

CLUB GUIDE 4.5

SURF LIFE SAVING NEW SOUTH WALES



SURF LIFE SAVING
NEW SOUTH WALES

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Surf Life Saving NSW
Club Guide – Version 4.5 ©

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1. INTRODUCTION



“The mission statement of SLSNSW is to save lives, create great Australians and build better communities.”

1.1 STRATEGIC VISION

Surf Life Saving NSW Mission Statement

The mission statement of SLSNSW is to save lives, create great Australians and build better communities.

Our purpose

- SLSNSW exists to save lives and we are committed to reducing drowning in the NSW community.
- The NSW coastline extends 1,590km and sometimes it can be a dangerous place. The safety of people at the beaches of NSW is one that SLSNSW is committed to.
- Every year, lifesavers watch over approximately 6.5 million people who visit NSW beaches.
- We undertake rescues and preventative actions, perform first aid and educate the community about water safety.

Principles

- SLSNSW is committed to strategic policy alignment with SLSA to achieve outcomes of shared significance.
- We are pursuing our mission to save lives, create great Australians and build better communities.
- We are adopting the ethos of continuous improvement across our organisation with shared responsibility and accountability.
- We are building our capacity and resources to deliver greater support to our members and enhance our charitable services to the community.
- We are responding to the needs of our membership, the community and the Government and are actively engaged with our stakeholders.
- We are creating a more inclusive organisation to reflect the diversity of the community in NSW.
- We retain flexibility to respond to opportunities and threats that arise, as the needs of key stakeholders can change.
- We cherish our history and tradition over 100 years.
- We act with integrity.
- We put the needs of our state-wide membership first.
- We respect and value the contributions of our members.
- We are actively engaged.

- Our clubs are the core of our movement and are vital to our success.
- We are focusing on partnership approaches with shared agendas.
- We are undertaking a long term strategic approach.

Our Strategic priorities

1. Saving Lives 24/7
2. Healthy Clubs
3. Government Recognition
4. Financial Security
5. Effective State Movement
6. Involving all Australians
7. Learning for Life
8. Active for Life
9. Innovating Surf Life Saving

Our Stakeholders

- Our Members
- Clubs and Branches
- The New South Wales community
- Visitors to our beaches
- SLSA and other affiliated Surf Life Saving entities
- New South Wales Government
- Local Government
- Federal Government
- Kindred organisations
- Peak water safety organisations
- Peak not-for-profit and volunteer based organisations
- Sponsors Partners
- Customers

1.2 ABOUT THE CLUB GUIDE

The Club Guide has been designed as a reference for club personnel to create better managed, more sustainable and high quality services to their members and the wider community. This Guide should assist Clubs in effective and efficient administration, systems and procedures essential to gaining consistency at Club, Branch and State level.

Members within your Club who actively participate in the design, implementation, management and evaluation of its activities should have easy access to the Club Guide. Templates, proformas and general policy and procedures are included to allow Clubs to adopt relevant aspects. These are available in hard and soft copy, and can be found in Word format on the SLSNSW website for easy access.

The contents of the Club Guide will enable clubs to:

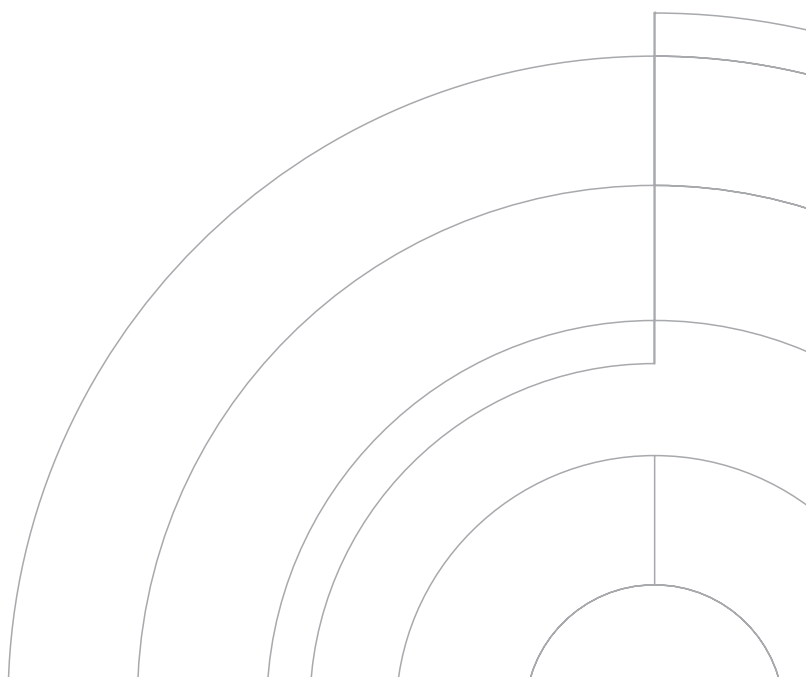
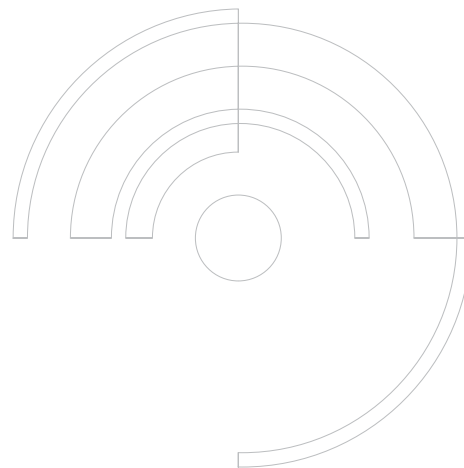
- Manage administrative functions
- Prepare strategic business plans
- Practice good finance
- Liaise effectively with relevant parties

