ROYAL LIFE SAVING
TASMANIA

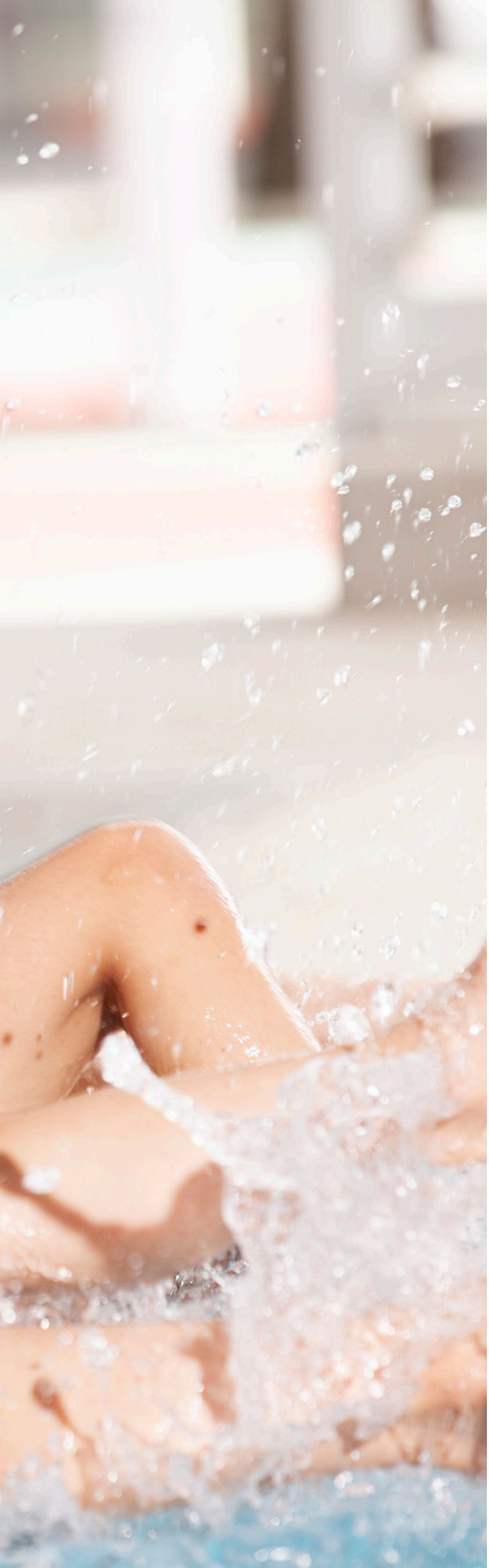
Royal Life Saving TAS Annual Report 2021

A water loving nation
free from drowning





DrowningPrevention.com.au



CONTENTS

PART 1: WHO WE ARE

00 About us Today
00 Message from the President
00 Message from Royal Life Saving Tasmania
00 Our Vision

PART 2: OUR PERFORMANCE

00 Performance Highlights
00 Tasmania Fatal Drowning Report
00 A. Resourceful and Vibrant Organisation
00 B. Growth through Leadership and Partnerships
00 C. Innovative Solutions
00 D. People – Stability and Sustainable

PART 3: OUR ORGANISATION

Our People & Culture
Honours
A Time in History-Sharing Memories
Our Supporters and Thanks

ACKNOWLEDGEMENT TO COUNTRY

Royal Life Saving Tasmania acknowledges the Traditional Owners of the lands where its office is located, Nipaluna, and pays its respect to all Elders past, present and emerging. We recognise and respect First Nation People's connection to land, waterways and community and make a commitment to reconciliation.

PART 1:

WHO WE ARE



ABOUT US - TODAY

Royal Life Saving is focused on reducing fatal and non-fatal drowning and promoting healthy, active and skilled communities through innovative, reliable, evidence-based advocacy; strong and effective partnerships; quality programs, products and services; underpinned by a cohesive and sustainable organisation.

Royal Life Saving is a public benevolent institution, a not-for-profit charitable organisation, a leading water safety educator and community service organisation who seeks to establish broad community resilience and aquatic prosperity. We achieve this through advocacy, education, training, health promotion, aquatic risk management, community development, research, sport, leadership and participation and impactful networks.

OUR VISION

A water loving nation free from drowning.

OUR PURPOSE

To lead efforts to reduce drowning and increase swimming, water safety and lifesaving skills.

INTEGRITY

Royal Life Saving undertakes its commitments and decision making in a transparent and honest way. We highly respect the communities and people we engage and support. We uphold the highest moral and ethical standards to achieve our vision.

LEADERSHIP

Our team consists of individuals who possess the passion and drive to bring about effective outcomes. They deliver on what they promise and work collaboratively to meet expectations. Our leaders take responsibility for their actions and ensure the highest possible standards are adhered to.

STRATEGIC CONSIDERATIONS

We need to adapt quickly to changing political, stakeholder and community circumstances and opportunities.

We need to engage communities more strategically and consistently. We need to analyse community patterns – population trends, aquatic usage, public policy.

We need to be innovative and invest in our future and develop our people.

OUR FOCUS

Over the last 10 years the Australian drowning toll has decreased. It is vitally important that we seek to continue to address this toll as it remains unacceptable. The community perception may be one of complacency and reduced acknowledgment of the risks and potential dangers our aquatic environments possess due to these reductions.

Royal Life Saving must continue to advocate its principle prevention messages but also balance with a desire to have all Australians enjoying our aquatic environments.

OUR PAST: SINCE 1894

The Royal Life Saving Society (RLSS) was founded in England in 1891 to combat a high drowning toll.

The techniques advocated by the Society were soon adopted by many countries and today the RLSS represents the largest single organisation dedicated to the teaching of lifesaving and the prevention of drowning.

The first Australian Branch was formed in New South Wales in 1894 and the movement soon spread to all States.

In December 1924, a dual system of lifesaving was established with Surf Life Saving Australia being responsible for ocean beaches and the Royal Life Saving Society - Australia responsible for all other waterways and still water environments. The Tasmanian Branch was opened in 1915.

MESSAGE FROM THE PRESIDENT

Welcome to the Annual Report for the Royal Life Saving Society Australia (Tasmania Branch) for 2020-2021.

The COVID-19 pandemic continues to impact all segments of the population and has been particularly detrimental to the disadvantaged, older persons, individuals with disabilities, youth and members of our diverse communities.

In spite of these issues, Royal Life Saving has remained resilient, purposeful and focussed on supporting its key water safety priorities and commitments. We continue to thrive and benefit from our collective national networks and the associated sharing of collateral, intelligence and strategy.

These relationships, and a positive outlook, position Royal Life Saving at the forefront of innovative solutions and strategies to address fatal and non-fatal drowning and increase active, safe participation in aquatic pursuits across Tasmania.

The last 12 months have witnessed Royal Life Saving achieve some amazing outcomes. Our children have continued to participate in our Swim and Survive program across Tasmania. The program has been mapped against the National Swimming and Water Safety Framework which has resulted in the development of new resources and tools ready for the approaching summer. With the support of the Tasmanian Government, we have ensured ongoing commitment to vulnerable and disadvantaged communities.

These outcomes and developments are to be celebrated as they bring about heightened skills, risk mitigation and behavioural change aligned to our core organisational objectives.

Over the next 12 months we have set ourselves some key challenges that consider the current and future environmental, political, social and health agenda. This includes driving customer growth by ensuring our program and service options consider the specific needs and priorities of our communities. We will ensure that via collaborative consultations and engagements we will establish a clearer insight and strategy that ensures our customer needs are met.

Additionally, we will increase our brand placement through leadership, partnership, and membership developments. Working with government and our communities we will implement a number of advocacy programs with targeted, yet simple messaging.

An increased commitment to our single technology platform will improve our connectivity to our customers across the aquatic, education and community sectors. Providing high quality learning and educational content will provide a greater degree of flexibility and meet lifestyle considerations. It will also ensure simplification and operational efficiencies without the loss of quality.

I would like to use this opportunity to thank our industry partners who continue to provide critically important swimming, water safety and lifesaving programs.

Our collective efforts bring about strong aquatic communities and the associated health and well-being benefits.

A special thank you to the Tasmanian Government for their leadership and financial support to a range of water safety priority projects. The support and guidance provided by the Communities, Sport and Recreation Directorate is greatly appreciated.

A sincere thank you to our previous Patron, Her Excellency Professor the Honourable Kate Warner AC, former Governor of Tasmania who continues to support our ideals and values. We also warmly welcome the continued patronage of Her Excellency the Honourable Barbara Baker AC, Governor of Tasmania.

To our National CEO, Justin Scarr and the office staff a big thank you for your assistance, support and commitment. My gratitude and appreciation to Royal Life Saving NSW who support our operational and strategic vision. Finally, thank you to our people, the staff, trainers, facilitators, advocates, supporters and stakeholders for your passion and dedication in seeking to eliminate fatal drowning and who aspire to ensure our aquatic participation across our waterways are safe and enjoyable for all Tasmanians.

Pene Snashall
President

› Our collective efforts bring about strong aquatic communities and the associated health and well-being benefits.

MESSAGE FROM ROYAL LIFE SAVING TASMANIA

2020-2021 was a difficult and challenging year for everyone. Our resolve and ability to respond quickly ensured our operational activities were appropriately implemented and continued to address key water safety priorities cross Tasmania.

The strength and passion of our organisation enabled us to commit to many sector and community priorities and ensure jobs and key water safety programs continued to be implemented.

Over the last 12 months Royal Life Saving has been developing a new operational plan that seeks to strengthen our service capability and ensure enhanced leadership and support to our key partners. An enhanced digital strategy will ensure a broad range of opportunities for the communities across Tasmania to participate in key water safety programs across all life stages. Many of our developments have now been completed and we await the opportune time to have them safely implemented.

Our ability to create value is underpinned by the quality and capability of our people, our operational and sustainability performance, innovative partnerships and disciplined accountability.

Our organisation touches the lives and livelihoods of many people around Tasmania. We recognise our responsibility to listen to their concerns and ensure we continue to evolve and provide future options that are appropriate and useful.

Royal Life Saving recognises our success is predicated upon our ability to build and strengthen our resilience and form partnerships that enable us to quickly adapt to future realities and opportunities. Our collaborative efforts alongside the Tasmanian Government and the aquatic sector ensure a bright and prosperous future.

Our strategy has been to create superior, sustainable value that generates significant community benefit and addresses key fatal and non-fatal drowning priorities. We cannot be complacent into the future as we understand many individuals have been deprived of swimming and water safety programs due to the pandemic.

Royal Life Saving Tasmania would like to use this opportunity to thank the Tasmanian Government and our key sector partners who have also been heavily burdened and impacted by COVID-19 restrictions. We will continue to work alongside you to ensure a bright and successful future.

We would also like to thank the New South Wales Branch who have greatly assisted in developing operational strategies and resources to support key water safety agenda. Our sincere thanks to our President, Pene Snashall who continues to provide guidance, leadership, and support for our endeavours.

