

Aquatics and Recreation Careers Prospectus Guide

PRESENTED BY





A letter from the CEO of ARV

– Kathy Parton

As CEO of Aquatics and Recreation Victoria, I’m excited to introduce you to an industry that changes lives — every single day.

Aquatics and recreation is about far more than pools and leisure centres. It’s about creating spaces where people build confidence, improve their health, learn new skills and feel like they belong. It’s where a child learns to swim for the first time. Where someone rebuilds their strength after injury. Where friendships are formed, and communities come together.

Behind every one of these moments are passionate, dedicated people. Lifeguards, swim teachers, fitness instructors, program leaders, managers and coordinators — all working together to create safe, welcoming environments that support physical, mental and emotional wellbeing.

What makes this industry truly special is its impact. The work you do doesn’t stay within the walls of a facility. It ripples outward — strengthening families, improving community health, and helping people live happier, more connected lives.

And just as important as the impact is the opportunity. Aquatics and recreation offers diverse and meaningful career pathways. Whether you’re drawn to fitness, leadership, education, operations or community development, there is a place for you here. Many people begin in entry-level roles and grow into leadership positions, specialist careers or management — all while making a genuine difference along the way.

If you’re looking for more than just a job — if you want a career where your work matters — I encourage you to explore what this industry has to offer. There is room to grow, to lead, to innovate and to create lasting change.

Together, we can continue building healthier, stronger and more connected communities — and your journey could start here.

Kathy Parton
ARV Chief Executive Officer

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Exploring your future in the Victorian aquatics and recreation industry

This careers prospectus is designed to give you a clear understanding of what a career in this industry can look like.

If you're exploring your options, this guide will help you discover the range of roles available and the pathways you can take. If you're already working in the industry, it will help you identify future opportunities and career progression you may not have considered.



The *Australian Blueprint for Career Development* recognises that career development is a lifelong process shaped by the interconnected elements of life, learning and work. It identifies the knowledge, skills and attitudes individuals need to make informed decisions and actively manage their careers, known as career management competencies.

ARV's Careers Prospectus aligns strongly with this framework by presenting aquatics and recreation as a dynamic industry with diverse and evolving career pathways. Through role profiles, career progression examples, educational pathways, mentoring and real-life career stories, the prospectus encourages self-development, lifelong learning and informed career exploration while demonstrating how individuals can build meaningful, adaptable and purpose-driven careers within the industry.

A growing industry with expanding and evolving opportunities

The aquatics and recreation industry has grown and evolved significantly in recent years. Across Victoria, local governments and operators are adopting new management models and expanding services within leisure centres, stadiums, and community facilities.

Facilities are no longer just pools and gyms. Many now integrate health and wellbeing services, with some operating as purpose-built "health hubs." These hubs may include aquatic areas, fitness facilities, allied health services, rehabilitation programs, and childcare — all under one roof. This evolution has expanded the types of careers available across the industry.

While roles such as lifeguards, swim teachers and customer service officers are often seen as entry-level or casual positions, the industry offers far more than many people realise. Today, aquatics and recreation is a diverse and multi-layered sector, with career pathways that range from frontline roles through to senior leadership and executive positions.

Most importantly, working in this industry means contributing to healthier, more connected communities.

The role of ARV

Aquatics and Recreation Victoria (ARV) is Victoria's peak body for the aquatics and recreation industry.

As a not-for-profit, member-based association, ARV supports the organisations and professionals who plan, build, own, operate and service aquatic and recreation facilities across the state. This includes providing professional development, training, research, advocacy and networking opportunities.

ARV works closely with industry partners, local and state government, the health sector and education providers to ensure the industry remains strong, innovative and responsive to community needs.

By bringing organisations together, leading research and developing industry guidelines and benchmarks, ARV helps shape the future of aquatics and recreation in Victoria.

Why choose aquatics and recreation?

Aquatics and recreation is a dynamic and evolving industry that offers meaningful and rewarding career opportunities.

One of its greatest strengths is the variety of roles available. Whether your interests lie in safety, fitness, leadership, operations, community development or health, there is an opportunity to build a career that aligns with your strengths and passions.

The industry also embraces innovation, continually developing new programs and services to meet the needs of growing communities. This creates an environment where creativity, initiative and fresh ideas are valued.

Above all, it is an industry where your work has purpose.

Creating meaningful impact in your community

Working in aquatics and recreation is more than a job — it is an opportunity to make a real difference.

Every day, industry professionals help people build confidence, develop new skills and improve their health. Swim teachers equip children and adults with lifesaving water safety skills. Fitness professionals guide people toward greater strength and mobility. Lifeguards and facility teams create safe, welcoming environments where everyone feels supported.

By encouraging physical activity and promoting safe practices, you contribute to healthier lifestyles and long-term wellbeing. Just as importantly, you help create spaces where people connect. Aquatic centres, gyms and stadiums are places where friendships form, confidence grows and a sense of belonging develops.

The impact of this work extends far beyond the walls of a facility. It strengthens families, supports inclusion and contributes to healthier, more resilient communities.

When you choose a career in aquatics and recreation, you are choosing work that matters.

Industry snapshot

POOLS & FACILITIES



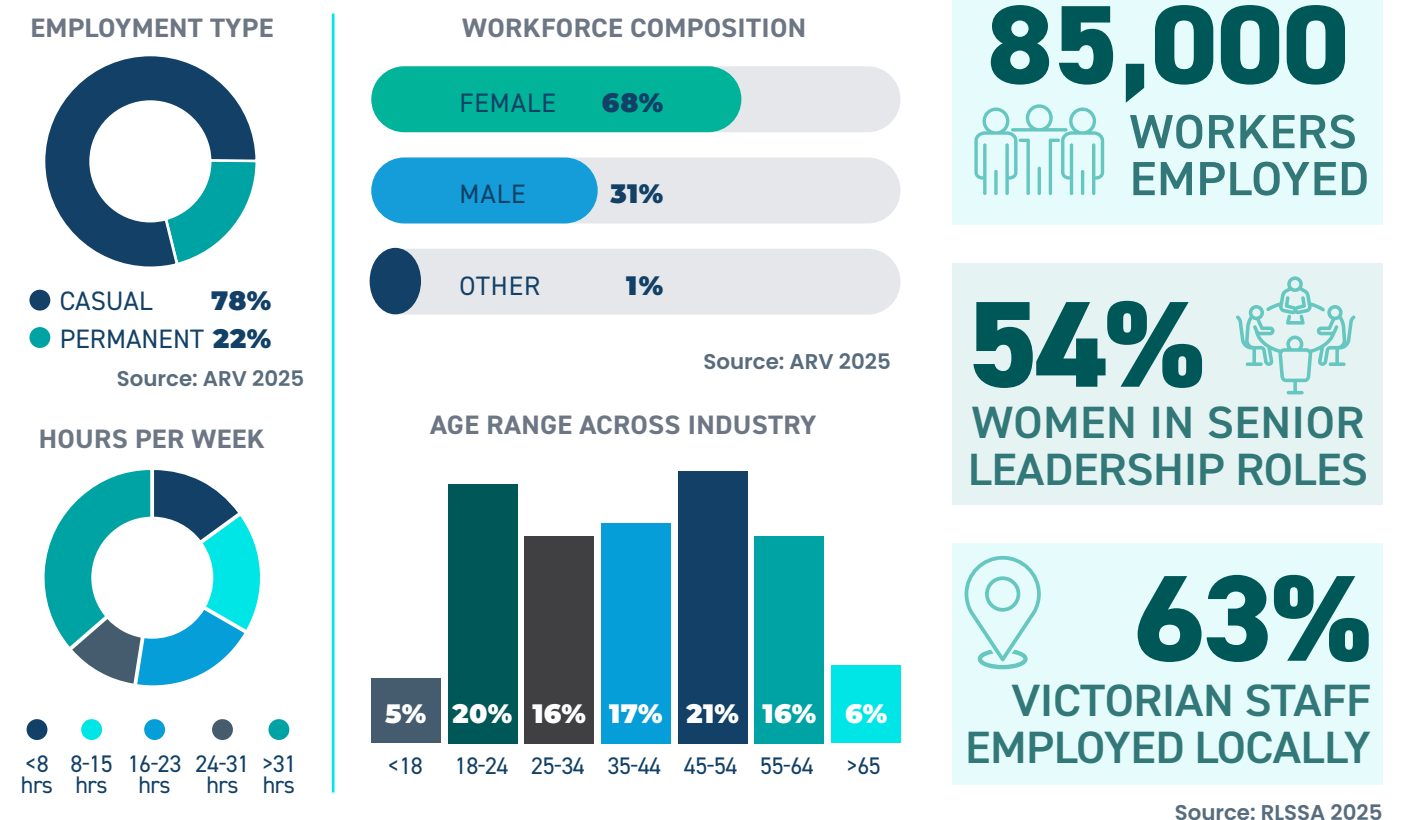
Source: LSV 2025

INDUSTRY PARTICIPATION/USERS

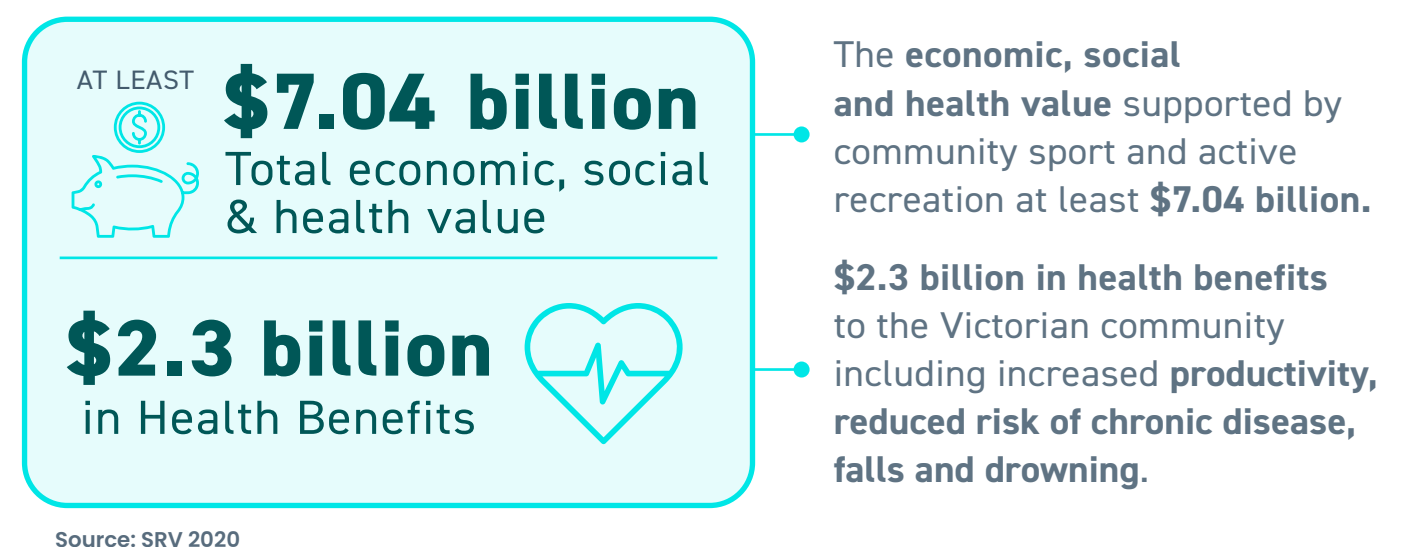


Source: ARV 2025

JOBS & WORKFORCE



VALUE OF THE INDUSTRY



Potential employers: understanding the industry ecosystem

In Victoria, aquatics and recreation is not just one type of workplace — it is an interconnected ecosystem of organisations that work together to deliver services, operate facilities, support workforce development and promote healthier communities.