This Guide should be referred as a means to:

- Identify areas for improvement
- Identify what areas are already being met
- Monitor progress and re-evaluate objectives

How to use the Club Guide

It is recommended that relevant members of each Club have access to relevant sections applicable to their roles and responsibilities. This information can be downloaded from the SLSNSW website and as an eBook for smart phones and tablet devices. The Guide will prove particularly useful when a member assumes a new role in Club management. Copies can be printed and distributed to relevant parties.



1.3 HISTORY OF SURF LIFE SAVING IN NEW SOUTH WALES

The origins of surf lifesaving can be traced back to September 1902 when surf bathing, as a recreational and sporting pursuit, increased in popularity after the eradication of a law which stipulated that bathing during daylight hours was prohibited.

As the popularity of surf bathing quickly grew, its dangers just as rapidly became apparent. Small groups of experienced and regular surfers, concerned with the rising incidence of drowning, initiated the formation of lifesaving bodies to assist those requiring rescue from the unfamiliar environment.

As these Clubs grew in size and number, the need for a united front to raise and ask for help from local councils and the New South Wales State Government became apparent. As a result, the Surf Bathing Association of New South Wales (SBANSW) was formed on 18 October 1907. The SBANSW became the Surf Life Saving Association of Australia as operations spread throughout the country, with the New South Wales State Centre forming in 1949. In 1991 it was changed again to SLSA.

Surf Life Saving in New South Wales remains a volunteer based community service association, providing an essential emergency service to all NSW residents: surveillance, protection, medical assistance and rescue services (not just at patrolled beaches).

Today SLSNSW primarily governs and co-ordinates Surf Life Saving in New South Wales, eleven Branches, and 129 Surf Life Saving Clubs strategically located around the New South Wales coastline, each tasked with the same primary vision - "To provide a safe beach and aquatic environment throughout New South Wales". From Pambula in the State's south to the Fingal Rovers Club in the north, approximately 75,000 members contribute to a volunteer emergency service of the highest standard.

Some of the ways this is achieved include:

- Offering educational and training courses in surf rescue, first aid and resuscitation to members and the community
- Offering sport as a major incentive for the community to join, and members to stay fit and involved
- Providing activities for junior and youth members as a feeder system into becoming surf lifesavers
- Providing leadership training, youth development, junior and youth programs
- Administering to ensure coordination, compliance, legal accountability and Clubs' sustainability

SLSNSW as the governing and coordinating body has five major portfolios which reflect its core business:

- Lifesaving
- Education
- Surf Sports
- Member Services
- Surf Life Saving Services