The Royal Life Saving Tasmania team
Karina Siggins
Ondine Adey
Bronte Baines



PART 2:

OUR PERFORMANCE



OUR VISION

To deliver a robust and sustainable organisation to service the communities of Tasmania.

OUR STRATEGIC PRIORITIES



Resourceful & Vibrant Organisation

A strong, well-resourced and vibrant organisation with a focus on community safety and wellbeing.

WHAT WE PLAN TO DO

- A1: Maintain and expand strategic relationships.
- A2: Implement initiatives aligned to core agenda and community supported priorities.
- A3: Increase visibility of brand, core message and protection of integrity.



Growth Through Leadership & Partnerships

Collaborative leadership and undisputable reputation across the community and with key stakeholders.

WHAT WE PLAN TO DO

- B1: Maintain and expand sector leadership and peak authority status.
- B2: Maintain and increase strategies to inform and engage stakeholders.
- B3: Increase commitments to research and innovative developments.



Innovative Solutions

Improving our standards and providing innovative solutions that in turn provide for enjoyable aquatic experiences.

WHAT WE PLAN TO DO

- C1: Maintain and expand education and training solutions.
- C2: Implement sport and active recreation programs.
- C3: Maintain and expand our health and community education developments.
- C4: Maintain and grow our product solutions.
- C5: Maintain and expand aquatic industry services.



People - Stability & Sustainable

Continued stability and growth of our people.

WHAT WE PLAN TO DO

- D1: Advocate water safety priorities across all communities
- D2: Deliver and maintain asset management and growth.
- D3: Manage organisational risk and sustainability.
- D4: Manage workforce acquisition, skills and retention.
- D5: Meet legislative and organisational compliance requirements.

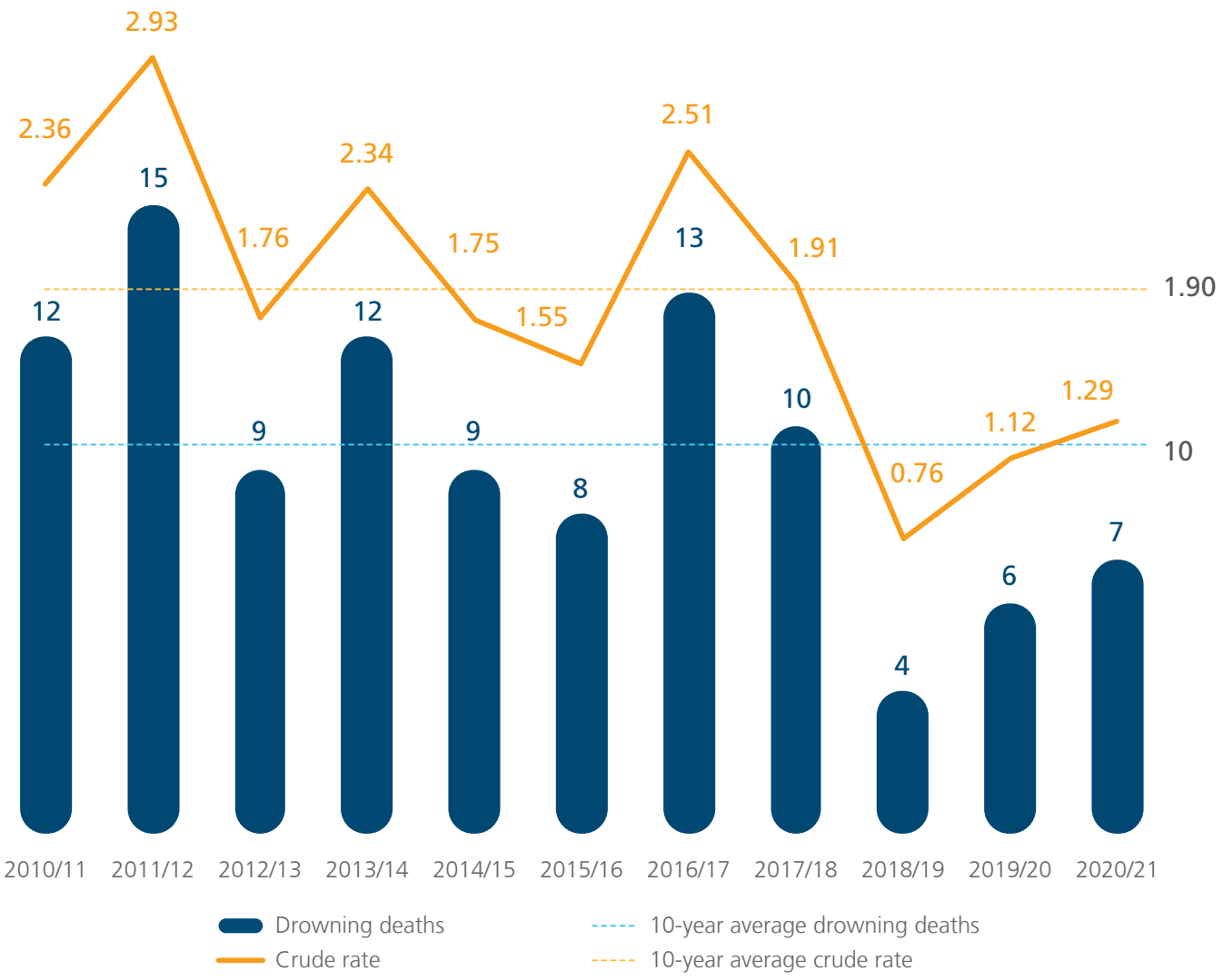
7 drowning deaths occurred in TAS in 2020/21

This is a **17%** **increase** on 2019/20

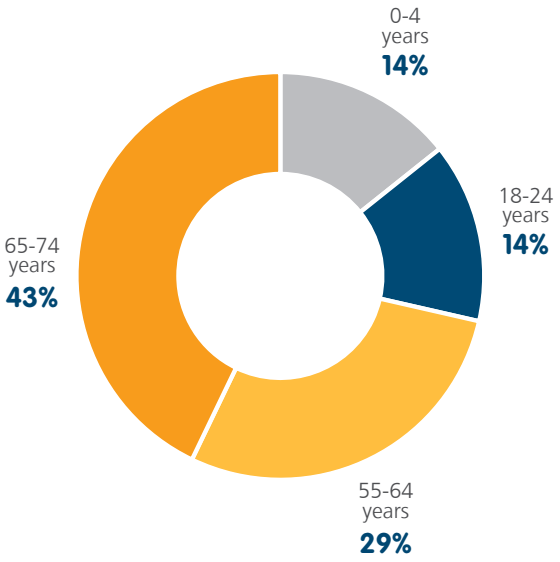
and a **30%** **decrease** on the 10-year average

86% of those who drowned in Tasmania were male

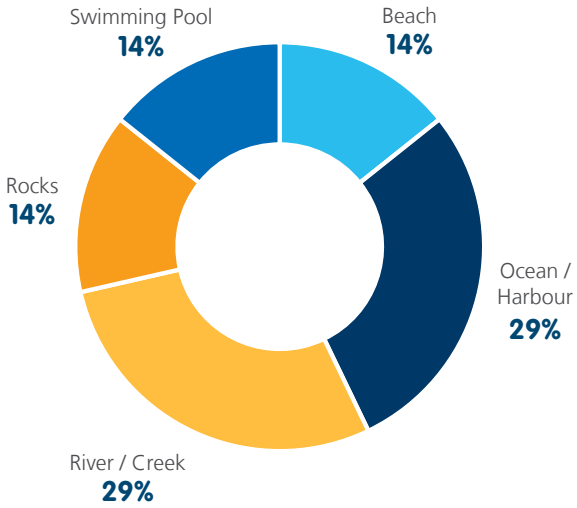
Drowning deaths and death rates in Tasmania from 2010/11 to 2020/21 and the 10-year average



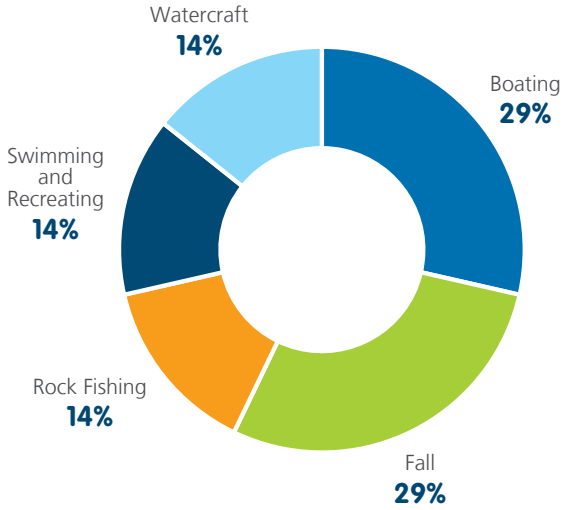
Age



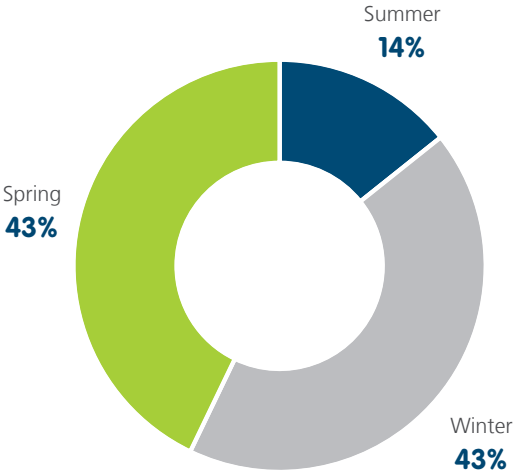
Location



Activity



Season



DROWNING ACROSS THE WORLD

- Drowning is the 3rd leading cause of unintentional injury death worldwide, accounting for 7% of all injury-related deaths.
- There are an estimated 236 000 annual drowning deaths worldwide.
- Global estimates may significantly underestimate the actual public health problem related to drowning.
- Children, males and individuals with increased access to water are most at risk of drowning.

More than 90% of drowning deaths occur in rivers, lakes, wells and domestic water storage vessels in low- and middle-income countries. Half of all drowning deaths are in the Western Pacific and South-East Asia regions. Rates of drowning deaths per 100 000 population are highest, however, in the Western Pacific region followed by the African region.

Our Highlights

Royal Life Saving seeks to build resilient and proficient communities. This enables a lifetime of safe and enjoyable aquatic experiences.

Our focus is to increase the resilience of the Tasmanian community and provide them with the skills and knowledge to participate in a range of aquatic recreation and activity. The benefits of aquatic participation are immense, and we have access to some of the world's most inviting waterways. It is only through the collaborative support of government, key partners and highly motivated individuals can we achieve our vision.