Some organisations own facilities, others operate them, others set standards or provide training, and others deliver specialist services behind the scenes. Understanding these different employer types can help you see where you might fit — and how your career could evolve over time.

Local government (councils)

Local councils play a central role in the aquatics and recreation ecosystem. Many community facilities — including leisure centres, pools, stadiums and outdoor aquatic facilities — are owned by councils and exist to serve local residents. Councils may operate these facilities directly through in-house teams or partner with external operators to manage day-to-day services. In addition to frontline roles, councils are involved in strategic planning, community consultation, capital works, accessibility and long-term service delivery to ensure facilities meet the needs of their communities.

You might work here if you are interested in community-focused services, public facilities and contributing to outcomes at a local level.

Examples:

- City of Melbourne
- City of Stonnington
- City of Greater Geelong
- Rural City of Wangaratta
- Buloke Shire
- West Wimmera Shire

Peak bodies, regulators and government agencies

Peak bodies, regulators and government agencies help shape how the industry operates. They provide leadership through advocacy, research, funding programs, professional development, policy development and the establishment of standards and guidelines. These organisations work closely with councils, operators, sporting bodies and education providers to strengthen the capability of the sector and ensure services remain safe, inclusive and responsive to community needs. Roles in this space may include project management, research, stakeholder engagement, communications, workforce development and senior leadership.

You might work here if you are interested in influencing the industry at a strategic level and contributing to long-term system-wide impact.

Examples:

- Aquatics & Recreation Victoria (ARV)
- VicHealth
- Sport and Recreation Victoria (SRV)
- Life Saving Victoria (LSV)
- AUSTSWIM
- Swim Coaches & Teachers Australia (ASCTA)
- Royal Life Saving Australia (RLSSA)

Facility management companies

Facility management companies are specialist organisations engaged by councils or owners to operate leisure centres, stadiums and community facilities. These organisations often manage multiple sites across regions, creating structured career pathways and opportunities to progress across venues or into leadership roles. They employ staff across aquatics, fitness, customer experience, operations, marketing, program development and venue management, and they play a key role in delivering high-quality services to the community.

You might work here if you enjoy dynamic, people-focused environments and are looking for opportunities to grow within a multi-site organisation.

Examples:

- Belgravia Leisure
- BlueFit
- YMCA Victoria (Y Victoria)
- Club Links
- Aligned Leisure

Sporting organisations and clubs

Sporting organisations and clubs form an important part of the aquatics and recreation landscape. From grassroots participation to state-level coordination, these organisations support competitions, athlete development, club governance and community participation programs. They operate across sports such as swimming, basketball, netball, volleyball, diving and table tennis, providing opportunities in event coordination, sport development, coaching support, administration and leadership.

You might work here if you are passionate about sport and want to contribute to participation pathways, competitions and club environments.

Examples:

- Healesville Swimming Club
- Southern Basketball Association
- Netball Victoria
- Mornington Frankston City Table Tennis Association (MFTTA)

Specialist technical and trades-based employers (pool and facility operations)

Behind every safe and successful aquatic or recreation facility is a network of specialist technical and trades-based businesses. These organisations support pool plant operations, water treatment systems, air handling and ventilation, mechanical services, equipment supply and facility maintenance. Their work ensures facilities operate safely, meet public health standards and deliver high-quality environments for communities. This area of the ecosystem intersects closely with facility operators, councils and regulatory bodies.

You might work here if you are interested in technical systems, trades, engineering or operational problem-solving.

Examples:

- Roejen Services
- UPR Plumbing
- Life Fitness
- Aquachem Australia
- Maytronics
- Fluidra
- Commercial Aquatics

Consultants and advisory organisations

Consultants and advisory organisations support the planning, development and improvement of aquatic and recreation facilities and services. They work with councils, operators and government agencies to undertake feasibility studies, community needs assessments, facility master planning, strategic planning and service reviews. These roles often involve research, data analysis, stakeholder engagement and long-term planning to help shape how facilities operate into the future.

You might work here if you are interested in strategy, research, planning or helping design the next generation of community infrastructure.

Examples:

- Otium Planning Group
- Smart Connection Consultancy
- Lacus Consulting

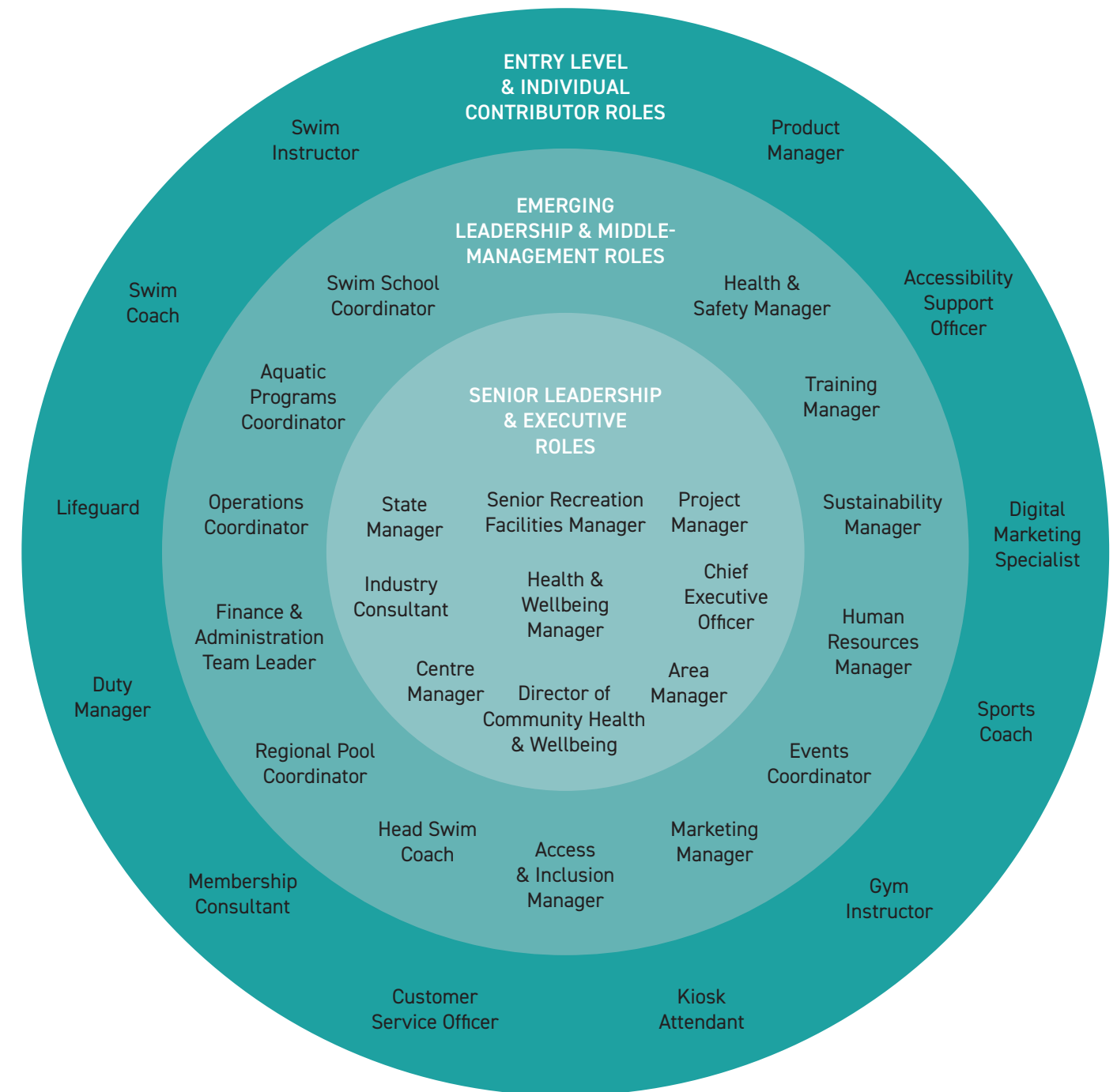
How these employers connect

You'll often see these employer types working together. For example:

- A local council may own a facility, contract a facility management company to operate it and engage consultants to plan upgrades.
- A facility may deliver programs aligned to water safety frameworks, employ staff trained through organisations like AUSTSWIM and follow public health guidelines for safe operation
- Peak bodies and government agencies support the system through training, research, resources and funding programs

That's what makes the sector an ecosystem — and it's also what creates such diverse career opportunities.

Careers bullseye



The following section highlights the wide range of roles available across the aquatics and recreation industry. Each role includes an overview of the responsibilities, required qualifications, and the key skills and attributes that support success in the position.

You will also find real-life case studies from professionals currently working in the industry, providing insight into their career journeys and experiences.

From essential entry-level roles through to senior leadership positions, the industry offers diverse opportunities and clear pathways for career progression.

A photograph of a woman and a young girl swimming in a pool. The woman, on the left, is wearing a black long-sleeved shirt and has her hair tied back. She is smiling and looking towards the camera. The girl, on the right, is wearing a blue long-sleeved shirt, a black swim cap, and goggles. She is also smiling and looking towards the camera. They are both in the water, and the background is a bright blue pool.

Entry-level and individual contributor roles

Entry-level positions are the backbone of aquatic and recreation facilities. These frontline roles deliver programs and services directly to the community and create the welcoming environments people return to.

Roles may include lifeguards, swim teachers, fitness instructors, recreation officers and customer service team members. They require industry certifications (such as Lifeguard or Swim Teacher qualifications) and a strong understanding of safety and service standards.

Success at this level depends on:

- Clear communication
- Teamwork and collaboration
- A positive and professional attitude
- Technical knowledge related to aquatic safety and program delivery

These roles are highly responsible — particularly in aquatic supervision — and provide hands-on experience in safety, operations and customer engagement. They are often flexible, active and well-paid compared to other entry-level positions.

This stage builds confidence, practical expertise and a foundation for future progression.

