

Position description

Senior Manager - Sport, Participation and Transformation



Position summary

Position title (ID)	Senior Manager – Sport, Participation and Transformation		
Career level	Senior manager	Position category	Full-time/Fixed-term/ 2 years
Business unit	Member Engagement and Sport	Location	Port Melbourne
Reporting to	GM – Member Engagement and Sport	Direct reports	Specialist, Sport Planning and Competition Specialist, Sport Development and Capability Lead Coordinator, Summer Junior Carnivals and Winter Pool Lead Coordinator, Summer Senior Carnivals and Winter IRB Specialist, Participation and Growth Sport Operations Officer
General description	The Senior Manager – Sport, Participation and Transformation holds end-to-end accountability for lifesaving sport, participation and growth across LSV. The role establishes an integrated Sport, Participation and Transformation function and leads implementation of the LSV Sport Strategy 2025–2028. Working with the General Manager, the position leads significant change across lifesaving sport, including reform of competition models, carnival delivery arrangements, workforce practices, planning disciplines and financial performance. The role is responsible for building stakeholder understanding, managing resistance, supporting transition and embedding agreed changes across staff and volunteer delivery structures.		

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It leads competition reform, stabilises carnival delivery, strengthens safety and operational discipline, and establishes clear accountabilities across staff and volunteer delivery structures.

The role is also responsible for sport planning, portfolio performance and financial sustainability, including developing and implementing measures to address the sport operating deficit.

The role owns participation strategy and portfolio outcomes, including Nippers, early engagement, retention and progression. It ensures participation and sport development are safe, sustainable and aligned with club capacity, workforce capability and organisational priorities, working closely with the Senior Manager, Club and Capability.

The role leads the development of a sustainable sport capability and event-workforce model, balancing continuity of delivery with improvements to workload, planning, technical interfaces and distributed delivery.

Who we are

Overview of LSV:	Our purpose is to save lives and empower communities to safely enjoy water.
Our values	At LSV our core values help us in our decision-making and guide the way we treat volunteers, our community and each other. They are the standard by which we and others will judge the actions of LSV. • Courage: We will have courage to act • Community: We are united community • Evidence-Led: We are evidence-led in our practice • People: We put People at the centre of everything we do • Stewardship: We are stewards of our organisation, environments and communities
Safeguarding children	It's everyone's responsibility at LSV to understand and comply with LSV's and SLISA's Safeguarding Children and Young People guidelines.
Risk and safety	We always take a risk-based approach, ensuring we are informed in our decision making. The safety of our staff, volunteers, and the community is at the forefront of our decisions and activities.

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Key responsibilities

1. Strategy and functional leadership

Lead the Sport, Participation and Transformation function, holding end-to-end accountability for strategy, planning, people leadership, financial performance, participation growth and sport delivery. Lead implementation of the LSV Sport Strategy 2025–2028 and an integrated transformation program that improves safety, service quality, workforce sustainability and financial performance. Set clear priorities, measures and accountabilities, and track whether reforms deliver the intended benefits.

2. Competition reform and change leadership

Lead the review and redesign of carnival and competition models, delivery arrangements, workforce practices and service standards. Identify what should continue, change or stop to reduce unnecessary complexity, cost and workload. Translate approved reforms into practical implementation plans. Build stakeholder understanding, address impacts and resistance, and embed sustainable changes across staff and volunteer delivery structures.

3. Safety and risk management

Hold accountability for safety and risk management across the sport portfolio. Ensure appropriate controls, event-readiness processes and escalation arrangements are implemented and reviewed with Risk and Safety and Emergency Management Capability and Response (EMCaR).

4. Participation strategy and outcomes

Own participation strategy and portfolio outcomes, including growth, retention, accessibility and progression. Lead the Specialist, Participation and Growth in strengthening club-based Nippers, early engagement, Youth Salties and pathways into ongoing lifesaving involvement.

Use participation evidence and member insights to identify barriers, reach new participants and evaluate outcomes. Ensure initiatives include program-specific workforce support and align with club capacity. Work with the Senior Manager, Club and Capability to connect participation with club capacity and broader member-development pathways.

5. Event workforce and rostering improvement

Establish sport workforce requirements and oversee interim hybrid rostering arrangements. Ensure the Lead Coordinator, Summer Senior Carnivals and Winter IRB and Lead Coordinator, Summer Junior Carnivals and Winter Pool retain accountability for their event workforce requirements, readiness and resolving shortages. Allocate agreed administration to the Sport Operations Officer within available capacity, with capability and assessment input from the

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Specialist, Sport Development and Capability. Lead summer trials and review workforce streams, shared records, communications, follow-up responsibilities, deadlines, workload, recovery time and support before recommending the longer-term model.

6. Sport development and capability reform

Lead development of the future sport development and capability model with the General Manager, Member Engagement and Sport; Specialist, Sport Development and Capability; and Senior Manager, Club and Capability. Address sustainable workload, distributed delivery, administrative support, technical interfaces and resources. Lead a post-summer review of delivery, support needs, role scope and reporting arrangements.

7. Integrated planning and delivery continuity

Direct the Specialist, Sport Planning and Competition to coordinate the forward development calendar, dependencies between development, assessment and competitions, documented responsibilities and handovers, and implementation options for future seasons. Maintain scheduled development programs and essential accreditation and assessment activity, subject to capacity and safety. Resolve competing demands and prioritise additional discretionary activities before commitments are made.

8. Partnerships and technical contributions

Build strong partnerships with clubs, members, state-level volunteers, councils, committees and internal functions. Clarify how the Aquatic Sport Council Leadership Team, committees and technical groups contribute to development priorities, technical expertise and delivery capacity. Assess additional staff requests against agreed priorities and resources, while preserving authorised technical decision-making responsibilities.