- Active participation and contribution to the development of the Australian Water Safety Strategy 2030. The Strategy provides a future framework in which to guide policy, influence priorities and focus research agenda. Launched in Parliament House in March 2021.
- Implemented and supported the Primary School Swim and Survive program to build aquatic resilience of our children to ensure future activities are undertaken safely and confidently.
- New Royal Life Saving website to support communities with news, resources, research, and campaign collateral.
- Participation in World Drowning Prevention Day supporting the adoption of the historic first Resolution on Global Drowning Prevention.
- Developed and launched the Swim Teacher program to support the Tasmanian aquatic sector. The new program utilises online learning and a one-day face to face model to fast-track certification outcomes. More than 61 new Swim Teachers have completed their training ensuring a quality workforce to support communities and their swimming, water safety and lifesaving endeavours.
- Developed the Basic Rescue Online program to support education sector compliance re the supervision of students in, on and around aquatic environments.
- Development of a new Swim and Survive program to support a balanced swimming and water safety education for the aquatic, education, and community sectors. New program comprises of a range of resources and tools to support promotion and program implementation.
- Implemented the "Make the Right Call" public relations campaign targeting fatal drowning amongst males 25-45 years at inland waterways.
- Invested in innovative auditing technology to undertake aquatic risk audits across inland waterways.
- Publication and promotion of the RLSSA National Aquatic Industry Workforce Report 2020 – showcasing employee insights, professional development, and future needs analysis.
- Publication and promotion of the Australian Water Safety Strategy 2030. The development of this Strategy was convened by RLSSA.
- Publication of the National Swimming and Water Safety Framework. The development of this Framework was convened by RLSSA and involved collaboration across from a range of organisations and individuals. The Framework provides three benchmarks for children at age 6, 12 and 17 years. It aims to inform Government policy makers and swim schools but is also an important resource for parents to understand the lifelong benefits that learning to swim provides.
- Availability of a wide range of preschool and primary school water safety classroom programs.
- We issued more than 1,654 vocational awards to support key workforce compliance needs including the aquatic industry (Pool Lifeguard and Swim Teacher). Access to programs was provided by traditional delivery methods and flexible online solutions.
- Newly developed Junior Lifesaver program will be available for the coming summer to engage young children in lifesaving activities across our public swimming pools – stay tuned!

- Developed and implemented the Keep Watch public education campaign utilising traditional and social media channels and networks raising the profile of parent and carer supervision elements, on and around water.
- Design and development of new Lifeguard uniforms to support the industry in maintaining a professional and recognisable image across our public swimming pools.
- Completion of 2 Aquatic Facility Safety Assessments and 2 Signage Assessments across Tasmania, with the provision of Safety Improvement Plans.
- Development and implementation of 5 audits to support Tasports and HydroTAS.
- In consultation with the Multicultural Council of Tasmania provided the Swim and Survive program to 35 students (5-18 years) at Scotch Oakburn College.
- Deployment of the COVID-safe Virtual Classroom to support the learning and assessment needs of essential workers and those in the aquatic and education sector needing accreditation in CPR and First Aid.
- Transition of vocational training content into online environment to support access for the communities across Tasmania. New programs i.e., Duty Manager and Swim Teacher specialisations are due for release before 2021 Summer.
- Scheduled launch (later phases of 2021) of new online education programs to support children at pre-school, primary and secondary schools across Tasmania. Programs are mapped against outcomes of the Australian curriculum.
- Development of the Leadership Strategy for managers and supervisors looking to increase their understanding of their management behaviour. Suitable for management at Facility and Organisational level teams looking to work together more effectively or for teams to enhance their management style. Ready to launch in the later phases of 2021!
- Implementation of the Online Leadership Learning Strategy providing access to more than 11,000 professional development programs.
- Continued support of the National Aquatic Industry Committee and its role in providing guidance and advocacy to the aquatic industry across Australia.
- Further development of resources to support our commitment to protecting children and other vulnerable communities including those from culturally and linguistically diverse communities.
- Commitment to the development of a Reconciliation Action Plan aligned to our strategic and operational commitments. Our plan will include practical actions both internally and across the communities we engage ensuring a respectful and meaningful relationship with Aboriginal and Torres Strait Islander peoples.



Resourceful & Vibrant Organisation

Goal

A strong, well-resourced and vibrant organisation with a focus on community safety and wellbeing.

Lead strategies to facilitate healthy, active and skilled communities through innovative, reliable and quality solutions together with Government, the Community, the Aquatic Industry and Corporate Sector support.

WHAT WE PLAN TO DO

- **A1:** Maintain and expand strategic relationships.
- **A2:** Implement initiatives aligned to core agenda and community supported priorities.
- **A3:** Increase visibility of brand, core message and protection of integrity.


Royal Life Saving
Royal Life Saving

A1: Maintain and Expand Strategic Relationships
Collaboration to address priority water safety agenda

We collaborate and work alongside government and strategic entities to bring about effective and influential change, policy development, guideline creation and service provision. We assist and lead in the identification of priority water safety agendas and establish strategies based on evidence and expert opinion.

The last 12 months continued to provide unprecedented challenges which has impacted our capacity to engage with our key partners, supporting organisations and provide a number of planned programs and services. Our various sector partners were also required to focus on key maintenance and recovery strategies even while there was ongoing uncertainty.

This required a range of initiatives to be re-scheduled and repurposed to ensure appropriateness and suitability to a changed community and their expectations. Despite the complexities over this period, Royal Life Saving was able to maintain key policy development and support alongside its key government partners. Ongoing collaborative developments will be necessary to assist in re-building community confidence and engagement with aquatic activities and pursuits.

Key Activities undertaken in 2020-21 included:

- Active participation and contribution to the development of the Australian Water Safety Strategy 2030. The Strategy provides a future framework in which to guide policy, influence priorities and focus research agenda. Launched in Parliament House in March 2021.



› CASE STUDY

AUSTRALIAN WATER SAFETY STRATEGY 2030
Towards a nation free from drowning.

The new Australian Water Safety Strategy 2030 was launched by the Hon Mark Coulton, Minister for Regional Health, Regional Communications and Local Government on behalf of Senator the Hon Richard Colbeck, Minister for Senior Australians and Aged Care Services, Minister for Sport in conjunction with the Australian Water Safety Council (AWSC) at Parliament House, Canberra on Thursday 25 March 2021.

The Australian Water Safety Strategy (AWSS) plays an essential role in National, State and Territory, and community approaches to preventing drowning and promoting safe use of the nation's waterways and swimming pools. It outlines priority areas where Australia's peak water safety bodies Royal Life Saving and Surf Life Saving, and AWSC Members can work together to prevent drowning on beaches, at rivers and lakes, and in swimming pools across Australia.

This new Australian Water Safety Strategy seeks to raise awareness about non-fatal drowning incidents, encourage communities to create local water safety plans and promote access to swimming and water safety skills for all Australians, including refugees, migrants and those living in regional areas.

The AWSS 2030 presents a framework that:

- Identifies the key drowning prevention priorities, areas of focus and approaches
- Establishes a roadmap for action that may be monitored, supported and celebrated
- Inspires stakeholders; Governments, organisations and communities to act.

This framework is structured into five Priority Areas; People, Places, Activities, Populations and Risk Factors.

A2: Implement Initiatives Aligned to Core Agenda and Community Supported Priorities
Targeted and tailored solutions

We address key water priorities through targeted awareness, education, training or tailored solution. We engage communities to ensure relevance and suitability to ensure long-term benefit and outcome.

Developing solutions to support the needs of our communities is paramount to Royal Life Saving and its strategic intent. Across various life stages and locations, the focus and strategies vary to suit. Royal Life Saving has continued with its focus on increasing participation opportunities in water safety, swimming, survival and water safety programs. This prepares, particularly our most vulnerable with the skills and resilience to understand risks and dangers around our aquatic environments but also to enjoy aquatic activities and experiences into the future. Additionally, we have resourced our aquatic industry partners to enable them to provide programs and services which consider health, social and wellbeing factors.

Over the last 18 months our children have had significant interruption to their swimming and water safety education. With many pools closing across key periods there is growing concern that our children have not had the opportunities to meet key aquatic safety benchmarks as prescribed in the National Swimming and Water Safety Framework. There will be increased emphasis and support into the future to ensure our children have access to a balanced swimming and water safety program. The support of the aquatic, education network and community will undoubtedly be vital in addressing any gaps or disadvantage.

Key Activities undertaken in 2020-21 included:

- Implemented and supported the Primary School Swim and Survive program to build aquatic resilience of our children to ensure future activities are undertaken safely and confidently.

COMMUNITY SHOWCASE

PRIMARY SCHOOL PROGRAM – SWIM AND SURVIVE
Building community resilience.

Over the last 12 months our children have had significant interruption to their swimming and water safety education. There will be increased emphasis and support into the future to ensure our children have access to a balanced swimming and water safety program. The support of the aquatic, education network and community will undoubtedly be vital in addressing any gaps or disadvantage.

Participating Venue Partners:

West Coast Council – Zeehan Pool
54 students from St Joseph's Catholic School in Rosebery took part in an intensive 10-day Swim & Survive Program. St Josephs is located on the remote west coast of Tasmania.

Derwent Valley Council - New Norfolk Swimming Pool
111 Students from New Norfolk Primary School took part in the 2020 Swim & Survive Program at New Norfolk Pool then program catered for Kinder to Grade 2. 160 Students from St Brigid's Catholic School in New Norfolk from Kinder to Grade 6 participated in the Swim & Survive Program at New Norfolk Pool.

Burnie Aquatic Centre
97 Grade 7 Parklands High School students took part in their Swim & Survive Program at Burnie Aquatic Centre. The focus for this course was on aquatic survival skills.



A3: Increase Visibility of Brand, Core Message and Protection Of Integrity

Highly valued and trusted brand

We plan and coordinate strategies that bring about sector awareness and organisational intent. Our reputation and status are highly valued and brings trust to messaging and advise. We partner with key stakeholders to maximise exposure and acceptance.

Key Activities undertaken in 2020-21 included:

- New Royal Life Saving website to support communities with news, resources, research, and campaign collateral.
- Participation in World Drowning Prevention Day supporting the adoption of the historic first Resolution on Global Drowning Prevention.

CASE STUDY

World Drowning Prevention Day

Following the United Nations adoption of the historic first Resolution on Global Drowning Prevention, the inaugural World Drowning Prevention Day was announced. The World Health Organization (WHO) invited all stakeholders to commemorate the day by highlighting the need for urgent, coordinated and multi-sectorial action to reduce drowning.

On 25 July 2021, people across the world marked the first World Drowning Prevention Day. In addition to resources developed and shared by the WHO, Royal Life Saving created additional resources and promoted the importance of the day across the Australian media landscape.

Royal Life Saving helped facilitate a WHO webinar 'Global, national and local reflections on World Drowning Prevention Day 2021'. With over 500 attendees, speakers from around the globe.

On World Drowning Prevention Day, we encouraged people to join us in taking action to end drowning.

- Give your child the skills to enjoy the water safely.
- Keep Watch to keep your child safe around water.
- Check your pool fence and make sure the latch closes.
- Make the right call and avoid alcohol and drugs around water.
- Wear a lifejacket when you are fishing or boating.
- Check the weather forecast and water conditions before boating.
- Challenge yourself to do your Bronze Medallion.
- Start a career as a pool lifeguard or swimming and water safety teacher.
- Enrol in a First Aid course and learn CPR skills.
- Avoid driving through floodwaters.




