



National Aquatic Workforce Framework Symposium

› Tuesday 12 & Wednesday 13 March

Hyatt Place
Essendon Fields



ROYAL LIFE SAVING
AUSTRALIA



National Aquatic Workforce Framework Symposium

> CEO Foreword

Aquatic facilities are the heart of most Australian communities. A place to have fun, relax, socialise, get fit and perhaps most importantly a safe place to swim and learn swimming and water safety skills for everyone. They are significant contributors to drowning prevention Australia-wide as identified in the Australian Water Safety Strategy 2030.

Perhaps this is why more than 65,000 people choose to work in aquatic facilities.

Royal Life Saving research has shown people who work in our industry find meaning in keeping people safe and giving back to their community. Aquatic professionals are rightly proud of the impact and meaning that working in the aquatic industry provides to so many.

But there are significant challenges facing the workforce: aging assets and lack of consistent maintenance expertise, staff shortages, training and development gaps, insufficient diversity and inclusion, drowning incidents, accidents and injuries and tragically child safety incidents. These challenges create significant risk to community and industry alike.

On the upside, there are many positive examples of collaboration, development, lifting standards, creating more inclusion and lowering access barriers to full participation in the aquatic workforce.

We owe it to community and industry to amplify and strengthen these initiatives.

This National Aquatic Workforce Framework Symposium has a distinct purpose, representing a long-standing commitment by Royal Life Saving working in partnership with industry to build a safer, more capable, resilient, and sustainable aquatic industry workforce.

The Symposium brings together over 50 delegates representing diverse segments of the industry, convening to address a spectrum of challenges confronting the industry workforce and to delve into the formulation of an industry-driven national workforce framework.

Building upon the comprehensive workforce surveys and research undertaken by Royal Life Saving on behalf of the National Aquatic Industry Committee (NAIC), with extensive backing from the broader industry community, this symposium seeks to address recommendations from the Workforce Profile and Report 2019 & 2020, the Workforce Report 2023 and the National Aquatics Symposium 2023, which encompassed significant discussions about strengthening the aquatic workforce.

The key outcomes of the workforce stream of the 2023 Symposium were for industry to continue working in collaboration to strengthen the workforce by attracting and developing talent and addressing sector-wide risk, gaps, and opportunities by:

- Improving diversity, equity & inclusion, strengthening career pathways and addressing shortages
 - Encouraging governments, employers, and other groups to develop incentives, programs and strategies that attract and retain quality staff, raise the profile of the aquatic sector as a career / pathway and the positive impacts of the industry, and promote recruiting and supporting staff from diverse and underrepresented backgrounds, so that the workforce reflects community.
- Further developing the workforce
 - Committing to supporting training and professional development programs, lowering barriers to access skills and qualifications and supporting the further professionalisation of the workforce which will promote greater attraction, retention and pathways for talent.
- Improving safety, quality and consistency and reducing sector risk
 - Encouraging the development of a national workforce development framework and system to strengthen the quality, safety and consistency of service delivery and work environments, better advocate development pathways and enhance the attractiveness of employment in, and the reputation of, the sector

In concluding, I am genuinely excited about the ideas and discussions that will unfold over the coming two days. This Symposium represents a unique opportunity for colleagues to direct their collective wisdom and thinking towards a critical and exciting initiative. We trust it will provide a pivotal platform from which to chart a course to the development of an aquatic industry workforce framework that serves to strengthen an industry that plays a critical role in the communities that we all care deeply about.

Justin Scarr
Chief Executive Officer
Royal Life Saving Society - Australia



ACKNOWLEDGEMENT OF COUNTRY

We respectfully acknowledge the Wurundjeri Woi-wurrung peoples of the Kulin Nation, who are the Traditional Owners of the land on which the National Aquatic Workforce Framework Symposium is being held. We pay our respect to their Elders past and present recognising their continued connection to land, waters and communities.

National Aquatic Workforce Framework Symposium

> Day 1: Tuesday 12th March 2024

DAY 1: SESSION 1 - ESTABLISHING THE CONTEXT

In this session, we will think big about the challenges and opportunities ahead, while reflecting on our progress to date.

9:45am	Arrival and Registration (Snacks and refreshments)
10:00am	Welcome & introduction Alexandra Ash , President, Royal Life Saving Society - Australia
	PRESENTATIONS
10:10am	Keynote: Demographics & megatrends: how these will shape the workforce of the future Eliane Miles , Managing Director, The Curious Co.
11:10am	State of industry workforce, previous symposium summary, current workforce architecture RJ Houston , General Manager – Capability & Industry, Royal Life Saving Society - Australia
11:30am	Workforce framework scoping survey results Tess Craigie , Workforce Development Specialist, Royal Life Saving Society - Australia
11:45am	Comparison sector: fitness sector professional registration framework Chris Alexander , General Manager – Standards & Development, AUSactive
12:00pm	Lunch

DAY 1: SESSION 2 - FOCUSING ON ENTRY ROLES, BEST PRACTICE AND CHALLENGES

Despite the clear impact and value the industry offers, there are significant structural challenges facing the national aquatic workforce. In this session, we will be exploring and unpacking themes around macro challenges facing the sector.