1.4 SURF LIFE SAVING AUSTRALIA

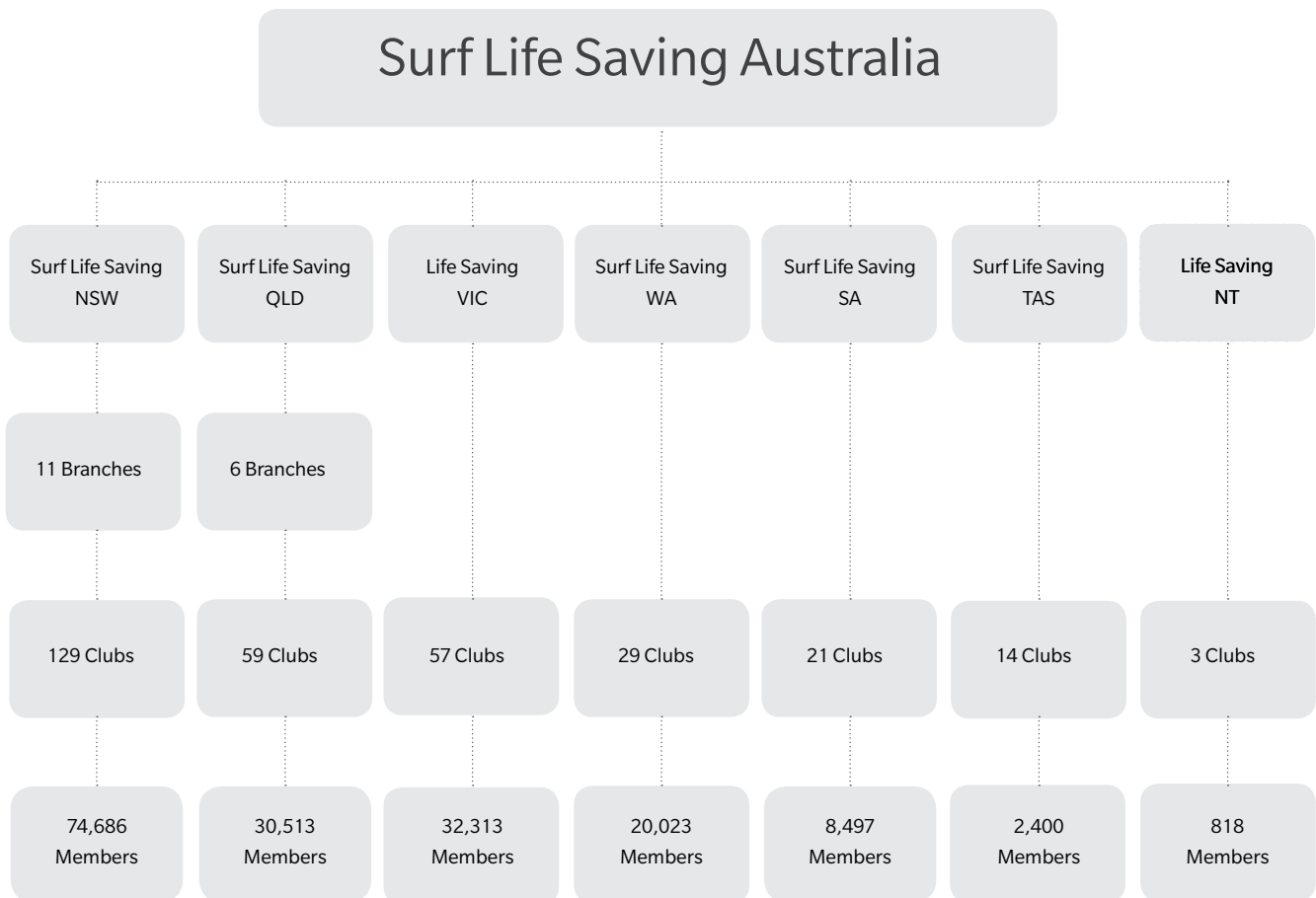
Presently in Australia there are 313 Clubs with approximately 169,000 members who protect the bathing public around the Australian coastline. SLSA is the authority for the whole of Australia. The administration of its services is adopted internationally under affiliation to the International Life Saving Federation (ILS).

The influence of SLSA was directly responsible for the formation and moulding of lifesaving services in New Zealand, South Africa, Great Britain, Indonesia, Sri Lanka, Taiwan and Japan. A steady exchange exists between Australia and all member organisations of ILS, but particularly with the USA and the professional lifeguard services there.

SLSA is made up of four levels of administration, these being National, State, Branch and Club, of which the organisational structure is shown below.

Overview of Surf Life Saving in Australia

The chart below indicates how the states/territory are structured under the guidance of SLSA and a breakdown of their rounded down membership numbers.