Coming together is a beginning,
keeping together is progress,
working together is success...



Growth Through Leadership & Partnerships

Goal

Collaborative leadership and undisputable reputation across the community and with key stakeholders.

Grow strong and effective partnerships, collaborations and alliances that support strategic objectives, expand our influence and increase aquatic participation skills and knowledge and reduce fatal and non-fatal drowning.

WHAT WE PLAN TO DO

- **B1:** Maintain and expand sector leadership and peak authority status.
- **B2:** Maintain and increase strategies to inform and engage stakeholders.
- **B3:** Increase commitments to research and innovative developments.



B1: Maintain and Expand Sector Leadership and Peak Authority Status
Capacity building and cross-sector collaboration

We work closely with sector stakeholders and collaborate with other peak organisations to cultivate and leverage partnerships within the sector and lead initiatives to enhance alignment and cohesion. We provide insights and capacity building strategies and foster cross-section collaboration and partnerships to improve sector sustainability and performance.

During 2020-21, Royal Life Saving focused on supporting key partners and the aquatic sector navigate through the many pandemic-related barriers. Restrictions as a result of COVID-19 lead to a 41% reduction in metropolitan learn-to-swim provision.

Mandatory closures and reduced community confidence significantly impacted the aquatic sector leading to workforce losses and potential reductions in swimming and water safety proficiencies of our children. Together with the aquatic industry and NSW Government, Royal Life Saving has identified a range of strategies to support the sector and has developed future activations to assist in a post COVID-19 return to positive aquatic pursuits.

These include:

- Workforce development strategy – renewal of sector employees to ensure capacity to meet community needs.
- Re-developed Swim and Survive program supported by innovative tools, online resources and membership and partnership model to facilitate and enhance future participation.
- Advocacy campaign supporting a return to swimming, water safety and lifesaving programs.

Key Activities undertaken in 2020-21 included:

- Developed and launched the Swim Teacher program to support the Tasmanian aquatic sector. The new program utilises online learning and a one-day face to face model to fast-track certification outcomes. More than 61 new Swim Teachers have completed their training ensuring a quality workforce to support communities and their swimming, water safety and lifesaving endeavours.
- Developed the Basic Rescue Online program to support education sector compliance re the supervision of students in, on and around aquatic environments.
- Development of a new Swim and Survive program to support a balanced swimming and water safety education for the aquatic, education, and community sectors. New program comprises of a range of resources and tools to support promotion and program implementation.

COMMUNITY SHOWCASE

OPERATION SWIM TEACHER
New Swim Teacher programs to support the aquatic sector.

The development of the new National Swimming and Water Safety Framework provided an opportunity for Royal Life Saving together with its key water safety partners to review and validate its future aquatic program provision.

Through the compilation of benchmark indicators (child performance) and behavioural data, a new Swim and Survive program and partnership model have resulted that will seek to increase participation and provide elevated support for the sector. The new Swim and Survive program will be launched in the later phases of 2021.

To ensure the new Swim and Survive program is serviced appropriately across Tasmania it is critically important that qualified swim teachers are available across the territory and within the education sector to successfully implement the program. As a result of the pandemic, there were workforce loses across the sector therefore requiring a revised strategy seeking to source and secure future swim teachers.

Our new Swim Teacher program will be further enhanced with the development and implementation of a range of new specialisations to meet community needs.



B2: Maintain And Increase Strategies to Inform and Engage Stakeholders
Encouraging aquatic participation in an appropriate manner

We undertake diverse and innovative strategies to bring relevance and understanding across our communities. We seek to provide solutions that engage our stakeholders and supply them with genuine, trusted strategies to encourage aquatic participation in an appropriate and acceptable manner.

As our communities expand and our desire for active aquatic recreation and social pursuits increases, we are potentially exposed to higher levels of risk. Our research indicates that there are many within our communities who are at higher risk of fatal or no-fatal drowning at inland waterways. Broad education, risk and awareness strategies are essential to ensure these groups know the risks and required behaviours and attitudes to utilise such venues safely.

Communities that reside amongst our inland waterways have vastly different environmental, social and cultural considerations to those who live along our coastline. Every waterway is different and possess varying levels of risk that need to be considered to ensure safe participation and utilisation. Establishing a Water Safety Plan at the community level ensures relevance and collaborative consideration.

A balanced community plan is achieved through:

- Developing an understanding of local aquatic environments and the capacity (skills, behaviours and attitudes) of the local demographic.
- Identification of risks and hazards and how they can be controlled.
- Timely actions to educate the community (advocacy, education and training).
- Community consultation and feedback to ensure appropriateness and effectiveness.

Key Activities undertaken in 2020-21 included:

- Implemented the "Make the Right Call" public relations campaign targeting fatal drowning amongst males 25-45 years at inland waterways.
- Invested in innovative auditing technology to undertake aquatic risk audits across inland waterways.

CASE STUDY

MAKE THE RIGHT CALL
Challenging behaviour

Royal Life Saving's Make the Right Call campaign encourages all Australians – especially males – to look after their mates to keep each other safe when enjoying the country's beautiful inland waterways.

Our research has shown that drowning continues to affect more men than women – in fact, men are four times more likely to drown than women, a statistic that has not changed for many years. In addition, we've found that, over the past 10 years, inland waterways have claimed more lives than any other location, accounting for 40% of all drowning deaths in Australia. Unsurprisingly, many of these deaths occur in the summer months – 41% of deaths in the past 10 years have occurred in summer. Add to this the effects of alcohol and you've got a tragedy waiting to happen.

This campaign tackled these issues head on by targeting men aged 25 to 45 years to raise awareness of the issues and educate them about the risks and consequences of their actions when recreating in, on and around water. It advocates a common sense approach by asking them to 'Make the Right Call' and look after themselves and their mates to keep them safe by implementing a series of simple safety measures.



B3: Increase Commitments to Research and Innovative Development

Research to bring about community benefits

We invest in research that provides guidance and direction to prioritise agendas, appropriate solutions and community benefit.

Royal Life Saving's advocacy and policy work in drowning prevention and water safety is based on in-depth research and associated analysis. Royal Life Saving has a strong and skilled research team that works alongside key academic institutions and partners to provide reports, journals and position statements that abide by the highest standard and rigours.

Our research capacities include the collation of fatal and non-fatal drowning incidents and patterns, analysis of aquatic user behaviours and attitudes, benchmarking reports on aquatic performance and evaluation reports on social, health and economic considerations relating to the aquatic sector and broader community.

Our organisational research commitment and intelligence gathering nationally has positioned us well and ensured our lead role in the development and publication of key strategic documents including Australian Water Safety Strategy 2030 and the National Swimming and Water Safety Framework. Both documents guide our national priorities into the future.

Key Activities undertaken in 2020-21 included:

- Publication and promotion of the RLSSA National Aquatic Industry Workforce Report 2020 – showcasing employee insights, professional development, and future needs analysis.
- Publication and promotion of the Australian Water Safety Strategy 2030. The development of this Strategy was convened by RLSSA.
- Publication of the National Swimming and Water Safety Framework. The development of this Framework was convened by RLSSA and involved collaboration across from a range of organisations and individuals. The Framework provides three benchmarks for children at age 6, 12 and 17 years. It aims to inform Government policy makers and swim schools but is also an important resource for parents to understand the lifelong benefits that learning to swim provides.

Leading aquatic sector research and innovation.







> CASE STUDY

NATIONAL AQUATIC INDUSTRY WORKFORCE REPORT

Meeting workforce needs

In December 2019 Royal Life Saving published the National Aquatic Industry Workforce Profile. While the Profile focused on providing demographic and general employment information based on data from the first half of the National Aquatic Industry Workforce Survey, The National Aquatic Industry Workforce Report released in 2020, focuses on data from the second half of the Survey and provides information, commentary and analysis related to 6 key areas:

- Employment experience
- Qualifications and skills for the job
- Safety, injury and wellbeing
- Impact of work location
- Professional development (PD)

The data analysis contained in both publications, along with findings from a joint study by Griffith University, Brisbane, and Royal Life Saving Society –Australia, 'Investigating Job Demands, Resources and Occupational Stress in Pool Lifeguards in Australia' have been used to make a series of workforce development recommendations for the aquatic industry.

These recommendations will form the basis for consultation and discussion with key industry stakeholders. The outcomes of these discussions will inform the design of the Workforce Development Strategy.

A copy of The National Aquatic Industry Workforce Report can be found at www.royallifesaving.com.au

The key objectives of the project are to:

- Achieve and share a greater insight and understanding of the aquatic industry workforce
- Build the capacity and capability of the aquatic industry workforce
- Support the development of a strong, sustainable and responsive aquatic industry.

Key survey findings:

- A positive and collegial work atmosphere was valued most highly by workers, slightly above improved pay and work conditions
- Almost three-quarters of workers have experienced a moderate degree of change in their role, with one-third of this group experiencing a large or very large degree of change
- 2 in every 3 workers believe that the greatest change has been in safety, compliance and legal requirements
- Most workers believe people leave the industry because of a lack of available work hours and poor remuneration
- The majority of Professional Development (PD) activities across industry consists of face-to-face sessions
- Most workers value face-to-face PD sessions over online
- Most workers found that improved skills and performance resulted from day-to-day experience in the role and initial on-the-job training
- Most workers do 2 or less PD activities a year
- Not all employee PD activities are funded by employers.

Innovative Solutions

Goal

Improving our standards and providing innovative solutions that in turn enable enjoyable aquatic experiences.

Ensuring quality, targeted, evidence based and impactful strategies, programs, products and services that resource our communities with skills, knowledge and capacity.

WHAT WE PLAN TO DO

- **C1:** Maintain and expand education and training solutions.
- **C2:** Implement sport and active recreation programs.
- **C3:** Maintain and expand our health and community education developments.
- **C4:** Maintain and grow our product solutions.
- **C5:** Maintain and expand aquatic industry services.




SAFELYHOMEWITH
ROARING FORTIES
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WARNING ASTHMA

C1: Maintain and Expand Education and Training Solutions
Modern solutions that are relevant and suitable

We are a leading institution in the provision of education and training solutions across many sectors. Our focus remains on providing and developing solutions to address water safety priorities, sector resilience and community preparedness. We provide innovative solutions to meet the diverse needs of our communities. We utilise flexible, modern solutions to ensure relevance and suitability. We ensure access and equity and ensure high levels of stakeholder satisfaction.

In 2020-21, Royal Life Saving continued to emphasis and support initiatives that encouraged all Australians, of all backgrounds, ages and abilities to participate in active aquatic pursuits. Our core education solutions including Swim and Survive remained popular and well utilised by schools and pools across Tasmania.

With the implementation of the National Swimming and Water Safety Framework a full review and redevelopment of Swim and Survive has been completed enabling implementation in the later phases of 2021.

Greatest change is affected by behavioural and attitudinal education and training solutions. This is most relevant with our children whose current and future water safety behaviour can be influenced via early education agenda. Royal Life Saving has developed a range of programs for children in pre-school through to late secondary school. Our partnership with the Tasmanian Government and subsequent implementation of new programs ensures our children have the opportunity to develop vital swimming, water safety and lifesavings skills.