Entry-level and individual contributor roles

Lifeguard

Role description:

- Supervise pools and surrounding aquatic areas to ensure a safe and welcoming environment for all visitors
- Maintain constant vigilance, monitoring swimmers and identifying risks to prevent incidents before they occur
- Respond quickly to emergencies, performing rescues, first aid or other emergency actions when required
- Promote safe aquatic behaviour by educating patrons and enforcing facility rules and safety guidelines
- Support daily pool operations by reporting hazards, monitoring facility conditions and assisting with basic maintenance tasks
- Contribute to community water safety and drowning prevention through proactive supervision and engagement with facility users

Qualifications and experience:

- HLTAID011 Provide First Aid
- SISSS00133 Pool Lifeguard
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)

Swim Instructor

Role description:

- Plan and deliver swimming lessons for individuals and small groups across a range of ages and skill levels
- Create a supportive and engaging learning environment that builds confidence and encourages enjoyment of the water
- Teach essential swimming and water safety skills that help participants stay safe in aquatic environments
- Observe swimmers' progress and provide clear feedback to participants and parents on skill development
- Adapt teaching methods to suit different abilities, ensuring lessons are inclusive and effective
- Contribute to a positive and encouraging environment where participants can learn, grow and develop lifelong swimming skills

Qualifications and experience:

- HLTAID011 Provide First Aid
- SISSS00133 Pool Lifeguard
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)

Entry-level and individual contributor roles

Swim Coach

Role description:

- Plan and deliver structured training programs designed to improve swimmers' technique, endurance, speed and overall performance
- Provide technical coaching to refine stroke development, starts, turns and race strategies
- Prepare athletes for competitions by setting goals, monitoring progress and supporting performance development
- Foster a positive and supportive team culture that encourages commitment, discipline and enjoyment of the sport
- Mentor swimmers as they develop confidence, resilience and teamwork through training and competition
- Support athletes with competitive aspirations, from local club participation through to regional, state and national pathways

Qualifications and experience:

- Swim Coach accreditation
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)
- Sportsmanship and integrity

Duty Manager

Role description:

- Oversee the safe and effective day-to-day operation of aquatic and recreation facilities during their shift
- Lead and support frontline staff, including lifeguards, instructors and customer service teams, ensuring high safety and service standards are maintained
- Monitor facility conditions, including water quality, plant room systems and overall cleanliness
- Coordinate opening and closing procedures and respond to operational issues as they arise
- Provide guidance, supervision and on-the-job support to junior staff members
- Help ensure a safe, welcoming and well-managed environment for all members of the community

Qualifications and experience:

- SISSS00133 Pool Lifeguard
- SISSS00131 Aquatic Technical Operator
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)

Entry-level and individual contributor roles

Membership Consultant

Role description:

- Serve as the first point of contact for prospective members, creating a welcoming and inclusive experience for everyone entering the facility
- Provide information about memberships, programs and services, helping individuals choose options that suit their wellbeing goals
- Build positive relationships with existing members by checking in regularly and providing ongoing support
- Assist members with enquiries, feedback and concerns to ensure a positive customer experience
- Support membership promotions, events and outreach activities that encourage community participation
- Help create a supportive and connected environment where members feel motivated to stay active and engaged

Qualifications and experience:

- Working with Children Check (WWCC)
- Certificate IV in fitness, administration, customer service, or a related field
- Previous experience in customer service or membership engagement
- Passion for health and fitness within a community centre

Customer Service Officer

Role description:

- Welcome members and visitors as they arrive at the centre, providing a friendly first point of contact
- Assist with general enquiries, membership sign-ups and program bookings
- Provide information about the centre's services, activities and facilities
- Support promotional activities and events that showcase programs and membership opportunities
- Engage with members to create a welcoming and inclusive environment
- Help ensure visitors have a positive experience when participating in health and wellbeing activities

Qualifications and experience:

- Working with Children Check (WWCC)
- Certificate IV in fitness, administration, customer service, or a related field

Entry-level and individual contributor roles

Kiosk Attendant

Role description:

- Provide friendly and attentive customer service to members and visitors purchasing food and beverages
- Take orders and prepare a range of items including hot and cold drinks, snacks, sandwiches and light meals
- Maintain a clean, organised and welcoming café or kiosk environment for patrons
- Handle cash and process payments accurately using point-of-sale systems
- Monitor stock levels and assist with restocking supplies as needed
- Create a social space where visitors can relax, refuel and connect during their visit to the centre

Qualifications and experience:

- Working with Children Check (WWCC)
- Previous experience in customer service or hospitality
- Basic knowledge of food preparation and handling

Gym Instructor

Role description:

- Conduct health and fitness assessments to understand participants' goals and support safe exercise practices
- Develop personalised fitness programs that help patrons improve strength, endurance and overall wellbeing
- Provide guidance and encouragement to members using gym equipment and participating in workouts
- Deliver excellent customer service and promote the benefits of regular physical activity
- Support group exercise sessions where required within scope of practice
- Help create an inclusive and motivating environment where members feel confident pursuing their fitness goals

Qualifications and experience:

- SIS30321 Certificate III & SIS40221 Certificate IV in Fitness
- 11046NAT Certificate IV in Nutrition
- Current registration with AUSactive, Physical Activity Australia or other recognised industry body
- Working with Children's Check (WWCC)

Entry-level and individual contributor roles

Sports Coach

Role description:

- Plan and deliver engaging training sessions that support skill development, teamwork and enjoyment of sport
- Provide high-quality coaching to participants of all ages and abilities in a safe and supportive environment
- Develop structured programs and lesson plans that meet the needs and goals of participants
- Organise equipment and prepare venues to ensure activities, competitions and training sessions run smoothly
- Supervise participants during activities, maintaining safety, class control and positive behaviour
- Encourage participation and help create inclusive opportunities for people to be active through sport

Qualifications and experience:

- HLTAID011 Provide First Aid
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Relevant coaching accreditation
- Working with Children's Check (WWCC)

Digital Marketing Specialist

Role description:

- Develop and manage social media content across digital platforms to increase brand awareness and community engagement
- Create and publish engaging content including photos, videos and written posts that showcase programs, services and events
- Capture and edit visual content for use in digital campaigns, websites and promotional materials
- Monitor social media performance and analyse engagement metrics to improve communication strategies
- Design and deliver email marketing campaigns that promote centre activities, programs and community initiatives
- Develop creative marketing campaigns that encourage the community to participate in healthy and active lifestyles

Qualifications and experience:

- Experience in digital marketing, social media, website content, and email marketing
- Interest in photography, video editing, and graphic design tools such as Canva and Adobe Suite
- Good understanding of current online marketing concepts, strategy, and best practices
- Excellent written and verbal communication skills
- Working with Children's Check (WWCC)

Entry-level and individual contributor roles

Accessibility Support Officer

Role description:

- Promote inclusive participation by identifying and reducing barriers that may prevent people from engaging in leisure and recreation activities
- Work with community groups, families and partner organisations to support people with disabilities and diverse needs
- Help design and deliver inclusive programs that enable people of all abilities to participate confidently
- Provide guidance and support to staff on inclusive practices and accessible service delivery
- Develop initiatives that encourage participation from underrepresented or marginalised groups
- Foster a welcoming environment where diversity is respected and everyone feels supported to be active and involved

Qualifications and experience:

- Experience in disability support or related role
- HLTAID011 Provide First Aid
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Diploma or degree in Social Work, Disability Studies, Diversity and Inclusion, or related field

Product Manager

Role description:

- Develop and manage retail product ranges that meet the needs of customers visiting aquatic and recreation facilities
- Plan and implement strategies to improve the presentation, promotion and sales of retail products within the centre
- Analyse customer trends and purchasing patterns to inform product selection and stock management
- Work with suppliers and partners to source quality products that support aquatic, fitness and wellbeing activities
- Coordinate promotions, product launches and seasonal offerings that enhance the retail experience
- Contribute to retail services that support facility operations while improving convenience and value for members and visitors

Qualifications and experience:

- Prior experience in retail operations, merchandising or product management, including stock selection, sales performance and customer purchasing trends
- Experience in leisure, fitness or sporting environments, with an understanding of the products and services used in aquatic and recreation facilities



Emerging leadership and middle-management roles

Emerging leaders take the next step in their careers by moving beyond individual service delivery to supporting teams, programs and day-to-day operations.

At this stage, professionals begin to take on greater responsibility for guiding others and ensuring services run smoothly and safely. Their role often involves balancing hands-on involvement with planning, coordination and operational oversight.

Key qualities and responsibilities at this stage include:

- Leading and motivating small to medium-sized teams
- Coordinating daily operations and staff scheduling
- Supporting safe practices and managing operational risks
- Assisting with program delivery and service quality
- Mentoring staff and supporting professional development
- Maintaining a positive, collaborative team culture

Strong communication, leadership and organisational skills are essential, along with a growing understanding of operations, risk management and program delivery.

This stage represents an important transition — from “doing the job” to “leading the work.”

Emerging leadership and middle-management roles

Swim School Coordinator

Role description:

- Coordinate the day-to-day delivery of swim school programs, including class scheduling, instructor rostering and student enrolments
- Monitor participant progress and maintain accurate records to support skill development and program quality
- Act as the main point of contact for parents and guardians, responding to enquiries and providing updates on student progress
- Support the recruitment, onboarding and training of swim instructors
- Provide guidance and supervision to instructors to ensure lessons are safe, engaging and well delivered
- Help create a positive learning environment that encourages confidence and enjoyment in the water

Qualifications and experience:

- SISSS00132 Teacher of Swimming and Water Safety
- HLTAID009 Provide Cardiopulmonary Resuscitation
- SIS50712 Diploma of Sport and Recreation Management (desirable)
- Working with Children Check (WWCC)

Aquatic Programs Coordinator

Role description:

- Plan and deliver a range of aquatic programs such as school swimming, water safety education, community initiatives and special events
- Coordinate program schedules, bookings and resources to ensure activities run smoothly and meet community needs
- Act as the key point of contact for schools, participants, funding partners and community stakeholders
- Support the recruitment, training and supervision of instructors delivering aquatic programs
- Promote water safety education and help reduce drowning risks through structured learning programs
- Create opportunities for people of all ages to participate in aquatic activities and develop confidence in the water

Qualifications and experience:

- SISSS00132 Teacher of Swimming and Water Safety
- HLTAID009 Provide Cardiopulmonary Resuscitation
- SIS50712 Diploma of Sport and Recreation Management (desirable)
- Working with Children Check (WWCC)

Emerging leadership and middle-management roles

Operations Coordinator

Role description:

- Oversee the day-to-day operation of the facility, supporting Duty Managers and frontline staff to maintain high safety and service standards
- Supervise and mentor teams, providing ongoing training, guidance and professional development
- Develop and manage proactive maintenance schedules to ensure facilities and equipment remain safe and well maintained
- Coordinate reactive maintenance and respond quickly to hazards, faults or operational issues
- Conduct regular facility inspections and audits to ensure compliance with safety and operational standards
- Help maintain a safe, clean and welcoming environment for all members of the community