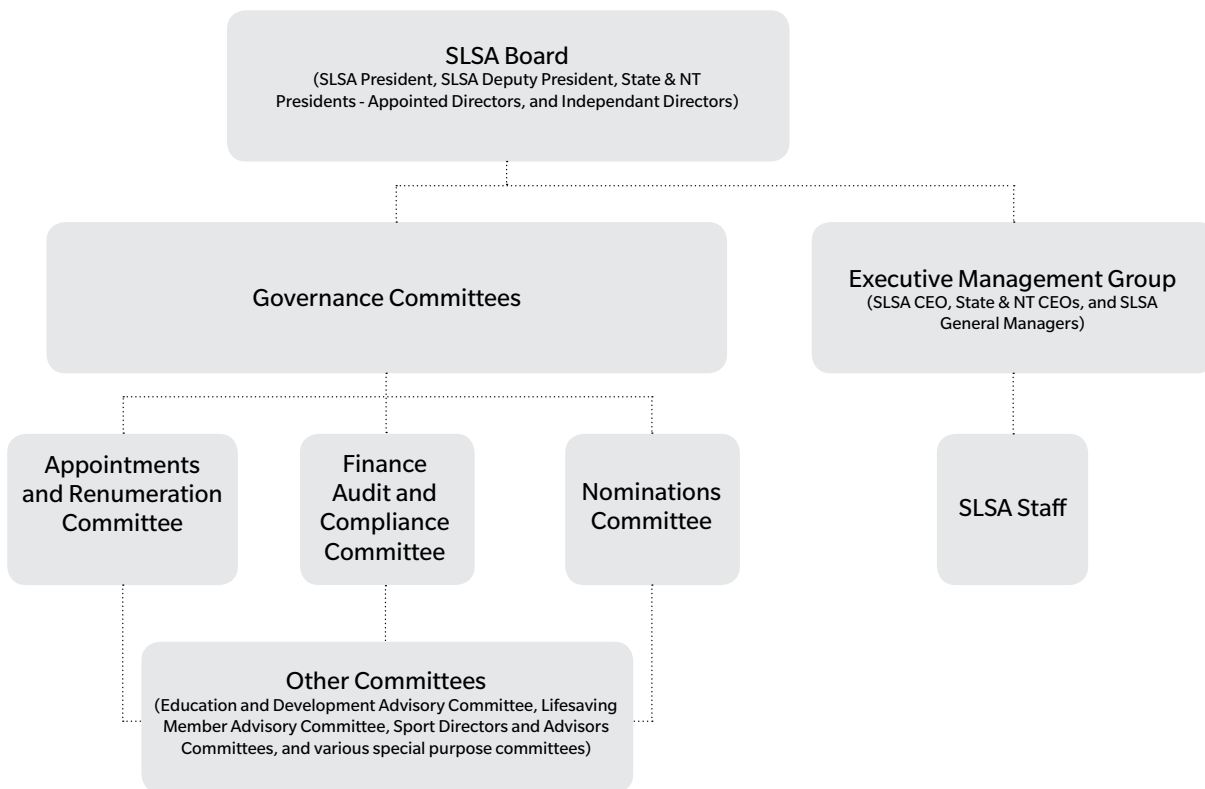


Each State is represented on the Australian Council by the State President. The Australian Council meets 5 times per year.

1.4 CONTINUED

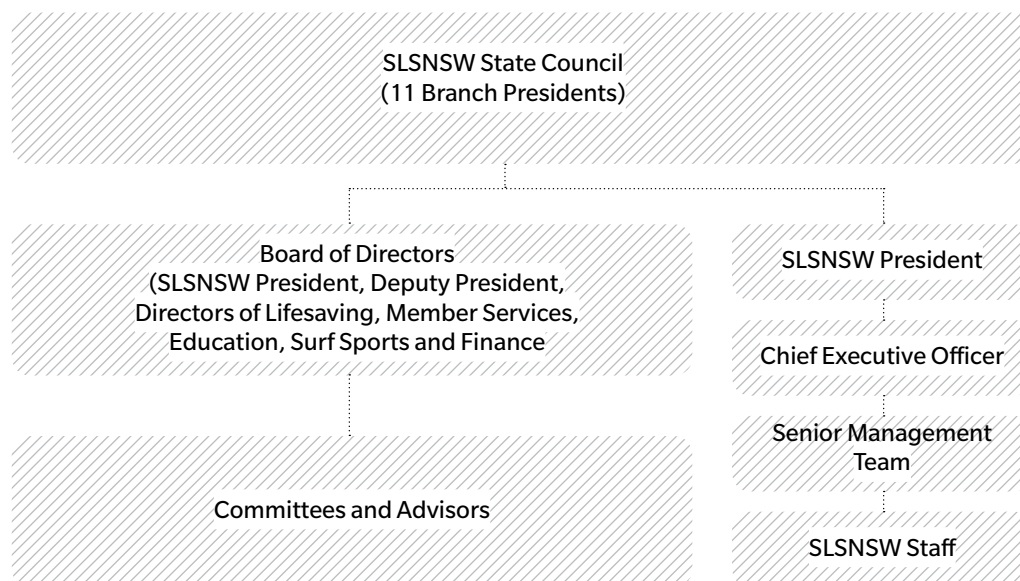
SLSA

The SLSA Board is the governing body of Surf Life Saving in Australia. Each State and NT is represented on the SLSA Board by the State President. The SLSA Board meets quarterly throughout the year.