Key Activities undertaken in 2020-21 included:

- Availability of a wide range of preschool and primary school water safety classroom programs.
- We issued more than 1,654 vocational awards to support key workforce compliance needs including the aquatic industry (Pool Lifeguard and Swim Teacher). Access to programs was provided by traditional delivery methods and flexible online solutions.



C2: Implement Sport and Active Recreation Programs
Rejuvenate our sporting endeavours

We provide a boutique sporting option that leverages off our swimming and water safety experiences. Our relationships with the aquatic, education and sporting sectors provide a unique opportunity to expand and rejuvenate our sporting and active recreation endeavours. Our strategies will lead to increased opportunities for participation and promote inclusion.

During 2020-21, Royal Life Saving continued to evolve and develop its sport and active recreation priorities. Much of the traditional lifesaving agenda was impacted by COVID-19.

Sport and active recreation play an important role across Tasmania. It can bring communities together; contribute positively to community identity, connectedness, and sense of place, promote social interaction and inclusion; and, play an important role in providing opportunities for physical activity and improved health and wellbeing outcomes. Further expansion opportunities are planned for 2021-22 and further implementation and support of online coaching and officiating programs. This will ensure that future infrastructure and qualified individuals to support program implementation.

Key Activities undertaken in 2020-21 included:

- Newly developed Junior Lifesaver program will be available for the coming summer to engage young children in lifesaving activities across our public swimming pools – stay tuned!
- Note: Due to restrictions imposed by COVID-19 much of our sport development plans were suspended.

› COMING SOON!

JUNIOR LIFESAVER
A new generation of community lifesavers

We have turned up the heat for Summer and are proud to bring you our new swimming and lifesaving participation program.

An exciting new program for children aged 6 to 14 years old, with a swim & survival test prior to starting the program. Combining skills of swimming, rescue, accident prevention and emergency care, Junior Lifesavers will equip your child with the ability & knowledge to safely have a lifetime of fun in and around the water.

Junior Lifesavers is a key part of Royal Life Saving's swimming and water safety pathways and goes hand in hand with the recently revitalised swim and survive program. The program is aligned to the NSW & Australian Curriculum and the National Swimming & Water Safety Framework.

ACTIVITIES INCLUDE:
Rescues, Survival Swimming, Underwater Skills, Survival Skills, Lifesaving Skills and Resuscitation Awareness.



Swim and Survive Program Launches with New Program Resources, Teacher Tools and Marketing Resources

Swim and Survive is a fun and dynamic swimming and water safety program that focuses on the development of swimming, personal survival, basic rescue and lifesaving skills. Swim and Survive aims to provide the required skills to lead safe and active lives in, on and around water.

Over the past year, a comprehensive review of the Swim and Survive program was undertaken. This included a review of the brand, the curriculum and associated teaching and marketing resources. Various working groups were organised to manage the review process and comprised of representatives from State and Territory offices as a collaborative and consultative approach.

Refreshing the Swim and Survive Brand involved new logo development to reflect the 'joy of swimming' and the 'strength of water safety'. A fresh colour palette, typography and visuals support the new look and feel of the Swim and Survive brand.

The Swim and Survive Curriculum was extensively reviewed using research findings from previous benchmarking reports, feedback from industry and the National Swimming and Water Safety Framework as a guide. The new curriculum provides a clear progression pathway of participation.

More than 300 Swim Schools and Schools are delivering the Swim and Survive program across Australia.

Key changes include:

- Alignment to the revised National Swimming and Water Safety Framework and achievement of the National Benchmarks.
- Converting to a 15-level program culminating in the Bronze Star as the graduation level.
- Incorporating the preschool levels into the main level structure to provide better alignment and transition as children progress into the primary school years.
- Providing a more evident transition level from in-water parent participation with child to independent participation with teacher.
- Skill progressions in the infant program to give flexibility in developing ability within developmental ages.
- Simplifying language of skill competencies.

For further program information visit:

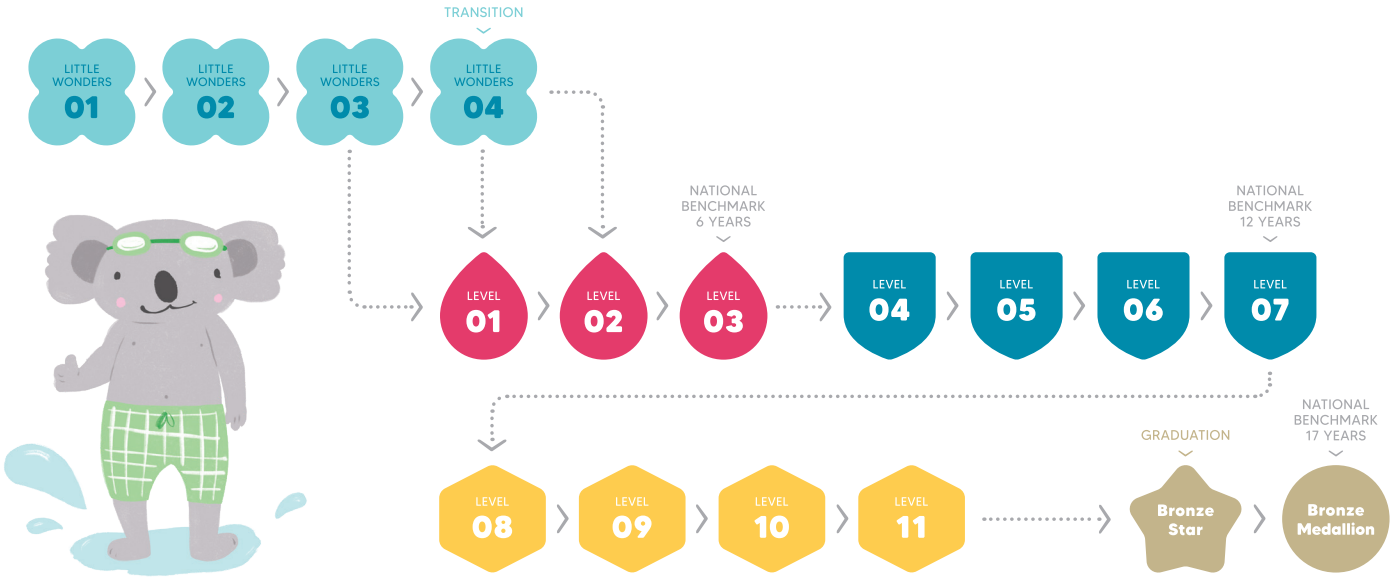
SwimAndSurvive.com.au

the joy of swimming

Swim and SURVIVE

the strength of water safety

Program Pathway of Progression



A comprehensive range of teaching and marketing resources were developed to support the implementation, management, teaching and promotion of Swim and Survive. These are all housed in the new Swim and Survive Resource Hub with exclusive access to the Swim and Survive Partners.

Implementation resources:

- Program curriculum charts
- Old to new curriculum chart
- Pathway progression

Management resources:

- Customer enquiry form
- Certificate overprint template & instructions
- Retention and acquisition tips
- Staff management information

Teaching resources:

- Assessment checklists
- 'Must see' assessment guidelines
- Lesson plans
- Skill progression sheets
- Activity cards

Marketing resources:

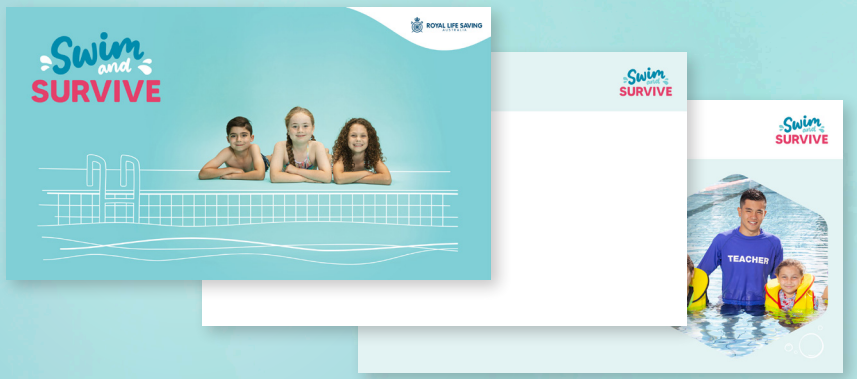
- Marketing guidelines
- Social media assets
- Posters
- Banners
- Promotional video



Swim and Survive is a quality program ready for the next generation of children learning about swimming and water safety and will continue to evolve over the coming years.

Penny Larsen
National Manager Education

We would like to acknowledge the many people that contributed to the Swim and Survive review with special thanks to Life Saving Victoria and Royal Life Saving Australia education teams.











C3: Maintain and Expand Our Health and Community Education Developments
Supporting community priorities

We partner with strategic organisations and partners to develop and implement new strategies that address our community water safety priorities. Our focus remains on those who "miss out" and seek to ensure a balanced water safety education is available to all. Our research partners enable high quality evidence platforms in which to guide our influence and priority.

During 2020-21, Royal Life Saving prioritised a number of initiatives that focussed on young children and culturally and linguistically diverse communities. Building relationships and partnerships are important elements to achieve successful outcomes across these priority groups.

Working alongside pre-existing networks often provides an immediate pathway to vulnerable individuals and communities. Our strategies seek to equip communities with the foundations (skills and knowledge) to support resilience and a healthy aquatic life.

This is achieved through:

- Sourcing key data and research to assist with the identification of significant public health agenda re fatal and non-fatal drowning.
- Developing interventions that assist in resolving or informing key networks and priority groups.
- Providing education solutions that are meaningful and appropriate.
- Evaluating outcomes to ensure ongoing improvements to future strategies.

Key Activities undertaken in 2020-21 included:

- Developed and implemented the Keep Watch public education campaign utilising traditional and social media channels and networks raising the profile of parent and carer supervision elements, on and around water.

How to keep your child safe at home

Keeping children safe around water constitutes following the four key actions of Royal Life Saving's Keep Watch Campaign:

- **Supervise.**
  Actively supervise children around water
- **Restrict.**
  Restrict children's access to water
- **Teach.**
  Teach children water safety skills
- **Respond.**
  Learn how to respond in the case of an emergency.

Children must be supervised by an adult when in, on or around water. Active supervision means focusing all of your attention on your child, all of the time. You must be within arms' reach, interacting with your child and be ready to enter the water in case of an emergency.

Our research shows that any distractions, such as using mobile phones or doing household chores, while children are near water increases their risk of drowning.



Watch the 30 second Keep Watch Community Service Announcement at: **youtube.com/RoyalLifeSavingAust**

> CASE STUDY

KEEP WATCH
Protecting our most vulnerable.

Drowning deaths in young children are preventable. For more than 25 years, Keep Watch has been advising Australian parents and carers on how to keep their children safe when in, on or around the water.

Drowning is one of the leading causes of death in children 0-4 years of age. Data from the Australian Bureau of Statistics shows that drowning is the number one cause of death in one-, two- and three-year-old children (ABS 2019).