Qualifications and experience:

- SISSS00133 Pool Lifeguard
- SISSS00131 Aquatic Technical Operator
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)

Finance and Administration Team Leader

Role description:

- Lead and support the finance and administration team to deliver efficient and high-quality services to staff and members
- Manage membership management systems, ensuring accurate records and smooth day-to-day administration
- Monitor financial processes to ensure compliance with policies, procedures and regulatory requirements
- Prepare financial reports and summaries to support decision-making by management and staff
- Work with internal teams and external financial partners to maintain accurate financial records and reporting
- Help ensure the financial and administrative operations of the centre run smoothly and effectively

Qualifications and experience:

- Experience working in finance or administrative roles
- Strong understanding of financial management practices, including budgeting, reporting and compliance
- Experience leading and managing staff

Emerging leadership and middle-management roles

Regional Pool Coordinator

Role description:

- Oversee the day-to-day operation of multiple outdoor pool facilities, ensuring services are delivered safely and efficiently during the summer season
- Coordinate lifeguard rostering, facility readiness and maintenance to maintain safe aquatic environments
- Monitor risk management practices and ensure compliance with safety and operational standards
- Work with local schools and community groups to deliver programs such as swimming lessons, VICSWIM and community events
- Promote regional outdoor pools as welcoming spaces for recreation, social connection and community activity
- Support safe aquatic participation and help reduce drowning risks in regional communities

Qualifications and experience:

- SISSS00133 Pool Lifeguard
- SISSS00131 Aquatic Technical Operator
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)

Head Swim Coach

Role description:

- Design and deliver structured training programs that support swimmer development across multiple squads and performance levels
- Coach athletes to improve technique, endurance, speed and race performance in training and competition environments
- Identify and mentor junior coaches, providing guidance, supervision and professional development opportunities
- Lead and support a team of coaches, fostering a positive and collaborative coaching culture
- Promote a strong team environment that values commitment, enjoyment and personal development through competitive swimming
- Contribute to the growth of swimming by supporting pathways for athletes and coaches to progress and achieve excellence

Qualifications and experience:

- Advanced or Performance Coach Accreditation
- HLTAID009 Provide Cardiopulmonary Resuscitation
- Working with Children Check (WWCC)

Emerging leadership and middle-management roles

Access and Inclusion Manager

Role description:

- Lead initiatives that promote inclusive participation across programs, services and facilities for people of all abilities and backgrounds
- Work with community organisations, advocacy groups and partners to improve accessibility and participation opportunities
- Develop strategies that reduce barriers and encourage engagement from underrepresented and marginalised communities
- Provide guidance and training to staff on inclusive practices and accessible service delivery
- Ensure programs and services align with current accessibility standards, policies and best practice
- Foster a welcoming environment where diversity is respected and everyone feels supported to participate

Qualifications and experience:

- Diploma or degree in Social Work, Disability Studies, Diversity and Inclusion, or a related field

Marketing Manager

Role description:

- Develop and deliver marketing strategies that promote memberships, programs and services across the centre
- Plan and manage campaigns that attract new participants and encourage ongoing community engagement
- Coordinate marketing activities across digital platforms, print materials and local promotions
- Work with internal teams to identify target audiences and create clear, engaging messaging
- Support frontline staff with tools and knowledge to promote programs and membership opportunities
- Promote the centre as a destination for health, fitness and community participation

Qualifications and experience:

- Relevant tertiary qualification in marketing, communications, business or a related field
- Experience developing and delivering marketing campaigns across digital platforms, social media and community promotions
- Experience analysing marketing performance and working with teams to increase participation, membership growth and brand awareness

Emerging leadership and middle-management roles

Events Coordinator

Role description:

- Plan and deliver a range of events, competitions and community activities that promote participation and engagement
- Coordinate event logistics including scheduling, venue setup, equipment, staffing and event delivery
- Work with internal teams and external partners to ensure events run smoothly and meet community needs
- Manage safety planning and risk management requirements to ensure events are delivered safely
- Promote events that encourage participation in health, fitness and recreation programs
- Help create memorable experiences that strengthen community connection and support active lifestyles.

Qualifications and experience:

- Relevant qualification in event management, sport and recreation, marketing, or a related field
- Experience planning and delivering events, competitions or community programs, including coordinating logistics and stakeholders

Human Resources Manager

Role description:

- Lead recruitment activities including advertising roles, screening candidates and supporting the onboarding of new employees
- Develop strategies to attract talented people to careers within the aquatics and recreation industry
- Coordinate training and professional development programs that support employee growth and career progression
- Support initiatives that strengthen staff engagement, wellbeing and workplace culture
- Provide guidance to managers on people management, performance development and team support
- Foster an inclusive and positive workplace where staff feel supported to contribute to community health and wellbeing

Qualifications and experience:

- Relevant tertiary qualification in human resources, business management, or a related field
- Experience in recruitment, workforce development and employee engagement
- Experience supporting managers and teams with performance management, training programs and workplace culture initiatives



Emerging leadership and middle-management roles

Sustainability Manager

Role description:

- Lead initiatives that improve energy efficiency and reduce environmental impact across aquatic and recreation facilities
- Monitor energy and resource consumption, analysing data to identify opportunities for improved sustainability practices
- Develop strategies that reduce carbon emissions and support environmentally responsible operations
- Work with internal teams and external partners to implement sustainability projects and infrastructure improvements
- Stay informed on environmental standards and legislation that influence facility operations
- Promote environmental awareness among staff and facility users, encouraging sustainable behaviours

Qualifications and experience:

- Relevant tertiary qualification in sustainability, environmental science, environmental engineering, or a related field
- Experience developing and implementing sustainability initiatives such as energy efficiency, waste reduction or carbon management programs
- Experience analysing environmental data and working with organisations to improve sustainable operational practices

Training Manager

Role description:

- Coordinate staff training and professional development programs to support workforce capability across the organisation
- Monitor and maintain records of staff qualifications, certifications and compliance requirements
- Support the planning and delivery of staff onboarding, inductions and training initiatives
- Manage learning platforms and training resources used to support employee development
- Maintain accurate training records, documentation and reporting systems
- Provide administrative and project support for workforce development and learning initiatives

Qualifications and experience:

- Relevant qualification in human resources, training and assessment, business administration, or organisational development
- Experience coordinating staff training programs, onboarding processes or learning and development initiatives
- Experience managing training records, compliance requirements and learning management systems

Emerging leadership and middle-management roles

Health and Safety Manager

Role description:

- Lead initiatives that promote a safe environment for staff, members and visitors within aquatic and recreation facilities
- Identify potential hazards and develop strategies to reduce risks across facility operations
- Conduct safety inspections and investigate incidents, accidents and near misses to improve safety practices
- Monitor compliance with workplace health and safety legislation, policies and industry standards
- Provide guidance and support to staff on safe work practices and risk awareness
- Help ensure facilities operate in a safe, well-managed environment for all users

Qualifications and experience:

- Relevant qualification in workplace health and safety, occupational health and safety, risk management or a related field
- Experience implementing safety systems, conducting risk assessments and managing incident reporting processes
- Experience working within operational environments where safety compliance, inspections and staff training are required



A day in the life of...

emerging leaders and middle-managers



A day in the life of... emerging leaders and middle-managers



Sara Mazzaglia

Marketing Manager at Peninsula Leisure

A day in the life

No two days look the same, which I genuinely love. Some days I'm deep in campaign planning — mapping out member acquisition or retention strategies and coordinating activity across multiple channels. Other days I'm writing copy: sometimes it's fun and energetic social media content, other times it's formal board reports or internal communications.

I manage our campaign calendar and work closely with every department — health and fitness, swim school, talent and culture, operations — to bring their projects to life. We oversee all public-facing communications, so that could mean planning an event, coordinating photography, launching a seasonal promotion, or responding to industry data with an education campaign.

There are also strategic projects layered over the top of business-as-usual. Last year we were part of the Frankston Monopoly board, which meant photo shoots, media and community activations — including Mr Monopoly visiting the centre. It's a mix of creativity, coordination, reporting and leadership, and I get to see ideas turn into real outcomes.

My career journey

I joined the aquatics and recreation industry just over five years ago, and it was a complete career pivot for me. Before Peninsula Leisure, I worked in hospitality and in home entertainment for a DVD and music label — so while I had a marketing background, I had zero industry knowledge.

I started as Marketing Coordinator during the middle of COVID lockdowns in Victoria. The centres were closed for much of my first year, so I was learning about the business while it wasn't operating normally — which was a challenge, but also a great crash course in adaptability. Once we reopened, I had to quickly get up to speed on operations, memberships, swim school and community engagement.

Around the two-year mark, I was promoted to Marketing Manager. Programs like ARV's Emergent helped me better understand the broader industry and develop my leadership skills. Since then, my role has grown to include both day-to-day marketing and larger strategic projects across the business.

What I love most about the industry

For me, it's the community impact and the collaboration. I've worked on projects supporting vulnerable groups and seen firsthand how access to facilities can improve someone's wellbeing. We also run free community events in lower socio-economic areas, and being out there connecting with people makes the work feel very real.

On top of that, the industry is incredibly supportive. There's no gatekeeping — people openly share ideas and learnings. That level of collaboration is rare, and it makes the whole sector stronger.

My advice for others

Don't dismiss this industry as "just a job at the pool." There are so many career pathways, even ones you might not see at first.

I've seen people start as swim teachers and move into completely different areas like marketing or operations simply by showing initiative and saying yes to opportunities. If you're willing to learn and step up, the doors really do open. It's so much more than people realise.

A day in the life of... emerging leaders and middle-managers



Chris Banbury

Partnerships Coordinator at Aligned Leisure

A day in the life

As Partnerships Coordinator, I am involved in research, stakeholder management, and strategic development, with a strong focus on connecting different parts of the business to support outcomes and drive growth.

My role sits outside typical business as usual and spans a diverse mix of strategic and operational priorities that evolve week to week. I work closely with our General Manager of Partnerships on strategic initiatives, including business improvement projects, partnership development, and the preparation of tender submissions.

A key focus of my role is stakeholder engagement building and maintaining relationships with local government representatives, industry bodies, sporting organisations, and corporate partners through ongoing networking and engagement.

My career journey

My path into the industry was anything but linear. After Year 12, I didn't get the study score I needed for my original career plan, so I pivoted into sport and exercise science. I thought I'd end up in high-performance sport or physiotherapy, but over time I realised that side of the industry wasn't quite for me.

I completed a Master's in Sports Business and Integrity, which is where I really found my passion — the strategic and operational side of sport and recreation. While studying, I started part-time with Aligned Leisure as a membership sales consultant. From there, I took on secondments in customer experience, café operations and centre management, gradually expanding my portfolio.