1.5 SURF LIFE SAVING NSW (SLSNSW)

The organisational chart below provides an overview of the relationships between the different stakeholders within SLSNSW.



Governance

State Council

The State Council of SLSNSW consists of 11 Branch Presidents and its role is to develop and monitor SLSNSW’s strategic results. Responsibilities include:

- Election of the Board of Directors
- Inform the Board of significant issues affecting the membership
- Design/review SLSNSW’s strategic direction
- Discuss State-wide/Nation-wide issues
- Approve changes to SLSNSW’s Rule
- Provide feedback to the Board on the results of its governance decisions in practice at the member level

The State Council meets formally twice per year with the Annual General Meeting (AGM) held within the period of six months after the end of the financial year. (The date it will be held is according to availabilities of attendees – usually in November). The Election State Council Meeting is held preferably in May.

Board of Directors

The Board of Directors is elected by the State Council with each position up for re-election every two years. The Board is tasked with providing stewardship and trusteeship on behalf of stakeholders to ensure a viable and effective organisation now and in the future. The Board meet approximately 10 times per year or more often as required. Responsibilities include:

- Oversee SLSNSW’s strategic direction and priorities
- Interact with key stakeholders to inform them of achievements and ensuring that they have input into determining strategic goals and direction
- Regularly scanning the external operating environment to ensure that SLSNSW’s strategic direction remains both appropriate and achievable
- Monitor organisational performance and evaluate strategic results
- Ensure financial viability and security of SLSNSW by setting financial governance policies
- Report back to the stakeholders at the AGM
- In accordance with the SLSNSW Strategic Plan, establish the policy framework for governing SLSNSW, from which all operational policies and actions are developed

1.5 CONTINUED

- Evaluate its effectiveness as a Board of Directors
- Appoint committees and officers to carry out aspects of their work

President

The President is responsible to the State Council of Surf Life Saving NSW. Responsibilities include:

- Chair State Council Meetings
- Shall preside at all meetings of Board of Directors and functions
- Shall be responsible for ensuring that all office bearers carry out their duties in accordance with the rules and regulations of SLSNSW
- Shall represent SLSNSW at SLSA level and other appropriate occasions
- Prepare reports for presentation to Directors as required

Chief Executive Officer

The CEO is appointed as the principle public officer, and has significant delegated authorities to manage all day-to-day business operations, within approved policy and budgets. Other responsibilities include:

- Develop and manage the overall activities and growth of Surf Life Saving NSW
- Progress and monitor overall strategic planning for SLSNSW including forecasting, operational planning and resource needs
- Be responsible to the President and Board of Directors on matters of policy, and report to such meetings on the activities of SLSNSW subsequent to the previous meetings
- Be the nominated Secretary of SLSNSW, and act as the custodian of SLSNSW's seal and forms and permit their use and issue only on proper authority

Management Team

The primary objectives of the management team are to ensure that the management of SLSNSW:

- Supports the strategic direction of SLSNSW
- Manages the day to day running of SLSNSW
- Manages all administrative and operational matters relating to SLSNSW
- Oversees the financial management of SLSNSW through annual budgeting and reporting processes
- Advises the Board of Directors when required
- Investigates, review and make recommendations to the Board as required
- Oversees the implementation of the SLSNSW Action Plan

Advisors

Advisors may be appointed by the Board after the Election State Council Meeting. The SLSNSW advisory positions oversee and advise in specialty areas of surf lifesaving, such as surf sports, coaching, education, medical and health. Responsibilities include:

- May be required to attend State Council Meetings without the right to vote
- May be invited to attend Board Meetings for specific discussions

Standing Committees

Standing Committees are appointed or elected each year by the Board in accordance with the qualifications stated in the SLSNSW Rules. Other committees may be formed if required and will be appointed by the Board according to the Constitution.

