning across all volunteer and member functions.

#### **2.5 Communication and Information Flow**

- h) Ensure timely and transparent communication with clubs following each meeting cycle, including key updates, decisions and opportunities for feedback and engagement.

#### **2.6 Identification of Issues and Escalation**

- i) Identify emerging trends, risks and issues impacting clubs and ensure these are raised through the CLT for progression via the reporting and escalation pathways defined in the LSV By Laws.

#### **2.7 Support for Club Capability**

- j) Support initiatives that strengthen club governance, succession planning, operational readiness and member experience, working collaboratively with LSV employees and other councils where appropriate.
- k) Support club capability and member experience in ways that align with the Volunteer Lifecycle Framework, ensuring a consistent approach to recruitment, development and retention across clubs.

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

- The CLC is established in accordance with Section 31 of the LSV Constitution and By Law 9.
- The CLC (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.
- Where designated in the TOR, Council members may hold operational responsibilities, including decision-making authority for specific functions, 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 the delivery of the CLC's objectives.
- b) Council Officers report to the CLT and are responsible for providing leadership, coordination, and specialist functions within their designated portfolios.
- 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 specific titles, functions, and reporting lines of Council Officer roles relevant to its functional area of responsibility.
- e) Council Officer roles may include, but are not limited to:
  - Portfolio 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 CLC Leadership Team.

The CLT will periodically review the effectiveness of regional cluster engagement, addressing any barriers to equitable representation and making adjustments as required to support consistent participation across clubs.

##### **5.1 Composition**

The composition of the Council of Life Saving Clubs CLT is illustrated in Appendix 1 and will include:

- The Council Chair;
- Regional Representatives – Six representatives, one per regional cluster (see **appendix 2** for regional clusters):
  - Bass & Gippsland
  - Peninsula & Frankston City
  - Central East
  - Central West
  - Geelong & Surf Coast
  - Otway, Western Coast & Mildura

*Regional Representatives are responsible for facilitating equitable, structured consultation across all clubs in their cluster and ensuring key issues, insights and priorities are raised through the CLT in accordance with the processes set out in the By Laws.*

- Strategic Leads – two roles:
  - Club Capability & Development – focusing on club governance, sustainability, and operational readiness.
  - Club Experience & Impact – focusing on member pathways, volunteer experience, and how organisational policies affect clubs.

*The Strategic Leads provide system-level insight across their portfolios and ensure that club experience and capability considerations are consistently reflected in CLT discussions and advice to the organisation.*

- An employee representative of the CEO (GM Member Engagement & Sport or alternative senior manager).
- 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 CLC and CLT meetings.
- b) Should the CLC 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) The CLC may convene additional all-club meetings as required to address significant issues, support broad consultation, or respond to emerging matters impacting clubs.
- d) 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
- e) 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.
- f) Relevant employees, as deemed appropriate by the CEO representative, will attend, contribute and work cohesively with the CLC and CLT, ensuring alignment to LSV's purpose, vision, values, and strategic goals and action plans.
- g) Regional Representatives are expected to convene regular regional forums as part of ongoing structured consultation, ensuring consistent communication between clubs 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 CLC 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:

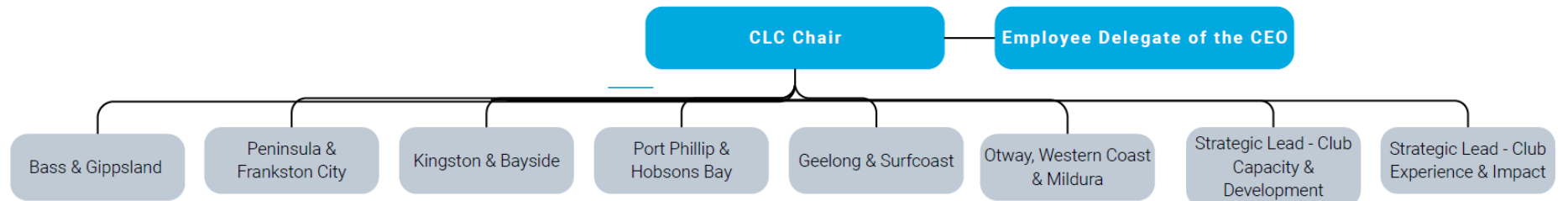
- relevant discipline expertise
- alignment to the CLC governance structure
- capacity to represent relevant Victorian life saving club interests
- organisational expectations for conduct, compliance and capability

Representatives to external bodies will be required to provide updates and report back to the CLT and/or CLC 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 – Council of Life Saving Clubs Leadership Team Structure



## Appendix 2 – regional clusters

Region	Number of Clubs	Representative Clubs
<b>Bass &amp; Gippsland</b>	10	Lakes Entrance SLS, Mallacoota SLSC, Seaspray SLSC, Woodside Beach SLSC, Cape Paterson SLSC, Inverloch SLSC, Wonthaggi LSC, Woolamai Beach SLSC, Venus Bay SLSC, Waratah Beach SLSC
<b>Peninsula &amp; Frankston City</b>	10	Dromana Bay LSC, Gunnamatta SLSC, Mornington LSC, Mt Martha LSC, Point Leo SLSC, Portsea SLSC, Rosebud & McCrae LSC, Sorrento SLSC, Frankston LSC, Seaford LSC
<b>Central East (Kingston &amp; Bayside East)</b>	10	Carrum SLSC, Aspendale LSC, Bonbeach LSC Chelsea Longbeach SLSC, Edithvale LSC, Mentone LSC Mordialloc LSC, Beaumaris LSC, Black Rock LSC, Half Moon Bay SLSC
<b>Central West (Bayside West, Port Phillip, Hobsons Bay)</b>	10	Hampton LSC, Sandringham LSC, Brighton LSC, Altona LSC, Williamstown S&LSC, Elwood LSC, Port Melbourne LSC, Sandridge LSC, South Melbourne LSC, St Kilda LSC
<b>Geelong &amp; Surfcoast</b>	9	Bancoora SLSC, Barwon Heads / 13th Beach SLSC, Ocean Grove SLSC, Point Lonsdale SLSC, Anglesea SLSC Fairhaven SLSC, Jan Juc SLSC, Lorne SLSC, Torquay SLSC
<b>Otway, Western Coast &amp; Mildura</b>	8	Warrnambool SLSC, Apollo Bay SLSC, Kennett River SLSC Wye River SLSC, Mildura LSC, Portland SLSC, Port Campbell SLSC, Port Fairy SLSC