Between 1 July 2002/03 and 30 June 2019/20, 507 children aged 0 to 4 years drowned in Australia. Of these, 207 (41%) children aged one year drowned.

Most deaths in children aged one occurred in backyard swimming pools (53%) and during the summer months (39%).

Accidental falls into water was the leading activity prior to drowning in this age group, accounting for 78% of all deaths. Almost all of these deaths were due to a lack of active adult supervision.

For every toddler drowning death approximately eight children are admitted to hospital as a result of non-fatal drowning.

Royal Life Saving is asking all parents to Supervise, Restrict, Teach and Respond to keep their children safe around water. Because 'Kids can't help themselves around water, you need to.'

When implemented together, these Keep Watch drowning prevention actions help to maximise child safety around water.

2020-21 CAMPAIGN DETAIL
The bolter, the wanderer and the wild one.

INSIGHT

Kids are wild and unpredictable. They can't help themselves. They just are who they are while they're learning about the world, and it's what we love most about them. But it's also the reason we need to watch them.

IDEA

We know we can't stop kids being kids, but we can warn parents about what kind of kids their kid will be. Kids experience a range of emotions and behaviours in one sitting. In an instant they can go from being your perfect child to a ratbag. So, as a parent, you have to feel empowered and be prepared for every kind of person your kid feels like being at any given moment. Especially around water. So let's create character profiles around how unpredictable kids can be. One day they are avid explorers, the next they can princesses and every moment they are everything in between. And as adults, we need to know the right preventative behaviours to keep them safe.

THE BEHAVIOURS

A series of 15 and 30 second clips were developed and were showcased across arrange of traditional and social media outlets. The videos included:

- The Bolter (gone in an instant) – Gone in a splash
- The Wanderer (wanders of without telling anyone) - slips away silently
- The Wild One (goes looking for trouble) – H2Oh No!

Further information and the videos can be viewed at: https://www.royallifesaving.com.au/about/campaigns-and-programs/keep-watch







C4: Maintain and Grow Our Product Solutions
Product solutions to support water safety agenda

We partner with product suppliers that provide solutions and tools to assist with the provision of education and training solutions. Our involvement also includes the coordination and service delivery of lifesaving devices across communities.

The ability to service our organisational customers is reliant on a supplier network that provides quality service and product. Additionally, a mutual understanding of our client needs ensures Royal Life Saving receives prompt service and customised solutions. Often our products are aligned to rescue and response scenarios meaning the consequence of underperforming product can be critical.

Royal Life Saving has established a number of important supplier networks and partnerships that support our training and education agenda and the aquatic industry.

Key Activities undertaken in 2020-21 included:

- Design and development of new Lifeguard uniforms to support the industry in maintaining a professional and recognisable image across our public swimming pools.
- Provision of Public Rescue Equipment and supporting guidelines to support open water aquatic response and rescue.



C5: Maintain and Expand Aquatic Industry Services

High-level advice and services to support aquatic practitioners

We lead the planning and coordination of risk minimisation strategies in partnership with the aquatic and government sector. We seek to provide high-level advice to aquatic practitioners to maximise the aquatic experience for the community and assist in meeting legislative and best practice demands.

Australia's public aquatic facilities generate significant economic benefits for their patrons and for the Australian health care system. Increased physical activity, in the form of swimming and other aquatic exercise, leads to a valuable improvement in health outcomes. In addition, public aquatic facilities provide Australians with a safe place at which to familiarise themselves with the water, supported by lifeguards, good visibility and marked depths.

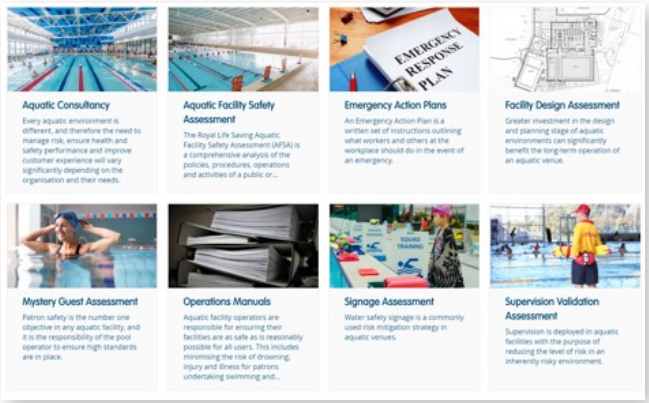
Key Activities undertaken in 2020-21 included:

- Completion of 2 Aquatic Facility Safety Assessments and 2 Signage Assessments across Tasmania, with the provision of Safety Improvement Plans.
- Development and implementation of 5 audits to support Tasports and HydroTAS.

OUR SERVICE DIRECTORY

We work to encourage the provision of suitable public aquatic facilities for all Australians, and to encourage their use due to the benefits they provide for exercise and improved aquatic safety. On average, each Australian visits a public aquatic facility 4.4 times a year, leading to 106 million individual pool visits annually.

The physical activity engaged in during these visits, including lap swimming, aquatic sports, learning to swim and unstructured aquatic play, helps to increase visitors' levels of physical activity. Royal Life Saving Tasmania provides a comprehensive range of aquatic risk services to support the industry.



› CASE STUDY

DIGITAL AUDITS

High technology solutions

The compilation of data and or evidence enables Royal Life Saving to identify deficiencies or inadequacies that pose potential risks, and this is extremely relevant for aquatic user groups at our public swimming pools. There are more than 50 aquatic facilities across Tasmania that provide for recreation, sport, therapy, relaxation and solace.

Royal Life Saving utilise innovative technology solutions in which to audit public swimming pools and inland waterways against a series of industry developed guidelines. The resulting data provides for a range of priority initiatives in which to assist industry achieve best practice and minimise risk. Aquatic Risk Management is an integral tool in effectively managing aquatic venues and facilities.

Today more than ever, the changing needs of business management practices, legislative compliance and industry best practice demand a multi-disciplined approach towards providing safe aquatic venues.

PS – DID YOU KNOW?

Tasmania has 50 aquatic facilities equivalent to one aquatic facility per 10,800 people. 67% of people live within 20 minutes of an aquatic facility.

People - Stability & Sustainable

Goal

Continued stability and growth of our people.

Building and supporting a cohesive, sustainable and secure organisation that ensures long-term scope and cohesion.

WHAT WE PLAN TO DO

- **D1:** Advocate water safety priorities across all communities
- **D2:** Deliver and maintain asset management and growth.
- **D3:** Manage organisational risk and sustainability.
- **D4:** Manage workforce acquisition, skills and retention.
- **D5:** Meet legislative and organisational compliance requirements.





D1: Advocate Water Safety Priorities Across All Communities
Strategically located offices and networks

We lead the planning and coordination of water safety agenda across all communities. Our strategically located offices ensure relevance and suitability of local strategies to address priorities. Our networks enhance our provision and together we work to provide high quality solutions and experiences. Our ground level strategies remain at the forefront of our future.

Certain populations are known to be at higher risk of drowning. This may be due to a number of factors, such as cultural background, residential location and socioeconomic status. Improved drowning data and availability of demographic information has allowed in depth analysis of who is drowning in Australia, with emerging trends identifying certain populations as being at higher risk.

Some populations are missing out on accessing swimming and water safety education programs, often due to their social determinants of health. For example, children from Aboriginal and Torres Strait Islander, multicultural and low-socioeconomic backgrounds have previously been found to have lower levels of swimming and water safety skills and are less likely to achieve the skills identified in the National Swimming and Water Safety Framework due to various reasons, including cost, access, medical conditions and cultural factors.

Many Aboriginal and Torres Strait Islander communities have a close cultural connection with country (land and water), which includes waterways. Aboriginal and Torres Strait Islander peoples also experience higher rates of drowning and injury-related mortality and morbidity. Aboriginal children are known to have a higher rate of fatal and non-fatal drowning compared with non-Aboriginal children, and many lack access to swimming and water safety programs.

Australia's population is diverse, with Australian Bureau of Statistics (ABS) data showing that 49% of the population were either born overseas or had at least one parent who was born overseas, and 21% speak a language other than English at home. This diversity is reflected in drowning statistics, with differences in cultural associations and lower participation in learn to swim and other water safety activities thought to be a factor.

Key Activities undertaken in 2020-21 included:

- In consultation with the Multicultural Council of Tasmania provided the Swim and Survive program to 35 students (5-18 years) at Scotch Oakburn College.



D2: Deliver and Maintain Asset Management and Growth
Operate and maintain key assets

We operate and maintain assets that provide communities with genuine access to programs and services. Our online assets serve all sectors and provide for community and industry development. Our future growth will rely on appropriate planning to maximise the value and useful economic life of our future assets.

Our experiences across the last 2 years have identified the need to provide our vast communities with services that are easily accessible and flexible.

Online, flexible learning solutions have become a necessity in the current environment. Online solutions provide both the convenience and freedom it offers, that is, learning that is immediate, timely and provides for varying learning needs. The additional benefits include the interactive options that are available that ensures content becomes relevant and challenging.

To support the undertaking of online learning, Royal Life Saving has developed COVID-safe Virtual Classrooms enabling the completion of assessment requirements without leaving home.

The new Virtual Assessment course options are facilitated using basic technology and the widely available online video meeting program. Candidates simply need a stable internet connection, and a device with a camera that can be physically secured for the duration of the assessment. With these requirements met, our qualified assessors confidently observe and assess all practical skills performed by the candidate.

Key Activities undertaken in 2020-21 included:

- Deployment of the COVID-safe Virtual Classroom to support the learning and assessment needs of essential workers and those in the aquatic and education sector needing accreditation in CPR and First Aid.
- Transition of vocational training content into online environment to support access for the communities across Tasmania. New programs i.e., Duty Manager and Swim Teacher specialisations are due for release before 2021 Summer.

Our current training and education solutions support a range of roles across the aquatic sector with many in flexible, online formats.


Swim Teacher


Pool Lifeguard


Pool Lifeguard Update


Technical Operations


Provide Cardio Pulmonary Resuscitation


Provide CPR (Remote Assessment)


Provide CPR (Virtual Classroom)


Provide First Aid (Virtual Classroom)


Provide First Aid (Online)


Bronze Medallion


Lifesaving Teacher


Foundation Coach


Development Coach


Foundation Official


Technical Official


Team Manager


SIS31015 Certificate III in Aquatics and Community Recreation

D3: Manage Organisational Risk and Sustainability
Adapting to consumer demands in competitive environments

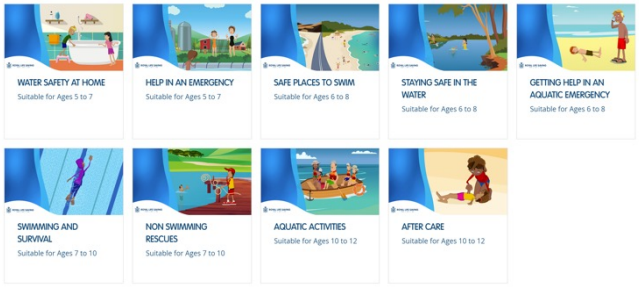
We operate in a diverse and complex sector which is influenced by sector, community and government agenda. The not-for-profit sector faces unique challenges with adapting to consumer demand and sustainability in competitive environments. We need to ensure our future pathways are well considered and justified in line with governance expectation.