9. Financial sustainability

Improve the financial sustainability of lifesaving sport through transparent budgets, service and competition costings, agreed performance measures and practical initiatives to reduce the sport operating deficit and operational pressure.

Liaison and key relationships

Internal	• General Manager, Member Engagement and Sport • Senior Manager, Club and Capability	External	• LSV clubs and affiliated members • Aquatic sport councils, committees, officials and coaches
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| <ul style="list-style-type: none">• Manager, Member Experience, Engagement and Recognition• Lead Specialist, Governance and Continuous Improvement• Specialist, Sport Planning and Competition• Specialist, Sport Development and Capability• Specialist, Participation and Growth• Specialist, Member Development and Leadership• Lead Coordinator, Summer Senior Carnivals and Winter IRB• Lead Coordinator, Summer Junior Carnivals and Winter Pool• Sport Operations Officer• Lead Coordinator, Club Connection• Lead Coordinator, Club Relationships<ul style="list-style-type: none">• Risk and Safety, Emergency Management Capability and Response, and Finance teams• Other relevant LSV executives, staff and state-level volunteers | <ul style="list-style-type: none">• State and national lifesaving sport stakeholders• Community, government and sector partners• Officials, coaches, team managers and technical volunteers• Surf Life Saving Australia• Government, commercial, community and sector partners• Event venues, councils and service providers |
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Experience and qualifications

Essential experience and qualifications

To be successful in this role you must have:

- Senior leadership experience in sport, participation, major events, community-based service delivery or a comparable operational environment.
- Demonstrated experience translating strategy into a coordinated transformation program, with clear priorities, implementation plans, accountabilities and measurable benefits.
- Demonstrated success redesigning competition, event or service-delivery models to improve safety, service quality, workforce sustainability and financial performance.
- Experience leading complex change across multiple stakeholder groups, including consultation, transition, addressing resistance and embedding new practices.
- Experience developing and evaluating participation strategies or programs that improve access, growth, retention and progression, informed by evidence and participant needs.
- Experience leading multidisciplinary teams, setting realistic priorities and maintaining service delivery during significant change.
- Strong financial management capability, including budgeting, service costing, performance monitoring and implementing savings or revenue initiatives.
- Demonstrated experience managing safety, risk, compliance and operational readiness within complex events or aquatic environments.
- Strong stakeholder management and influencing skills, including working with clubs, volunteers, committees or comparable community stakeholders, navigating competing interests and leading difficult decisions.

Desirable experience and qualifications

Whilst not essential, the following will also help you be successful in this role:

- Experience in lifesaving, aquatic sport, emergency services, community sport or another volunteer-based environment.
- Experience strengthening workforce planning, distributed delivery and development pathways for coaches, officials, event personnel or technical volunteers.

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- Experience developing accessible participation pathways across different ages, abilities and stages of involvement.
- Relevant qualifications in change management, project management or organisational development, or equivalent demonstrated experience.
- Relevant tertiary qualifications in sport management, business, recreation, community development, leadership or a related discipline.

Senior Manager capabilities

The LSV capability framework describes the capabilities, expressed as behaviours and skills, which set out clear expectations about performance at LSV. Core capabilities describe the behaviours and skills fundamental to delivering LSV's mission and vision and supporting capabilities describe behaviours and skills that enable this success. Below are the capabilities required for this position.

Core capabilities

Knowing our sectors	Proactively ensures strong knowledge of sector/s issues and initiatives and remains up to date. Ensures team(s) are aware of the sector/s context and LSV's operating models and the implications of their actions. Actively instils a sense of ownership and empowerment within the team(s) they lead. Actively manages team(s), taking corrective action where needed.
Driving results	Takes ownership for delivery of allocated work streams in a timely and effective manner and escalates issues where required. Ensures the quality of outputs of direct reports and ensures they are delivered within determined budget and timeframe.
Focusing on stakeholders	Develops a thorough familiarity of stakeholders and considers and balances these in activities undertaken. Ensures the activities of others within their team(s) are aligned with balancing stakeholder and LSV needs.
Managing risk and compliance	Identifies where improvements to managing risk can be made within own remit of responsibility in alignment with team and organisational plans. Establishes and enforces relevant risk management practices and processes to ensure the team(s) they lead operate in a risk-aware and compliant manner.
Leading people	Supports and provides focused on-the-job training for colleagues and new starters to address skill gaps, and role models LSV's values. Provides ongoing feedback in a constructive manner to increase employees' capabilities and confidence.

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Supporting capabilities

Innovation	Thinks beyond the team's conventional approaches to formulate creative methods to deliver results. Encourages reports to think creatively and input into problem solving discussions that contribute toward organisational effectiveness.
Agility	Proactively identifies and develops new methods or improvements to address work challenges within own work area and applies flexible prioritisation. Deals effectively with complex situations and clarifies ambiguous situations for team members. Encourages team to work flexibly during periods of change and seeks feedback on performance to continually improve their capability.
Collaboration	Identifies opportunities to work with others and actively participates in accomplishing team goals. Encourages the contribution of knowledge and expertise from others to support the accomplishment of both individual and team goals.
Communication	Communicates in a clear and concise manner, using the most appropriate method for the situation e.g. face to face, email etc. Reaches agreement through flexibility and compromise. Clearly communicates concepts and updates at internal and external forums. Provides clear direction and concise feedback to their team(s). Promotes a culture where issues are openly discussed and encourages everyone to share their viewpoints.
Being your best	Role models resilience and responds appropriately in challenging situations. Works through challenges and remains calm and focused. Is responsive to and respectful of diverse cultures, backgrounds, experiences, perspectives, values and beliefs. Understands the link between health, wellbeing and personal effectiveness. Shares and participates in healthy habits; social, exercise, betterment.