Eventually, I moved into leadership roles overseeing facilities, customer experience and operations across multiple sites. Coming out of COVID, I stepped into the Partnerships Coordinator role, which aligned perfectly with my interest in strategy and relationship-building.

What I love most about the industry

It's the people — not just within my organisation, but across the whole sector. It's surprisingly small, which means relationships really matter.

There's a genuine willingness to collaborate, share ideas and support each other. The connections you make early in your career often resurface later in different contexts, and that sense of community is something I value hugely.

My advice for others

Be a "yes" person. Say yes to opportunities, even if they feel slightly outside your comfort zone.

Every role, project or secondment will teach you something new. The broader your experience, the more employable and adaptable you become. This industry rewards curiosity and initiative — so put your hand up and see where it takes you.

A day in the life of... emerging leaders and middle-managers



Emma Lowe

National Manager – Community Impact and Inclusion at Belgravia Leisure

A day in the life

My role is largely office-based and highly collaborative.

Most of my day involves online meetings with local venue teams, helping them identify community needs and develop tailored programs. Online meetings are necessary as I'm based in Melbourne and support is provided across Australia and New Zealand. No two communities are the same, so we often brainstorm creative solutions rather than relying on "off-the-shelf" approaches.

I also work on grant applications, analyse participation data to measure program impact and collaborate closely with our marketing and communications team as a subject matter expert.

There's strategy, resource development, presentations and plenty of problem-solving. I love that I get to mentor teams while influencing national direction — it's both big-picture and people-focused at the same time.

My career journey

I studied Exercise Science because I've always been passionate about physical activity and helping people live healthier lives. While at university, a local leisure centre manager visited our class and encouraged us to consider careers in community leisure. That conversation changed everything.

I joined WaterMarc as a Customer Service Officer and quickly immersed myself in different roles — personal training, administration, events and dry programming. I realised community leisure wasn't just a job; it was a place where I could genuinely create pathways for participation.

Over time, I moved into roles focused on community engagement and inclusion. Today, I work nationally across Australia and New Zealand, supporting over 260 venues to reduce barriers to participation and ensure our services are accessible to diverse communities.

What I love most about the industry

It's energetic and purpose-driven.

We're often underestimated as an industry, but the impact is significant. We support physical health, mental wellbeing and social connection — all in one space. In a world becoming more digital and disconnected, leisure centres remain real community hubs.

My advice for others

Keep an open mind.

You might not initially see leisure as a long-term career, but once you're inside, the opportunities are vast. It's fast-paced, values-driven and full of passionate people. Say yes to learning experiences and don't underestimate how much you'll grow — both professionally and personally.

A day in the life of... emerging leaders and middle-managers



Mark Bolitho

Lead Specialist – Education, Advocacy and Policy at Life Saving Victoria

A day in the life

In my role at Life Saving Victoria, I focused on education advocacy and policy — essentially project management at a statewide level.

My days involved working with internal teams and external stakeholders including Aquatics and Recreation Victoria, Royal Life Saving, the Department of Education and the Victorian Curriculum and Assessment Authority.

I managed contracts, advocated for improved resources and worked on initiatives to increase water safety education. One highlight was helping develop “Swim City,” an online water safety game for primary school students. That project combined creativity, education and digital engagement in a way that felt genuinely impactful.

Compared to my previous operational roles, this work was less about daily rostering and more about long-term influence and systemic improvement.

My experiences at Life Saving Victoria further enabled my career, where I am currently working as a Senior Education & Engagement Officer with Safe Transport Victoria – the regulator for the Victorian maritime sector, commercial passenger vehicles and buses.

My career journey

I’ve always been drawn to the water. After moving from New Zealand to Australia as a child, beach and pool culture became part of my life.

While studying education at university, I completed a swim teaching qualification — initially just because I had to. I started working casually as a swim teacher and quickly realised how much I enjoyed it. It built my confidence working with children and gave me valuable practical experience.

After university, I explored teaching, outdoor education and sports coaching before returning to aquatics with City of Kingston, where I coordinated learn-to-swim programs and community events. During COVID, I joined Life Saving Victoria and spent several years coordinating open water programs across the state before moving into a strategic, project-focused role.

What I love most about the industry

Everyone is working toward the same goal — preventing drownings and keeping people safe.

From CEOs to casual swim teachers, there’s a shared purpose. That collective focus creates strong collaboration across organisations and makes the work feel meaningful.

My advice for others

Say yes to opportunities.

You might start as a swim teacher or lifeguard, but that doesn’t limit you. Every opportunity builds your experience and network. The industry is full of people willing to help — so put your hand up, get involved and see where it takes you.

A day in the life of... emerging leaders and middle-managers



Meg O’Sullivan

People Development Coordinator at Glen Eira Leisure

A day in the life

My days are centred around people — and lots of conversations.

We’ve recently recruited over 200 staff, so much of my focus is on onboarding, training coordination and workforce planning. I create job ads, review applications, sit on interview panels and facilitate training sessions.

There’s also strategic work — succession planning, performance support, developing training calendars and working with external providers for specialist workshops.

I might spend the morning in a meeting about recruitment strategy and the afternoon facilitating a training session or supporting a leader with staff development. It’s varied, fast-paced and always centred around helping people grow.

My career journey

I joined Glen Eira Leisure while finishing university, initially in two casual roles — Customer Service Officer and Everybody Active Support Officer. Everybody Active is a one-on-one support program helping people who need extra assistance to use the gym or pool.

I gradually took on higher duties, supporting administration and training coordination before moving into the People Development team. That role focused on recruitment, qualifications and workforce training.

After a restructure, I stepped into the People Development Coordinator role on secondment, overseeing recruitment, HR support and training across three sites. Along the way, I’ve continued supporting five Everybody Active clients each week — something that keeps me grounded and connected to why we do what we do.

What I love most about the industry

It’s energising.

The impact feels tangible. You can see the difference the work makes — both for the community and for the staff you support. It’s engaging, dynamic and rarely boring.

My advice for others

Be open and be vocal about your goals.

Take every opportunity to learn, even if it’s outside your comfort zone. Say yes to development, talk to people about what interests you and remember that every skill you gain — inside or outside the industry — is transferable.

A day in the life of... emerging leaders and middle-managers



Bayden Hill

*Customer Experience Team Leader
at Glen Eira Leisure*

A day in the life

A big part of my role is still working directly on the front desk which I genuinely love. Having set service hours means I stay connected to the team, the members and the day-to-day reality of the centre. It helps me understand what the team is experiencing and where we can improve.

Outside of those shifts, my days are a mix of problem-solving, supporting staff and keeping things running smoothly across three sites — Glen Eira Sports and Aquatic Centre, Carnegie Memorial Swimming Pool and Caulfield Recreation Centre. I check in with each location daily, manage rostering (which I secretly enjoy building), respond to escalated feedback and work closely with other departments to make sure communication to members is clear and consistent.

Reception really is the hub — every department flows through us. So, I spend a lot of time collaborating, troubleshooting and making sure both staff and members feel supported.

My career journey

I actually started as a member at Glen Eira Leisure before I ever worked here. I loved the atmosphere and the culture of the centre, so when a Customer Service Officer role came up, I applied — and that's where it all began.

I started working reception and quickly realised I'd found something I wanted to stick with. I loved the team environment and the energy of being front of house. From there, I stepped into an Admin Officer role, which gave me a behind-the-scenes view of how everything operates. I also worked as a Shift Supervisor, balancing both admin and frontline leadership.

When I finished uni, I was nearly working full-time and really building confidence in leadership. Since then, I've taken on finance and admin team leadership, moved into Assistant Team Leader, and now I'm the Customer Experience Team Leader across three sites. I've progressed by putting my hand up whenever something new came up — even when I wasn't 100% sure I was ready.

What I love most about the industry

For me, it's the culture.

There's a strong sense of positivity and teamwork, and you genuinely get to know the people you work with. Most members are coming in to do something good for themselves — exercise, swim, connect — and that creates a great environment to be part of.

You can see the impact straight away. Sometimes it's as simple as helping someone sort out a small issue and knowing you've improved their day.

My advice for others

Say yes to opportunities — even if you don't feel completely ready.

Most of my progression has come from putting my hand up and giving something a go. The worst that can happen is you get feedback and grow from it.

Don't wait until you tick every single box. Back yourself, step forward and be willing to learn along the way.

A day in the life of... emerging leaders and middle-managers



Bella Grogan

*Aquatic Schools Coordinator
at Glen Eira Leisure*

A day in the life

I coordinate the school swimming program, so my days are a mix of admin and pool deck.

If we have schools in, I'm on deck early — setting up equipment, organising groups, preparing assessment sheets and making sure everything is ready to go. We assess 40–50 kids every 45 minutes, so it's fast-paced. I restructure groups as needed, mentor instructors and step in to support children who may need extra reassurance or adjustments. If we're short a teacher, I jump straight into the water.

Behind the scenes, I manage bookings, communication with schools, invoicing, rostering and payroll for instructors. I also collaborate with our Aquatic Services Manager and the broader swim school team to ensure programs run smoothly.

It's busy, but I love the balance — sometimes you're in spreadsheets, and sometimes you're in the pool.

My career journey

Swimming has always been part of my life. My whole family swam, and I was in the pool from day dot. I started competing at eight and trained six or seven days a week right through until I was fourteen. I was completely in love with the sport.

My first role in the industry was as a lifeguard in a small regional Victorian facility in Portland. It was very much an "all hands on deck" environment — lifeguards also did maintenance, reception, cleaning, plant room checks... everything. It was the perfect way to understand how a centre really operates.

I moved into swim teaching in 2022 and fell in love with swimming all over again, this time from the teaching side. With the support of my supervisor, I trained as a Deck Supervisor and assessor for school programs, which led me into my current role as Aquatic Schools Coordinator. Each step has built on the last.

What I love most about the industry

For me, it's about inclusion and impact.

I'm passionate about creating programs that are accessible to everyone. As someone who is neurodivergent, I deeply value being able to connect with kids who share similar experiences. That relatability builds trust quickly.

Every week, I meet hundreds of new children. Seeing their confidence grow — especially those who may have struggled before — never gets old. It feels meaningful every single day.

My advice for others

Nurture your passion.

Skills like reliability and accountability are important, but what's really taken me forward is genuine enthusiasm. If you love what you do and you show up wanting to learn and improve, people notice.

Be bold, be curious and back your passion. If you care about creating community and helping others succeed, this industry will give you space to grow.

A day in the life of... emerging leaders and middle-managers



Billy Sunjo

*Head of Facility Safety and Environment
– Active Manningham*

A day in the life

The variety in my role is what keeps things interesting and rewarding.

My role has three main focus areas: facility management, occupational health and safety, and environmental sustainability. On one day, I might be organising preventative maintenance works or project managing upgrades — anything from plumbing repairs to working with contractors on new installations. On another, I'm reviewing incident reports across our ten facilities, following up with patrons or staff, and making sure everyone feels supported and heard.