	PRESENTATIONS
1:00pm	The science of refresher training for life support and rescue Professor Richard Franklin , James Cook University
1:15pm	Building a safety culture in the workforce: the intersection between standards and building culture, capability and leadership behaviours in the workforce Liz van Deventer , Group Manager – Work Health & Safety, Belgravia Group
	PANEL
1:30pm	The state of aquatic industry entry roles accreditation, development and investment, and what's next Dr Carleigh Yeomans , Group Exercise Instructor (Belgravia & Aligned) & Research Fellow, Swinburne University – Sport Innovation Research Group Gary Toner , Executive Officer, Swim Coaches & Teachers Australia Georgie Nichol , General Manager, AUSTSWIM
	WORKSHOP
2:15pm	Safety and best practice – what's working, what's not, what's next
3:00pm	Afternoon tea

DAY 1: SESSION 3 - TURNING TOWARDS THE FUTURE

As part of mapping a future workforce competency, capability & credentialing framework, a common understanding of the values, behaviours, capabilities & skills is needed.

	PANEL
3:20pm	Values & behaviours that the industry needs from its workforce Jasmine Poore , People & Culture Manager, South East Leisure Jeff Walkley , Chief Executive Officer, Belgravia Foundation Tiffany Oldrey , Aquatic Programming Manager, The Y Victoria Tim Goward , Manager – Major Venues, City of Gold Coast
	WORKSHOP
4:00pm	Mapping the capabilities (values, behaviours & skills) required to strengthen our industry's workforce
4:40pm	Closing Comments

> Day 2: Wednesday 13th March 2024

DAY 2: SESSION 1 - REFLECTING ON THE OPPORTUNITIES AHEAD

In this session, we will reflect on the key challenges facing our industry and the resulting opportunities that may lie ahead.

9:00am	Recap day 1 & welcome day 2: Group reflection exercise RJ Houston , General Manager – Capability & Industry, Royal Life Saving Society - Australia
	DAY 2: SESSION 2 - STATE OF SIGNIFICANT CURRENT WORKFORCE CHALLENGES This session will further explore and unpack the current state of workforce issues, with an eye towards an improved future state.
	PANEL
9:20am	State of regional recruitment and retention Adam Luscombe , General Manager – SAALC & Western Victoria, The Y Victoria Craig Hortin , Regional Development Manager, YMCA South Australia Floss Roberts , Executive Director, Royal Life Saving – Northern Territory Kara Monaghan , State Manager VIC / TAS, Belgravia Leisure
10:00am	The state of dealing with complexity & challenging circumstances on the job, including: occupational violence & aggression, inclusion, specialisation / expertise, innovation & problem-solving Ben Tudhope , General Manager – Partnerships, Aligned Leisure Brad Page , Venues & Events Manager, Logan City Council Janelle Falkingham , Aquatic Product Manager, The Y Victoria Liz van Deventer , Group Manager – Work Health & Safety, Belgravia Group
10:40am	Morning tea

DAY 2: SESSION 3 - STATE OF SIGNIFICANT CURRENT WORKFORCE CHALLENGES

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	PANEL
11:10am	The current state of leadership development in the aquatic industry; preparing current and future leaders for the challenges ahead Ebony Halliwell , Aquatic Program Coordinator, Western Leisure Services Kathy Parton , Chief Executive Officer, Aquatics & Recreation Victoria Nick Cox , Chief Executive Officer, Belgravia Leisure Nicky Sloan , Chief People Officer, City Venue Management
	WORKSHOP
12:00pm	Mapping leadership capabilities
1:00pm	Lunch

DAY 2: SESSION 4 - TURNING TOWARDS THE FUTURE

As part of mapping a future workforce competency, capability & credentialing framework, a common understanding of the career pathways found in the industry is needed.

	PRESENTATION
1:45pm	The Framework: A pathways blueprint for an increasingly engaged and empowered workforce Shaun Jackson , National Manager – Training and Workforce Development, Royal Life Saving Society -Australia Tess Craigie , Workforce Development Specialist, Royal Life Saving Society - Australia
	WORKSHOP
2:15pm	Describing pathways in the workforce
3:00pm	Afternoon tea

DAY 2: SESSION 5 - REFLECTING ON THE OPPORTUNITIES AHEAD

In this session we will reflect on any shared learnings from the symposium and discuss next steps for forging ahead

	PRESENTATION
3:15pm	Recap, reflection & next steps RJ Houston , General Manager – Capability & Industry, Royal Life Saving Society - Australia
4:00pm	Close



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