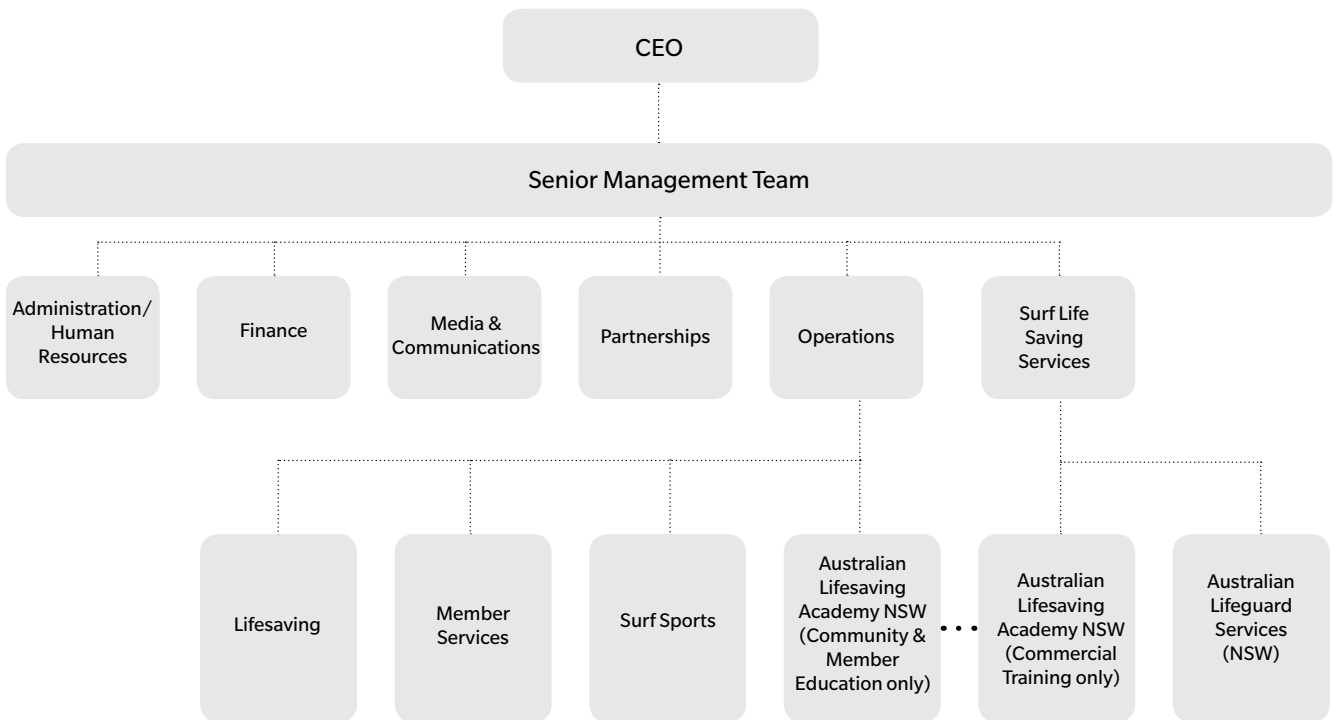
1.5 CONTINUED

Finance, Audit and Compliance Committee (FACC)

The FACC is appointed by the Board to provide financial advice and recommendations, on behalf of the State Council, to the Board and Officers of SLSNSW. Committee members comprise of two Branch Presidents (or past presidents), State President, Director of Finance, State CEO and the Chief Financial Officer. The FACC assists the Australian Council in oversight of the reliability and integrity of accounting policies, financial reporting and disclosure practices.

SLSNSW Organisational Structure

The organisational chart below provides an overview of the relationships of the CEO and the Surf Life Saving NSW staff.



1.6 SURF LIFE SAVING NSW CLUBS AND BRANCHES

FAR NORTH COAST

Fingal Rovers SLSC
Cudgen Headland SLSC
Salt SLSC
Cabarita Beach SLSC
Brunswick SLSC
Byron Bay SLSC
Lennox Head-Alstonville SLSC
Ballina Lighthouse & Lismore SLSC
Evans Head-Casino SLSC
Yamba SLSC

NORTH COAST

Minnie Water-Wooli SLSC
Red Rock-Corindi SLSC
Woolgoolga SLSC
Coffs Harbour SLSC
Sawtell SLSC
Bellinger Valley-North Beach SLSC
Urunga SLSC
Nambucca Heads SLSC

MID NORTH COAST

Macksville-Scotts Head SLSC
South West Rocks SLSC
Hat Head SLSC
Kempsey-Crescent Head SLSC
Port Macquarie SLSC
Tacking Point SLSC
Wauchope-Bonny Hills SLSC
Camden Haven SLSC