Royal Life Saving continues to invest in its digital strategy which includes the provision of traditional programs and services being transitioned to our online learning management system. Additionally, we have invested in the development and deployment of a comprehensive range of professional development options and program support tools.

A range of new water safety educational programs are now available for children of all ages.

Key Activities undertaken in 2020-21 included:

- Scheduled launch (later phases of 2021) of new online education programs to support children at pre-school, primary and secondary schools across Tasmania. Programs are mapped against outcomes of the Australian curriculum.



Primary School Program found at:
https://www.drowningprevention.org.au/onlineeducation



High School Program found at:
https://www.drowningprevention.org.au/highschools



› CASE STUDY

PRESCHOOL MODULES

An effective water safety program with results

Drowning is the leading cause of preventable death in children under the age of five in Australia.

More than half of the fatalities in this age group occur in home swimming pools. For every toddler drowning death another ten children are admitted to hospital as a result of non-fatal drowning, many of whom will suffer lifelong consequences.

In response to these worrying figures, Royal Life Saving have developed a specific education program designed for children aged 3-5, to help teach vital water safety messages. Come and join the Waddles family in their adventure to learn more about Pool Safety and River Safety.

How our Program Works

We offer your childcare centres and preschools something that no other water safety organisation can - a blended learning approach aligned to the early years learning framework that empowers young children to make safe and healthy lifestyle choices in around our waterways in an enjoyable manner

When you book a Water Safety Education program at your school, this includes:

- Sessions delivered in the classroom by specialist educators
- A unique, impacting and memorable experience for your students
- Access to our Animations
- Print and online teacher and student resources – with lesson plans and interactive activities
- Customised parent information sessions.



PRIMARY SCHOOLS

An effective water safety program with results

In partnership with schools, we deliver an interactive curriculum-based program to Primary and Middle schools. Visiting over 750,000 children nationally every year, we help children achieve the learning outcomes of the Australian Curriculum.

The aim is to make learning fun while teaching children valuable water safety skills to ensure they remain active and safe in and around water. All of the materials can be easily distributed to students, shared online, downloaded or used via the Royal Life Education Partner Portal. Teacher guides, instructions and additional information are provided to help teachers and parents use these resources effectively.

HIGH SCHOOLS

Water safety education for our youth

Our High School Water Safety Program is an interactive and practical learning program that challenges and engages youth on issues such as risk-taking behaviour, peer influences and alcohol consumption when recreating in and around water. Students explore personal attitudes, beliefs and personal relationships and will develop skills in making informed decisions, refusal tactics and leadership in our e-learning environment.

In a practical sense students will learn aquatic self-rescue and survival skills, rescue techniques, resuscitation and first aid care for managing situations where their own or others' wellbeing and safety may be at risk.

How our program works

Each module follows a similar structure to provide interactive and meaningful content to engage the learner and aid the teacher to take a facilitator role. Some of the key components include:

- Video narratives and scenarios
- Multiple choice questions
- Flip tiles and Slideshows
- Drag and drop, polls and ranking
- Quizzes and questions
- Reflective and problem-solving tasks
- Skills Development
- Assessment

In addition, there are a range of vocational training pathways for senior students that lead directly to employment in the aquatic and recreation industry.

D4: Manage Workforce Acquisition, Skills and Retention
Operational excellence and quality outcomes

We strive for operational excellence and seek means to improve our systems and processes to ensure quality outcomes. We commit to developing our internal staff and the workforce that services the aquatic sector, ensuring they possess the skills and drive to bring about desired objectives and meet the needs of the broader community.

The development and well-being of our staff is vitally important if we are to meet the needs of our customers into the future. Research shows that mentally healthy workers are more productive and present. Mentally healthy workplaces are positive environments where leaders and team members actively promote and invest in the mental health and wellbeing of themselves and their colleagues.

Throughout the COVID-19 pandemic, Royal Life Saving has continued to support all staff and ensure their health and safety is paramount. Flexible schedules and work conditions enable our staff to address and balance work and lifestyle issues and concerns. Our leaders are in regular contact with staff to ensure ongoing and quickly changing conditions are monitored and responded to appropriately.

By understanding our staff and their needs we are confident that we'll return to post COVID-19 restrictions with confidence, enhanced work performance and productivity, improvements to individual wellbeing and attracting and keeping great talent.

Furthermore, the impact on the Aquatic Industry workforce has been substantial. Royal Life Saving will be required to work alongside the sector to assist in re-building trained and accredited individuals to support vital swimming and water safety activities. Strategies have been developed to support the current and future workforce as a means to recruit and maintain skilled practitioners in key workforce roles. Our new Leadership Strategy, Master Classes and Networking Events will be implemented prior to summer to support the industry across Tasmania.

Key Activities undertaken in 2020-21 included:

- Development of the Leadership Strategy for managers and supervisors looking to increase their understanding of their management behaviour. Suitable for management at Facility and Organisational level teams looking to work together more effectively or for teams to enhance their management style. Ready to launch in the later phases of 2021!
- Implementation of the Online Leadership Learning Strategy providing access to more than 11,000 professional development programs.
- Development of an Events Plan and Masterclass Series to support industry engagement and networking.

› CASE STUDY

Online Leadership Learning

Access over 11,000 professionally developed courses, available in 7 different languages with up to 50 courses added every month.

Taught by leading experts in their field.

Courses are modern, engaging and cross a broad selection of topics.





D5: Meet Legislative and Organisational Compliance Requirements
Operate in accordance with standards and best practice

We exist in an environment influenced by legislative and compliance requirements. We monitor and operate in accordance with standards and best practice that ensures operational integrity and respect.

Royal Life Saving is actively involved in a range of committees, panels and membership groups to ensure legislative and best practice standards consider and support water safety priorities, aquatic risk and community impact.

Our involvement and intellectual contribution ensures appropriate and vested implementation of guidelines and policy to support safe aquatic participation. Royal Life Saving advocates for active aquatic participation but is conscious of the risk and dangers that such environments and pursuits inherently possess.

By working in a collaborative model, we are better placed to bring about consistency and understanding that benefits communities across Tasmania. Royal Life Saving will continue to lead key water safety agenda and ensure prosperity and benefit to all aquatic users.

Many of the services provided by Royal Life Saving bring us into contact with disadvantaged and vulnerable sector of our community. It is important that we ensure compliance with all relevant standards and expectations. Over the last 12 months Royal Life Saving has continued to develop a suite of resources that support our obligations relating to child protection. We remain committed to ensuring all our staff and those that we engage are made aware of our position and that appropriate support structures and networks are established and supported.



Key Activities undertaken in 2020-21 included:

- Continued support of the National Aquatic Industry Committee and its role in providing guidance and advocacy to the aquatic industry across Australia.
- Further development of resources to support our commitment to protecting children and other vulnerable communities including those from culturally and linguistically diverse communities.
- Commitment to the development of a Reconciliation Action Plan aligned to our strategic and operational commitments. Our plan will include practical actions both internally and across the communities we engage ensuring a respectful and meaningful relationship with Aboriginal and Torres Strait Islander peoples.

› CASE STUDY

CHILD PROTECTION
Supporting our most vulnerable.

Many of the services and programs provided by Royal Life Saving involve children. We are extremely mindful of the roles and responsibilities we are required to uphold and therefore take child related safety and protection seriously. Royal Life Saving is constantly seeking was to improve its systems and processes to bring about modern and appropriate policies, safeguards and education.

The Royal Life Saving Child Safe Policy was created for all stakeholders, including staff, child participants and patrons. The purpose of the Child Safe Policy is to ensure all stakeholders understand how we work to keep children and young people safe.

The purpose of this policy is to:

- Protect children & young people from harm and abuse
- Create a strong culture of child safety
- Promote diversity and respect amongst children, young people, families and staff
- Ensure all staff understand their responsibilities and the standards of behaviour expected of them
- Provide avenues for complaints and support for children, young people and families
- Create a child safe environment which minimises opportunities for harm and abuse to occur.



PART 3:

OUR ORGANISATION



OUR PEOPLE

Our workforce is the foundation of our organisation and we have a strong belief that their wellbeing and the promotion of a diverse and inclusive culture is important in maintaining our competitive position.

Our leaders play an important role in driving our performance and our successes. The last 12 months have been challenging yet we continue to engage and support our key partners, communities and achieve our objectives. We will continue to thrive and have high expectations for the future.

OUR CULTURE

Royal Life Saving is a traditional organisation with a modern set of values and intent. Our culture is underpinned by a set of principles that are established and inherent in our daily commitments.

Royal Life Saving is a result orientated organisation. Our vision, "to lead efforts to reduce drowning and increase swimming, water safety and lifesaving skills", implies the critical necessity to perform and achieve our strategic goals - anything but would not be acceptable.

We seek to inspire our people and to be united by a drive for capability and success. This in turn requires our leaders to establish clear and achievable goals.

While we prioritise a particular culture style, that of results, we adhere and emphasise flexibility, adaptability, and receptiveness to change. We prioritise innovation, openness, diversity, and long-term orientation.

Royal Life Saving is a caring organisation that focuses on relationships and mutual trust. Our staff are united by loyalty and our work environments are warm, collaborative, and welcoming. We support one and other to achieve our goals and organisational aspirations. In turn our leaders seek positive relationships and teamwork.

Our work environments are tolerant and compassionate. We seek to bring about positive change and obtain generational benefit that our aquatic environments possess and provide. Our future generations health and well-being guide our intent. Our staff work with the knowledge that providing sustainable solutions assist in shaping and achieving our vision. Together, our staff and leaders contribute to a greater cause, that of saving lives.

Our people are creative and operate with an open-mindedness that encourages new ideas and alternatives. Our people are curious, innovative, and adventurous yet understand limitations and ethical performance.

Royal Life Saving is a community organisation, a charity, a public benevolent institution. We collectively have responsibilities to our people and our communities. We proceed with well-planned ideals and a preparedness to achieve. Our leaders see the future through evidence, insight, and knowledge.

Royal Life Saving is committed to reinforcing and upholding the cultural qualities outlined. We align and entrust our leadership to uphold and support such principles. Our organisational conversation is entrusted to these values and assists us to achieve sustainable and competitive advantage. This is increasingly vital for Royal Life Saving as we respond to less predictable and complex sector environments.

> Great things in business are never done by one person; they're done by a team of people.

Our Value

Royal Life Saving creates value through its inputs and core programs and services and resulting outputs (performance).

INPUTS

We utilise a range of resources and relationships to create value and deliver on our strategy and organisational purpose.

RELATIONSHIPS & PARTNERSHIPS

Community support, integrity, and trust.

ENVIRONMENT

Implementation and integration of best-practice environmental policies and practices.

SYSTEMS & PROCESS

Data capabilities and insights to manage risk, deliver strong customer outcomes.

CUSTOMERS

Quality customer experience and service.