The environmental side is something I'm especially passionate about. Aquatic facilities use a huge amount of resources, so I work closely with Manningham City Council on long-term sustainability projects — including a major upgrade shifting systems away from gas toward electric. Being part of those conversations is exciting.

In between all of that, there's invoicing, project tracking, team check-ins, and a very full inbox. It's structured chaos — but the good kind.

My career journey

I fell into the industry by accident — and it turned out to be one of the best decisions I've ever made. About 12 years ago, a mate at uni suggested I try lifeguarding. I laughed and said absolutely not. I was working in a pizza shop at the time and wasn't loving it, but standing on pool deck didn't sound much better.

I gave it a go anyway.

I started as a casual lifeguard at Mill Park Leisure and quickly realised the role was so much more than just watching the pool. From there, I picked up customer service shifts, then a duty manager, and worked across different facilities and contracts. When Mill Park closed for redevelopment, I moved to Eltham Leisure Centre and stepped into my first full-time leadership role.

Since then, I've kept saying yes to opportunities and growing my experience. Today, I'm the Head of Facility Safety and Environment at Active Manningham — a role that brings together everything I've learnt along the way.

What I love most about the industry

For me, it's the human element. This is such a people-driven industry. If you can't give someone five minutes of your time, you probably won't enjoy it. I love connecting with staff, patrons, councillors, contractors — everyone. Even though there are corporate roles out there in facilities management, there is a sense of community in the public sector. That's what's kept me here.

My advice for others

If an opportunity comes up — take it. Even if it's not what you studied or what you originally planned.

I studied Environmental Science and thought I'd head in a completely different direction. Instead, I followed the opportunity in front of me, and eleven years later I'm still here and still loving it. The worst thing that can happen is you try something and decide it's not for you. But you might just discover a career you never expected.

A day in the life of... emerging leaders and middle-managers



Katerina Van Ooijen

*Health and Fitness Supervisor
at Brimbank Leisure*

A day in the life

I love that each day presents a different mix of challenges and opportunities.

As Health and Fitness Supervisor across Sunshine Leisure Centre and Brimbank Aquatic and Wellness Centre, I oversee day-to-day gym and group fitness operations. That means making sure equipment is working, classes and shifts are covered, instructors are supported, and current programs — like six-week challenges or special events — are running smoothly.

I usually start the day by checking in with staff and actioning anything urgent, whether that's covering a last-minute shift or fixing a mic before a class. From there, I'll review upcoming projects — planning events, coordinating marketing, checking pool or studio availability — and meet with other departments to bring everything together.

I also distribute personal training leads, assess instructors in their classes, and provide feedback to help them grow. A big part of my role is developing our team so we're always improving. It's busy, collaborative and incredibly hands-on.

My career journey

My pathway into the industry wasn't traditional at all — I actually started my career as a flight attendant. I loved it, but during that time I joined a gym and completely fell in love with group fitness. I've always loved movement, music and connecting with people (I have a dance background too), so it just clicked.

I became a group fitness instructor while I was still flying and eventually stepped into group fitness management in the private sector, overseeing multiple clubs. Then COVID hit. I lost my aviation role and gyms closed overnight — it went from 100 to zero.

During that time, I completed a degree in Nutrition and Exercise Science and decided to fully commit to the fitness industry. I joined Brimbank Leisure as a cover instructor and said yes to every opportunity — gym floor, customer service, marketing support, short-term secondments. In 2024, I landed my dream role as Health and Fitness Supervisor, and I haven't looked back.

What I love most about the industry

For me, it's the relationships. We see our members every day — we know what they're training for, what they're going through, and we get to celebrate their wins with them. You're not just running classes or managing a space; you're helping people build confidence, improve their health and feel connected. It's incredibly rewarding to know that what we do genuinely improves someone's quality of life.

My advice for others

Just start — and stay open.

Even if you have your heart set on one specific role, be willing to try something else to get your foot in the door. There are so many pathways in this industry — swim teaching, customer service, lifeguarding, gym instructing — and you never know where one opportunity might lead. Every role contributes to the community in its own way, and once you're in, so many doors can open.



Senior leadership and executive roles

Senior leaders guide the long-term direction, performance and sustainability of organisations within the aquatics and recreation industry.

At this stage, the focus shifts from daily operations to setting strategic priorities and ensuring services continue to meet the evolving needs of communities. Leaders at this level provide direction across workforce capability, financial sustainability and service delivery while working closely with governing bodies, partners and government agencies.

Key qualities and responsibilities at this stage include:

- Strategic thinking and long-term planning
- Strong financial and organisational stewardship
- Managing complex risks and responding to emerging challenges
- Building partnerships and engaging with stakeholders
- Communicating vision and guiding organisational culture

In the Victorian aquatics and recreation industry, senior leaders play an important role in shaping services that support healthier, more connected communities.

Their work influences how facilities operate, how programs evolve, and how the sector responds to changing community needs.

Senior leadership and executive roles

Centre Manager

Role description:

- Lead and oversee all aspects of facility operations, including programs, maintenance, customer experience and daily service delivery
- Manage budgets, operational planning and performance to ensure the centre operates efficiently and sustainably
- Ensure compliance with safety standards, emergency procedures and risk management practices
- Recruit, lead and develop staff, fostering a positive team culture focused on excellent customer service
- Build strong relationships with community groups, schools, local businesses and government partners
- Represent the centre within the community while promoting opportunities for people to participate in healthy and active lifestyles

Qualifications and experience:

- Relevant tertiary qualification in sport and recreation management, business management, leisure management or a related field
- Extensive experience working in aquatic, leisure or recreation facility operations, including leadership or management responsibilities
- Experience managing budgets, staff teams and operational performance while maintaining high safety and customer service standards
- Working with Children Check (WWCC)

Area Manager

Role description:

- Provide strategic leadership across multiple facilities or programs, ensuring operations align with organisational goals and community needs
- Support and guide local management teams to deliver high-quality services, programs and customer experiences
- Monitor operational performance, analysing data and benchmarking results to improve participation and service delivery
- Build strong relationships with government agencies, sporting organisations, peak bodies and community partners
- Represent the organisation at meetings, events and forums to strengthen partnerships and promote participation
- Lead initiatives that encourage people of all ages to engage in healthy and active lifestyles

Qualifications and experience:

- Relevant tertiary qualification in sport and recreation management, business management, public administration or a related field
- Extensive leadership experience managing multiple facilities, programs or teams within the aquatics, recreation or sport sector
- Experience working with government, community organisations and industry partners to deliver large-scale participation programs and services

Senior leadership and executive roles

State Manager

Role description:

- Provide strategic leadership across the state, ensuring programs and services align with organisational goals and community needs
- Develop and implement operational plans that increase participation and expand program reach
- Build and maintain strong relationships with government agencies, sporting organisations, peak bodies and community partners
- Represent the organisation at meetings, events and forums to promote collaboration and industry advocacy
- Monitor statewide performance, using data and benchmarking to guide decision-making and continuous improvement
- Lead initiatives that improve accessibility and increase participation in health, sport and recreation programs

Qualifications and experience:

- Relevant tertiary qualification in sport and recreation management, business, public administration or a related field
- Extensive senior leadership experience managing large programs, teams or statewide operations
- Experience working with government, industry partners and community organisations to deliver large-scale participation initiatives

Director of Community Health and Wellbeing

Role description:

- Provide strategic leadership for programs and initiatives that promote health, wellbeing and quality of life across the community
- Oversee teams and departments delivering health, recreation and wellbeing services, ensuring alignment with organisational priorities
- Build strong partnerships with government agencies, health organisations and community groups to address local health needs
- Advocate for and secure funding to support new initiatives and expand community health programs
- Lead innovative projects that increase participation in health and wellbeing activities
- Guide initiatives that help create healthier, more connected and resilient communities

Qualifications and experience:

- Relevant tertiary qualification in public health, health promotion, community development, sport and recreation management, or a related field
- Extensive leadership experience managing community health, wellbeing or recreation programs within government or large organisations
- Experience building partnerships and securing funding to deliver large-scale health and community initiatives

Senior leadership and executive roles

Senior Recreation Facilities Manager

Role description:

- Provide support and guidance to operators of aquatic and recreation facilities, ensuring clear communication and high levels of service
- Act as the client representative for capital works projects involving aquatic centres, sports facilities and recreation infrastructure
- Manage occupancy and service agreements for externally operated sport and recreation venues
- Coordinate requests from user groups proposing improvements or upgrades to major recreation facilities
- Represent the organisation at meetings, committees and workshops related to recreation infrastructure and planning
- Support access to high-quality sport and recreation facilities that meet community needs

Qualifications and experience:

- Relevant tertiary qualification in sport and recreation management, urban planning, project management or a related field
- Experience working with recreation facilities, infrastructure planning or capital works projects
- Experience managing stakeholder relationships including facility operators, community groups and government partners

Health and Wellbeing Manager

Role description:

- Lead the operation of health clubs, fitness studios and wellbeing programs within the facility
- Manage and support fitness staff, including rostering, supervision and professional development
- Drive participation in health and fitness programs that support community wellbeing and active lifestyles
- Monitor program performance, member feedback and participation trends to improve services
- Manage program budgets and contribute to operational planning to ensure sustainable service delivery
- Maintain high standards of customer experience while supporting members to achieve their health and fitness goals

Qualifications and experience:

- Relevant tertiary qualification in sport and recreation management, health science, exercise science, fitness or a related field
- Extensive experience working in health club or fitness environments, including program delivery, member engagement and facility operations
- Experience leading teams, managing staff rosters and supporting employee performance, training and development

Senior leadership and executive roles

Project Manager

Role description:

- Lead the planning and delivery of projects that support aquatic, recreation and community infrastructure
- Manage project scope, timelines, budgets and risks to ensure projects are delivered successfully
- Coordinate consultants, contractors and internal teams to support project implementation
- Engage with councils, community groups and industry stakeholders during project planning and delivery
- Prepare project documentation including feasibility studies, reports and funding submissions
- Deliver projects that strengthen facilities, services and participation opportunities across the industry

Qualifications and experience:

- Relevant tertiary qualification in project management, construction management, engineering, urban planning, sport and recreation management or a related field
- Experience managing infrastructure, facility development or service delivery projects, ideally within local government, recreation or community sectors
- Experience coordinating stakeholders, consultants and contractors while managing project timelines, budgets and risk management processes



Senior leadership and executive roles

Industry Consultant

Role description:

- Provide expert advice to organisations across the aquatics and recreation sector, supporting the planning and development of facilities, programs and services.
- Conduct research, data analysis and community consultation to understand participation trends and local needs.
- Develop strategic plans, feasibility studies and business cases that guide investment in new or upgraded recreation facilities.
- Work with councils, operators and government agencies to improve service delivery and long-term sustainability.
- Facilitate workshops and stakeholder engagement to help organisations make informed decisions.
- Contribute to the future of the industry by shaping how facilities and programs support active, healthy communities.