LOWER NORTH

Crowdy Head SLSC
Taree-Old Bar SLSC
Black Head SLSC
Forster SLSC
Cape Hawke SLSC
Pacific Palms SLSC

HUNTER

Tea Gardens-Hawks Nest SLSC
Fingal Beach SLSC
Stockton SLSC
Nobbys SLSC
Newcastle SLSC
Cooks Hill SLSC
Dixon Park SLSC
Merewether SLSC
Redhead SLSC
Swansea Belmont SLSC

Caves Beach SLSC
Catherine Hill Bay SLSC
Birubi Point SLSC

CENTRAL COAST

The Lakes SLSC
Soldiers Beach SLSC
North Entrance SLSC
The Entrance SLSC
Toowoan Bay SLSC
Shelly Beach SLSC
Wamberal SLSC
Terrigal SLSC
North Avoca SLSC
Avoca Beach SLSC
Copacabana SLSC
Macmasters Beach SLSC
Killcare SLSC
Ocean Beach SLSC
Umina Beach SLSC

SYDNEY NORTHERN BEACHES

North Palm Beach SLSC
Palm Beach SLSC
Whale Beach SLSC
Avalon Beach SLSC
Bilgola SLSC
Newport SLSC
Bungan Beach SLSC
Mona Vale SLSC
Warriewood SLSC
North Narrabeen SLSC
Narrabeen Beach SLSC
South Narrabeen SLSC
Collaroy SLSC
Long Reef SLSC
Dee Why SLSC
North Curl Curl SLSC
South Curl Curl SLSC
Freshwater SLSC
Queenscliff SLSC
North Steyne SLSC
Manly LSC

SYDNEY

North Bondi SLSC
Bondi SBLSC
Tamarama SLSC
Bronte SLSC
Clovelly SLSC
Coogee SLSC

Maroubra SLSC
South Maroubra SLSC
Wanda SLSC
Elouera SLSC
North Cronulla SLSC
Cronulla SLSC
Garie SLSC
Era SLSC
Burning Palms SLSC

ILLAWARRA

Helensburgh–Stanwell Park SLSC
Coalcliff SLSC
Scarborough Wombarra SLSC
Coledale SLSC
Austinmer SLSC
Thirroul SLSC
Sandon Point SLSC
Bulli SLSC
Woonona SLSC
Bellambi SLSC
Corrimal SLSC
Towradgi SLSC
Fairy Meadow SLSC
North Wollongong SLSC
Wollongong City SLSC
Port Kembla SLSC
Windang SLSC

SOUTH COAST

Warilla-Barrack Point SLSC
Shellharbour SLSC
Kiama Downs SLSC
Kiama SLSC
Gerringong SLSC
Shoalhaven Heads SLSC
Nowra-Culburra SLSC
Sussex Inlet & Districts SLSC
Mollymook SLSC

FAR SOUTH COAST

Batemans Bay SLSC
Broulee Surfers SLSC
Moruya SLSC
Narooma SLSC
Bermagui SLSC
Tathra SLSC
Pambula SLSC

2. CLUB MANAGEMENT



2.1 GOVERNANCE

Governance is the system that controls the way a club is managed and operates. It outlines the way the Board, Directors, Executives and other position holders are responsible for their actions. Governance is made up of the following components:

- Administration
- Risk management
- Ethics
- Compliance

Governance is the method by which an organisation is run, over and above the basic legal obligations. It is made up of five basic components:

- Transparency – be clear and concise with decisions
- Accountability – make effective and efficient decisions while being aware of the consequences of these decisions
- Stewardship – being aware that the club is run for the members and stakeholders
- Integrity – maintain a culture of ethical behaviour and compliance with the law
- Clear policies – ensure that there are clear and concise policies in place for the management of the club members and stakeholders

All clubs must ensure that they operate with best practise in all facets of the club's operation. Examples of good governance responsibilities include:

- Conduct long-term planning such as strategic and business planning
- Develop policies and procedures to assist with decision making and actions to be adhered to
- Manage external relationships including council, local government and sponsors
- Ensure all financial and legal matters are properly managed
- Assess risks facing the club and monitor compliance of the risk management plan
- Action recommendations from members
- Transfer relevant information to members and other appropriate parties
- Evaluate the performances of trainers, coaches, officials, employees, Board and Committees and their own position
- Ensure that all members of the club act in a responsible manner and reflect the ideals of Surf Life Saving

Committee positions and duties need to be outlined in the club Constitution, or By-Laws, and via a position description. Sample position descriptions can be found as an appendix of this Club Guide.