PEOPLE

Retaining and developing our people.

INFRASTRUCTURE

Effective and efficient use of assets.

FINANCE

Prudent financial management.

CORE PROGRAMS & SERVICES

Education	**Training**	**Risk**	**Community Health**	**Community Culture**	**Lifesaving**
Particpation & Resilience	Jobs & Compliance	Mitigation & Safety	Behaviours & Attitudes	Diversity & Disadvantage	Skilled People & Communities

OUTPUTS

We enhance the resilience of our communities by delivering high quality education and active participation solutions solutions to more than 500,000 individuals across Australia. We support a workforce and ensure workplace compliance through the delivery of vocational training solutions based on sector need.

We mitigate risk and provide safety solutions to support safe aquatic participation.

We create and modify behaviours to enable smart decisions in and around aquatic environments.

We engage and support our most disadvantaged and provide positive opportunities to bring about equality and we skill our communities to strengthen community cohesion and liveability.

VALUE OUTCOMES

Royal Life Saving maximises value for our communities by operating our organisation and assets efficiently and effectively, with sound financial management, development of our people, management of risks through systems and processes and the enhancement and development of our partnerships.

We operate with integrity, innovation, and humanitarian endeavour.



OUR HONOURS

AUSTRALIAN HONOURS

SENIOR GOVERNOR
Sir Basil Osborne, CBE
Doug Plaister, AO MBE

LIFE MEMBERSHIP
Gary Kearney
Robyn Pryce-Jones
Alan Swinton OAM, QPM, JP

MERITORIOUS SERVICE MEDAL
Barbara Brain
Anne Burrows
Nigel Carins
Joseph Ingles
Gary Kearney
Alison McIntyre
Margaret Miller
David Mourant
Robyn Pryce-Jones
Noel Ruddock
Alan Swinton OAM, QPM, JP

COMPANION
Nigel Carins
Mark Chandler
Peter Goss
Diane Hollister
Gary Kearney
Dianne McHenry
Alison McIntyre
David Mourant
Robyn Pryce-Jones
Alan Swinton OAM, QPM, JP

FELLOW
Peter Goss
Dr Paul Luckin
Dianne McHenry
Mark Chandler
R Mark Hayes

ASSOCIATE
R Mark Hayes
Jennifer Mazengarb
Natalie Meldrum
Ann Walker
Ceri Weeks
Pene Snashall

AUSTRALIAN SERVICE MEDAL
Neryl Mills

AUSTRALIAN RESUSCITATION CLUB
Kate Chambers

TASMANIAN HONOURS

VICE PRESIDENTS
George Brothers
Patrick Chu
Francis Loo
Doug Plaister, AO MBE
Maxwell Robinson AO QPM
DH Tribolet
LE Weidenhofer
Sir Alfred White

LIFE GOVERNORS
Patrick Chu
Lyell Dowding
Henri Kwok
Francis Loo
Doug Plaister, AO MBE
Laurie Salmon
Vincent Shaw OAM

LIFE MEMBERS
Mark Chandler
Patrick Chu
Gary Kearney
Henri Kwok
Francis Loo
David Mourant
Doug Plaister, AO MBE
Robyn Pryce-Jones
Vincent Shaw OAM
Alan Swinton OAM, QPM, JP

MERITORIOUS SERVICE BADGE
Zearust Abbott
Judi Adams
TG Addicoat
J Aschman
Betty Baker
Mark Barling
Ralph Barnes
Janet Bean
Barbara Brain
Vanessa Brown
Anne Burrows
Nigel Carins
David Chambers
Mark Chandler
H Clarke
Betty Clennett
BY Chiu
Graeme Cooksey
Sue Cooksey
Lindy Crack
Patrick Chu
Roslyn Dillon
K Edwards
Frederick Eiszele
Peter Fehre
Peter Fox
JJ Gardner
Suzanne Geeves
Russell Goonan
Peter Goss
Alan Goodfellow
Judy Gould
Katherine Greenwood
Kathy Hawkes
Mark S Hayes
R Mark Hayes
Andrew Herbert
Robert Hill
Diane Hollister
Christopher Holloway
Robin Hood
Thomas Howard
Di Hunt
Sister Ignatius
Joseph Ingles
Frank Jenkins
Alan Jolly
Gary Kearney
Donald Keating
Henri Kwok
Phillip Large
YW Law
TS Leung
Francis Loo

Dr Paul Luckin
James Lyons
Amanda Mayes
P McDonald
Jennifer Mazengarb
Donald McDonald
Dianne McHenry
Alison McIntyre
B McKittrick
Natalie Meldrum
Margaret Miller
Neryl Mills
William Mills
Rowen Morphett
David Mourant
Debra Norris
Camille O'Meara
Sir Basil Osborne, CBE
Tracey Parry
Betty Parssey
D Payton
Suzanne Peacock
Richard Penwright
Doug Plaister, AO MBE
R Barry Plaister
Russ Porter
Robyn Pryce-Jones
Howard Richardson
A John Rigby
Pamela Roberts
Dennis Robertson
Noel Ruddock
Daphne Saarman
Vincent Shaw OAM
Pene Snashall
Alan Swinton OAM, QPM, JP
Alma Swinton
KC Tam
Geoffrey Templeman
Anne Thwaites
N Vaughan
Kye Vincent
Gerald Viney
Ann Walker
Brian Webb
Ceri Weeks
Sir Alfred White
Pamela White
Sue Wragge
Patrick Yeung

TASMANIAN TROPHIES

D.M. LUCKIN MEMORIAL TROPHY

This trophy is awarded annually in memory of a past member, the late Denys M Luckin, to recognise an individual who has given outstanding service to the Branch over an extended period.

1994 Alan Swinton OAM, QPM, JP
1995 Nigel Carins
1996 Gary Kearney
1997 David Mourant
1998 Alison McIntyre QPM, JP
1999 Robyn Pryce-Jones
2000 Diana McHenry
2001 Peter Goss
2002 Mark Chandler
2003 R Mark Hayes
2004 Jennifer Mazengarb
2005 Jill Bell
2006 Sue Wragge
2007 Suzanne Peacock
2008 Judi Adams
2009 Neryl Mills
2010 Alan Swinton OAM,
2011 Amanda Mayes
2012 Andrew Herbert
2013 Ceri Weeks
2014 Gary Kearney
2015 Anne Burrows
2016 Mark Chandler
2017 Amanda Mayes
2018 Pene Snashall

DR. P. G. LUCKIN PRESIDENT'S TROPHY

This trophy is awarded annually to recognise the exceptional service given to the society during the past twelve months.

1997 Vanessa Brown
1998 Lorraine Brown
1999 Russell Goonan
2000 Alison McIntyre
2001 Jamie McIntyre
2002 Kate Mirowski
2003 Alison McIntyre
2004 Neryl Mills
2005 Amanda Mayes
2006 Rowan Morphett
2007 Kate Harland
2008 Vaughan Smith
2009 Camille O'Meara
2010 Julia Fassina
2011 Tracey Parry
2012 Tracey Parry & Neryl Mills
2013 Carolynn Taylor
2014 Amanda Mayes
2015 Pene Snashall
2016 Mel Bush
2017 Anne Burrows
2018 Gary Kearney

A TIME IN HISTORY – SHARING MEMORIES
HER MAJESTY, THE QUEEN

Her Majesty The Queen, Patron, Royal Life Saving Society- Commonwealth, has shared memories of achieving her own lifesaving qualification as a young girl during a video call with the Royal Life Saving Society. The Society works across 30 Commonwealth nations with the aim of eliminating preventable death by drowning, promoting water safety, and delivering lifesaving and lifeguarding education.

The Royal Life Saving Society was founded in London in 1891, in response to the hundreds of preventable drownings happening in the UK. Drowning remains one of the biggest causes of preventable death in the world today, with an estimated 235,000 deaths every year, of which 90% occur in low and middle income countries.

80 years ago, as Princess Elizabeth, The Queen became the first young person in the Commonwealth to achieve the Society's Junior Respiration Award, providing an example to young people and helping to establish lifesaving and resuscitation qualifications across the network of nations.

The Queen recalled her memories of receiving the Award in 1941, telling the call participants, **"I didn't realise I was the first one - I just did it, and had to work very hard for it! It was a great achievement and I was very proud to wear the badge on the front of my swimming suit. It was very grand, I thought."**

Her Majesty was hosted on the video call by Clive Holland, Deputy President of the Royal Life Saving Society, and joined by Dr Stephen Beerman in Nanaimo, Canada, recipient of the Society's 2020 King Edward VII Cup, as well as lifesavers Tanner Gorille from Cape Town, South Africa, and Sarah Downs from Exeter, UK.

The Queen was interested to hear accounts from trained lifeguards Mr Gorille and Ms Downs, who told Her Majesty about their respective rescue efforts which led to them both receiving the Society's Russell Medal for saving a life via resuscitation. The Russell Medal is awarded annually to someone under 18 years of age, for displaying bravery and quick-thinking under pressure.

Ms Downs received the Medal in 2018 after performing CPR on a young boy who got into difficulties whilst she was on duty at Middlemore Pool in Exeter. Mr Gorille was similarly recognised for his bravery in 2016 after performing resuscitation on a young woman whilst on volunteer lifeguard duty at one of Cape Town's tidal pools, managing to keep the young woman stable until the paramedics arrived. The Queen praised Mr Gorille and Ms Downs for their lifesaving efforts, and putting the skills gained through their training with the Society into action.

The video call was also an opportunity for Her Majesty to virtually present Dr Stephen Beerman with the King Edward VII Cup, awarded every two years in recognition of outstanding contributions to drowning prevention.

The Queen's virtual engagement with the Royal Life Saving Society comes as the United Nations have adopted a historic Resolution on Drowning Prevention, representing the formal acknowledgement of drowning as one of the biggest causes of preventable death in the world today.

The Resolution - spearheaded by Bangladesh and Ireland - sets out specific actions for each country to take to prevent drowning, and introduces an annual 'World Drowning Prevention Day', which was marked for the first time this year on July 25th, 2021.



An edited version of the call can be found at the following link:
https://www.youtube.com/watch?v=zYCYUwzwN1U

OUR SUPPORTERS

Royal Life Saving Society Australia-Tasmania would like to thank the following organisations for their continued support.

Tasmanian Government

Tasmania
Explore the possibilities

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Technology Partner

canopi eLearning design

Our Thanks

- St Brigid's Catholic School
- New Norfolk Primary School
- Fairview Primary School
- St Joseph's Catholic School
- Doone Kennedy Hobart Aquatic Centre
- Clarence YMCA
- New Norfolk Swimming Pool
- Huonville Swimming Pool
- Port Huon Sports Centre
- Launceston Aquatic
- Burnie Aquatic
- Smithton Swirl
- Devonport Splash

> Community partnerships are about cross-sector alliance. Working together to fulfil an obligation and sharing the burden to bring about a benefit.

ROYAL LIFE SAVING
TASMANIA

FOR MORE INFORMATION

Call **03 6243 7558**

Email **tas@rlssa.org.au**

CONNECT WITH US

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