Qualifications and experience:

- Tertiary qualification in sport and recreation management, urban planning, business, public policy, health promotion or community development
- Postgraduate qualifications such as Master of Business Administration (MBA), Master of Urban Planning or Master of Public Policy are desirable
- Broad experience across the aquatics and recreation sector, including facility operations, recreation planning, sport development or strategic planning

Chief Executive Officer

Role description:

- Provide strategic leadership for the organisation, setting vision, direction and long-term priorities
- Develop and implement strategies that strengthen community engagement and expand participation in programs and services
- Oversee financial performance, budgets and resources to ensure sustainable operations
- Build and maintain strong relationships with government agencies, industry partners and community stakeholders
- Lead organisational culture, supporting innovation, accountability and high-performing teams
- Represent the organisation publicly while advocating for initiatives that improve community health and wellbeing

Qualifications and experience:

- Relevant tertiary qualification in business management, public administration, sport and recreation management or a related field
- Extensive senior leadership experience managing large organisations, programs or statewide operations
- Experience working with government, boards and industry stakeholders to deliver strategic outcomes and community impact



A day in the life of...

senior leaders and executives

A day in the life of... senior leaders and executives



Ashley Myers

*Health and Fitness Manager
at Maroondah City Council*

A day in the life

There's really no "normal" day in my role — and that's what keeps it interesting. I oversee a team of around 150 gym and group fitness instructors across two Centres, with a fully-staffed gym and more than 200 instructor-led classes on the timetable. There's a lot happening behind the scenes to keep everything running smoothly.

My day might involve recruiting and onboarding staff, reviewing programs, upgrading equipment, analysing participation data, or designing new initiatives to better engage members. I'm also big on walking the floor — I try to spend time in the gym and studios, speaking to members and supporting my team. Seeing people actively engaged in classes or training is a real highlight.

I still teach group fitness occasionally and train a PT client, which keeps me connected to the frontline. My job is about setting the structure, but also staying close to the people who bring it to life.

My career journey

I started my career after completing a Bachelor of Exercise and Sport Science. I became a personal trainer because I wanted hands-on experience working with real people, not just in a lab. In those early days, I was running 40–60 PT sessions a week and teaching group fitness classes to supplement my income. It was busy, but I loved it.

After about 18 months, I stepped into a Personal Training Manager role, leading a team of 16 trainers. From there, I progressed to National Fitness Manager with Genesis Fitness, and later moved into teaching personal training students because I wanted to improve the quality of trainers entering the industry.

Nearly 11 years ago, I transitioned into local government, starting with Whitehorse City Council and now working at Maroondah City Council. That move allowed me to focus on community outcomes while still leading large teams — which has shaped where I am today.

What I love most about the industry

For me, it comes down to growth — both for staff and members. I genuinely enjoy seeing team members develop, even if that means they move on to bigger roles elsewhere. Watching someone use their time here as a stepping stone is incredibly rewarding.

I also love the community aspect. Whether it's someone training for a marathon or our older adults group catching up for morning tea, the sense of connection inside a facility is special.

My advice for others

Fully immerse yourself. The more you put into this industry, the more you'll get back.

Try different roles — don't just stay at reception or only in the gym. Lifeguard, teach classes, try customer service. The broader your experience, the stronger you'll be.

And remember, this is a seven-day-a-week industry. Early mornings and weekends are part of the deal — but they also give you more opportunities to learn, grow and be mentored.

A day in the life of... senior leaders and executives



Alison Dixon

*Chief Executive Officer
at Western Leisure Services*

A day in the life

As the CEO, I get to shape the bigger picture while staying closely connected to what's happening on the ground – and no two days are ever the same.

I work with community and industry leaders, with our Board and our shareholder, and alongside our teams and patrons across our facilities. It's a dynamic, fast-paced environment, driven by people and in a sector where safety is always front of mind.

Most mornings start with a dog walk to clear my head, then a quick scan of the news for anything that might impact our organisation or the broader industry. When I arrive at a centre, I'll grab a coffee and check in with the customer service and café teams, then walk through spaces like the pool hall, stadium, gym or creche to say hello and get a feel for how the day's shaping up.

From there, my day is a balance of connecting with people and keeping the organisation moving forward – whether that's working with the Board, the executive team, or catching up one-on-one with staff and key partners. Alongside that, I'm reviewing performance, budgets, key documents and the initiatives that shape where we're headed. I try to keep the work purposeful. If we can't clearly connect what we're doing back to our purpose, our strategy, or the impact we want to have in the community, then it's a cue to pause and ask "why are we doing this"?

My career journey

My pathway into aquatics and recreation was a bit different – and none of it was planned. I started my career in Scotland in a frontline customer service role in banking. When I moved to Australia, I took a chance on a new opportunity as an assistant to a Chief Financial Officer in a large multinational. Not long after, an HR manager suggested I might be suited to HR. Honestly, I didn't even know what HR was at the time – but I've always had a mindset of "give it a go".

That decision shaped my career. I moved into HR, completed postgraduate studies in industrial relations and HR, and worked my way into senior leadership roles across multiple industries, including local government. About 11 years ago, I joined Western Leisure Services as General Manager, Corporate Services – my first role in this sector. Four years later, I was appointed CEO, and I've loved the industry ever since joining.

What I love most about the industry

I love that what we do has an immediate and lasting impact. Whether it's helping a child build lifelong water safety skills, creating spaces where people feel connected, or supporting healthier habits across a community – it's meaningful work. Our centres are real community hubs, not just "recreation" venues. I also love the career possibilities: this industry can be a great starting point for young people, and it can also be a long, rewarding career in its own right.

My advice for others

Take your time and stay open. You don't need your whole career mapped out – sideways moves can be just as valuable as moving "up". Take ownership of your learning: ask questions, learn the business, and seek out people who'll share their experience (they usually will). Say yes to opportunities like conferences, networks, projects and secondments – they help you grow quickly. And finally: have fun. This is a fun industry, but it can also be tough, so build good support around you and enjoy the ride.

A day in the life of... senior leaders and executives



Diana Dixon

*Centre Manager at Southern Grampians
Shire Council*

A day in the life

No two days are the same – and that's what I love about it. Some days I'm preparing reports for Council, reviewing KPIs and analysing performance data. Other days I'm responding to operational needs – whether that's supporting duty managers, stepping onto pool deck or problem-solving staffing challenges.

Summer is particularly full-on, with five outdoor pools operating alongside HILAC. It requires strong coordination and clear communication across teams to keep everything running safely and smoothly.

I'm supported by four coordinators across swim school, operations, health club and customer experience, so a big part of the role is leadership. I spend time collaborating and supporting them, reviewing budgets, planning ahead and making sure each department is set up for success.

My career journey

My background is in personal training – I ran my own PT business for more than 15 years before stepping into local government. Fitness was always my entry point into the industry.

I initially joined Southern Grampians Shire Council in a recreation role, which gave me insight into the broader community recreation landscape. Not long after, the Centre Manager position at HILAC became available, and I successfully stepped into the role.

Since then, the scope has been broad and incredibly diverse. HILAC includes a gym, learn to swim program, multiple aquatic spaces, courts and community programs – and I also oversee five seasonal outdoor pools during summer. Managing both year-round and seasonal operations has strengthened my leadership skills and given me a deep understanding of community recreation in a regional setting.

What I love most about the industry

I love the mix of community and team development.

Seeing someone start as a seasonal lifeguard and grow into a coordinator role is incredibly rewarding. Watching that progression and knowing we've helped create that pathway is one of the best parts of my job. I also enjoy working with community groups to host events and promote physical activity in the community. Seeing all the planning come to fruition on event day is very rewarding.

My advice for others

Go for it. This industry allows you to see the impact of your work every single day.

There are so many pathways – starting as a swim teacher, customer service officer or lifeguard provides excellent skills can transfer into many different roles and pathways. The leadership, communication and problem-solving skills you build here will open doors you might not even know exist yet.



A day in the life of... senior leaders and executives



John Clark

*Group Operations Manager
at Aligned Leisure*

A day in the life

I started in the industry while studying a Bachelor of Business (Sport and Leisure Management). At the time, I thought I might end up working as a player agent — recreation management wasn't the plan. I worked casually at Darebin Community Sports Stadium with the YMCA and quickly realised how much I enjoyed the environment and that there was a career pathway available to me.

Over the years, I worked across multiple YMCA sites in roles spanning gym instruction, sales, member experience and personal training. That variety gave me a strong understanding of how leisure centres operate from the ground up.

I've also worked outside the sector — including RACV resorts and local government — which broadened my understanding of hospitality, business operations and governance.

Prior to joining Aligned Leisure, I spent four years as Chief Executive Officer of South East Leisure, where I led the establishment and growth of the organisation following the transition from previous facility operators. That experience further strengthened my passion for leadership, community impact and building high-performing teams.

My career journey

As Group Operations Manager at Aligned Leisure, I oversee multiple aquatic and leisure contracts across Victoria, supporting teams, facilities and partnerships that collectively serve thousands of community members each week.

My role is incredibly varied. One moment I might be reviewing financial performance, operational forecasts or strategic initiatives with senior leaders, and the next I'm working alongside venue teams to solve day-to-day operational challenges or improve customer experience outcomes.

A major focus of the role is building strong partnerships with local government, supporting leaders across geographically dispersed teams and helping facilities adapt to changing community expectations. I'm also involved in driving innovation across the business — from participation growth initiatives and member retention strategies through to new partnerships, programming and operational improvements.

What I enjoy most is the balance between big-picture strategic thinking and staying connected to frontline operations and the people delivering community impact every day.

What I love most about the industry

I enjoy the balance between community impact and commercial sustainability.

Aquatic and leisure facilities are incredibly important community assets — they improve health, create connection and provide opportunities for people of all ages and backgrounds. At the same time, they need to be financially sustainable and operationally effective.

That balance between purpose and performance is what keeps the industry engaging and rewarding.

My advice for others

Build variety into your career. Take opportunities that help you develop different skillsets and expose yourself to different parts of the industry. Some of the most valuable learning comes from stepping outside your comfort zone and taking on roles you may not initially feel ready for.

Most importantly, build relationships, keep learning and recognise that this industry offers genuine long-term career pathways — even if you start in a casual frontline role.

A day in the life of... senior leaders and executives



Sarah Catherine Ryan

*Centre Manager at Boroondara Sports Complex
– YMCA Victoria*

A day in the life

Being a Centre Manager means juggling a lot — and I genuinely love that.

On any given day, I might be working on the annual budget, reviewing incident reports, meeting one-on-one with managers about their development goals or planning strategic projects like aligning gymnastics programs across multiple sites.

There's operational problem-solving — like relocating gym equipment — alongside higher-level planning and stakeholder engagement. I'm constantly switching between strategic thinking and hands-on support.

What really keeps me energised is the people aspect. I can be in a formal meeting one moment and then downstairs serving members in the café the next. That mix of leadership and frontline connection makes every day different.

My career journey

I started as a swim teacher at 17 — my mum was one, so I followed in her footsteps. After finishing school, I worked at Camp America as a lifeguard and even became a jet ski specialist for a summer, teaching kids how to drive them. When I moved to Melbourne, I joined YMCA Victoria and worked across nearly every role you could imagine — swim teaching, lifeguarding, customer service, café, birthday parties and more. I always put my hand up for extra responsibilities and stepped into team leader and coordinator roles as opportunities arose. I moved between centres and contracts, gaining exposure to aquatics, health and wellness, operations and frontline leadership. Over time, I progressed into Centre Manager roles and now lead Boroondara Sports Complex — a facility with stadiums, gymnastics and an outdoor pool.

What I love most about the industry

It's such a positive environment.

Everyone who walks through the doors is there to improve themselves in some way — whether it's learning to swim, building strength or finding community. Being part of that positive momentum every day is incredibly motivating.

My advice for others

Speak up.

If you're interested in growing, tell your manager. Show initiative, take on new responsibilities and ask for exposure to different parts of the business. There are so many pathways available — but you have to put your hand up.

A day in the life of... senior leaders and executives



Amanda Locke

*Manager Swim, Sport and Leisure
at City of Greater Geelong*

A day in the life

I'm currently the Manager Swim, Sport and Leisure at the City of Greater Geelong, which means overseeing indoor aquatic centres, outdoor pools, stadiums, golf courses, community halls and more. It's a broad portfolio, and that keeps things interesting.

A big part of my role sits at the intersection between community expectations and public representation. We work closely with councillors and government stakeholders, so there's always a balance between what the community wants, what elected representatives expect, and what we as officers think is the best operational approach.

On any given week I might be reviewing financials and performance data, working through budgets, supporting centre managers, responding to community feedback, or sitting on steering committees for new facility developments. Being involved in new builds has been especially rewarding — making sure designs are right for the community but also practical to operate long-term.

There's always a mix of strategy, people leadership and community engagement — and that's what keeps it dynamic.

My career journey

When I was finishing high school, I honestly had no idea what I wanted to do — I just knew I loved sport and being active. That led me to study Sports Management at university, which gave me a starting point, even if I still wasn't completely sure where I'd end up.

My first role in the industry was at a small country aquatic and recreation centre in Portland, Victoria. I was there for four years and did just about every frontline job you can imagine — gym instructor, lifeguard, shift supervisor, gymnastics (not very well!), learn to swim (also not brilliantly!) and even aerobics. It gave me a real understanding of how a centre operates and what it feels like to be on the frontline.

That experience has stayed with me. I still remember walking into a long lifeguard shift and knowing exactly what was ahead. It's given me empathy as a leader and shaped how I support teams today.

What I love most about the industry

I love that the work genuinely contributes to people's wellbeing. Our centres are places where people connect, move their bodies, build confidence and feel part of something.

For some community members, their time in one of our facilities might be the most social interaction they have that day. That's powerful. It's an industry where you can feel proud of what you do because it positively impacts people's lives.

My advice for others

Take the first step.

You don't need to have your whole career planned out. Start somewhere, say yes to opportunities and be open to learning. Some of the best moves in my career came from someone encouraging me to try something I hadn't considered.

Seek out people you respect, ask questions, and be willing to stretch yourself. One opportunity often leads to another — you just have to be willing to step forward.



A day in the life of... senior leaders and executives



Benjamin Porteous

Area Manager – YMCA (The Y)

A day in the life

My role is contract and business management. On paper, it's about making sure we deliver everything promised in our Council contract — and those contracts are detailed. In reality, it means I'm working at a high level across three centres, supporting centre managers and setting direction rather than running day-to-day operations myself.

Most weeks I'm based at whichever site needs me most (I have an office at one centre, but I float), and I'll often spend time at council offices. My days are very admin-focused — responding to emails, writing reports, reviewing metrics, doing planning, and working through strategic priorities. There are a lot of meetings: with my centre managers, internal teams, council staff, and external partners like state sporting associations.

The part I enjoy most is people development. I love coaching leaders, sharing what I've learnt, and helping others build capability. The Area Manager role is hands-off compared to centre management, while still being really connected to what's happening on the ground.

My career journey

I came into the industry after studying Exercise and Sports Science at uni. My first role was in the gym at Boroondara Sports Complex, working as a gym instructor / PT. I'd always assumed leisure centres needed a stack of qualifications to get started, so I didn't even consider it as a career path while I was studying.

Once I started, I quickly picked up extra shifts and extra responsibilities — customer service, duty management, group fitness — basically whatever helped me get more experience and understand how the centre ran. I originally thought I'd go down the allied health/physio path, but I genuinely loved working with people in a community gym setting.

A short secondment into a customer service leadership role completely changed my direction. I thought I'd do it for six weeks... then I applied for the role permanently. From there, I received opportunities to support different portfolios (operations, aquatics, stadiums, health & wellness) which set me up for leadership and eventually my current role.

What I love most about the industry

It's the people — in a few different ways. I love leading teams, getting to know staff across different roles, and helping people grow into bigger opportunities. Because these are public facilities, it's naturally social and community-focused, and there's a real camaraderie that comes with that. Even though organisations are "competitors" on paper, the sector is supportive, and people genuinely want to see each other do well.

My advice for others

Don't underestimate what this industry can open up. It's not "just" being a lifeguard or a swim teacher — it can lead into leadership, business management, local government relationships, big infrastructure projects... a whole world.

If you're curious, get your foot in early and say yes to opportunities. Try different roles, learn like a sponge, and build breadth. Once you're in, you can shape your own pathway — and if you want to progress, it's genuinely achievable.

Where to from here?

Having explored the many roles available across the aquatics and recreation industry, the next step is understanding how to begin your career journey.

There are a range of pathways into the sector, including formal study, industry certifications, mentoring and networking. The following section outlines some practical ways to build the skills, experience and connections needed to get started.



Educational pathways

Pursuing a career in the aquatics and recreation industry can be supported through a variety of educational pathways. Whether you are just starting your career or looking to progress into leadership roles, there are many study options available to help build the skills and knowledge required to succeed.

Certificates and diplomas

Vocational qualifications provide practical, hands-on training and are often the first step into the industry.

Examples include:

- Certificate III and IV in Fitness
- Certificate IV in Leadership and Management
- Diploma of Sport and Recreation Management
- Diploma of Community Services
- Diploma of Event Management

Undergraduate degrees

University degrees provide broader theoretical knowledge and can support career progression into management, planning or specialised roles.

Examples include:

- Bachelor of Exercise and Sports Science
- Bachelor of Health Science
- Bachelor of Business (Sport Management)
- Bachelor of Recreation and Outdoor Environmental Studies

Postgraduate degrees

Postgraduate study can support career advancement into leadership, policy or specialised health roles.

Examples include:

- Master of Public Health
- Master of Sports Management
- Master of Business Administration (MBA) with a focus on Sports Management
- Master of Exercise Physiology

Educational pathways continued

Professional development

In addition to formal education, many roles in the industry require short courses and professional certifications.

Examples include:

- Short courses in First Aid, CPR, and Pool Lifeguarding
- Specialized workshops in aquatic safety, program development, and facility management
- Certifications from recognized bodies such as Austswim, ASCTA, and Royal Life Saving Australia

Other institutions offering relevant programs

Several education providers offer training and qualifications relevant to careers in aquatics and recreation.

- TAFE institutes provide practical, hands-on training through certificate and diploma programs
- Universities offer undergraduate and postgraduate degrees with opportunities for specialisation and research
- Professional associations such as Aquatics and Recreation Victoria, AUSTSWIM and Life Saving Victoria offer industry certifications, workshops and ongoing professional development opportunities

If you're interested in building your knowledge and qualifications, here are a few ways to begin:

- Explore course options through local TAFE institutes or universities that offer sport, recreation or health-related programs
- Speak with a careers advisor or course coordinator to understand study pathways into the industry
- Look for open days or information sessions where you can learn more about relevant programs



EDUCATIONAL PARTNERS

Aquatics & Recreation Victoria (ARV) partners with a number of education providers including (but not limited to):



austswim.com.au



lsv.com.au



chisholm.edu.au



swinburneonline.edu.au

Educational pathways continued



Mentoring

Mentoring can play an important role in developing a career in the aquatics and recreation industry. Learning from experienced professionals can provide valuable insights into the industry, help build confidence and support career decision-making.

Mentors can share practical knowledge, offer guidance on career pathways and help introduce emerging professionals to networks within the industry. For young people starting their careers, mentoring can provide encouragement, perspective and support as they develop their skills and experience.

Here are some ideas of how you can find a mentor:

- Ask a supervisor or experienced colleague if they would be willing to mentor you
- Connect with professionals working in aquatics and recreation through industry events or LinkedIn
- Seek opportunities to shadow experienced staff members to learn more about their role
- Join professional networks or associations such as Aquatics and Recreation Victoria to meet industry professionals

Educational pathways continued

Networking

Building connections within the industry can open doors to new opportunities, partnerships and career development.

Networking allows professionals to share knowledge, learn about emerging trends and discover potential career pathways. It also helps individuals stay connected to the broader industry and develop relationships with colleagues and leaders across the sector.

Here are a few ways you can build your professional network:

- Create a LinkedIn profile and follow organisations in the aquatics and recreation industry
- Attend industry events, conferences or community forums related to sport and recreation
- Introduce yourself to staff and managers at local leisure centres or aquatic facilities
- Stay connected with people you meet and continue building relationships across the industry

Volunteering

Volunteering can be a valuable way to gain practical experience and build connections within the aquatics and recreation industry. By supporting local clubs, community events or aquatic programs, individuals can develop skills, learn how facilities operate and gain insight into different roles across the sector.

Volunteering also provides an opportunity to work alongside experienced professionals and contribute to programs that support community participation. For many people, volunteering is an excellent first step toward building confidence, gaining experience and exploring potential career pathways within the industry.

Consider the following strategies to gain some volunteering experience:

- Contact your local aquatic or recreation centre to ask about volunteer opportunities
- Support community programs, school swimming events or water safety programs during summer
- Volunteer with local sporting clubs or community health initiatives



A career with purpose

The aquatics and recreation industry offers far more than just a job — it provides an opportunity to build a meaningful and rewarding career while making a genuine difference in the lives of others.

From entry-level roles through to senior leadership positions, the industry offers diverse pathways for people who are passionate about health, community and helping others succeed.

Whether your journey begins through study, volunteering, mentoring or networking, there are many ways to take the first step. With the right support, experience and commitment, a career in aquatics and recreation can open the door to lifelong opportunities, personal growth and the chance to contribute to healthier, happier and more connected communities.



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