References

Governance Institute of Australia -

<http://www.governanceinstitute.com.au/knowledge-resources/not-for-profit-governance/>

Australian Sports Commission (ASC) – Governance-

www.ausport.gov.au/supporting/clubs/governance

NSW Department of Sport and Recreation – What is Corporate Governance -

www.dsr.nsw.gov.au/sportsclubs/ryc_corporate_what.asp

Our Community - Code of Governance for the Australian Community Sector -

www.ourcommunity.com.au/files/governancecode.pdf

Amendments to Associations Incorporations Act 2011

Appendix 1 Club Guide

“All Clubs must ensure that they operate with best practise in all facets of the Club’s operation.”

2.2 PUBLIC OFFICER

Incorporated associations (such as surf lifesaving clubs) are required to have a Public Officer, who is the official contact point between the association and Fair Trading NSW. A committee member, an ordinary member or a person outside the association may hold the position of Public Officer. They must be over 18 years of age and reside in New South Wales.

The Public Officer is responsible for:

- Notifying Fair Trading NSW of any change in the association's official address within 28 days
- Collecting all association documents from former committee members and delivering the documents to the new committee member
- Returning all association documents to a committee member within 14 days, upon vacating office
- Acting as the official contact for the association, including taking delivery of documents served on the association and bringing them to the attention of the committee as soon as possible
- Custody of any documents as required by the constitution

An association's incorporation may be cancelled if the Public Officer does not comply with these requirements.

How is the Public Officer appointed and removed?

The person nominated as the Public Officer on the application for incorporation of an association will become the association's first Public Officer. The committee will appoint the Public Officer when a vacancy occurs.

A public officer will vacate the position if he or she:

- Dies
- Resigns in writing to the committee
- Is removed from office by the passing of a resolution at a general meeting
- Becomes bankrupt
- Becomes a mentally incapacitated person
- Ceases to be a resident of New South Wales, or
- Meets any circumstances as provided for in the constitution

Once the position becomes vacant, the committee must fill the position within 28 days. The new Public Officer must notify Fair Trading NSW within 28 days of the new appointment. Notification must be in the approved form (Form A9).

Upon vacating the position, the Public Officer should pass on all information held on behalf of the association to his or her successor.

References

Fair Trading NSW -
www.fairtrading.nsw.gov.au

Fair Trading NSW - Public Office -
www.fairtrading.nsw.gov.au/ftw/Cooperatives_and_associations/Incorporating_an_association/Public_officer_page

Fair Trading NSW - Form A9 -
Notice of appointment of Public Officer and Notice of change of association address

ablis.business.gov.au/nsw/Resource/AP4550i.pdf

2.3 CLUB CONSTITUTION

The Club Constitution contains rules and procedures that normally can only be changed by an AGM. For this reason the constitution must be kept basically simple and should contain very little, other than the normal unchanging elements of the Club. Club Regulations (sometimes called the rules or by-laws) have more of an operational focus and are easier to change, usually through a Club Executive or Management Meeting.

Constitution

The Associations Incorporation Act 2009 came into effect in early 2010 with changes being made to modernise the law, reduce red tape and allow more flexibility for associations. This act requires any Incorporated Association to have a set of governing rules to be recorded in the form of a Club Constitution, which is a formal document detailing the rules and regulations of a Club.

When the constitution is altered, the amendments must be approved according to the process outlined in the constitution and is usually endorsed by the members. Specific elements of Club policy and procedure that are more likely to change are usually written into club regulations.

The Club Constitution should run in sync with the SLSNSW and SLSA Constitutions. Clubs should not have rules that conflict with the State and National associations.

Items for Inclusion

Club Constitutions must address each of the matters referred to in Schedule 1 of the Associations Incorporation Act 2009. These matters are outlined in more detail by Fair Trading NSW on their website under the section "What matters must be included in the constitution". The link to this website is included below. There is also a Club Constitution template produced by SLSNSW for Clubs to utilise. The link to this template is included below.

References for Inclusion

The following should be referred to in your Club Constitution, with a link to SLSA Regulations:

- Membership Categories and their powers – to be the same as SLSA
- Grievance Procedures
- Judiciary Matters
- Membership Clearance and Transfer
- Patrol Obligation
- Dual Membership
- Restriction on Membership

Constitutional Changes

Following the acceptance of any constitutional changes, the updated/new Constitution should be lodged with:

- Fair Trading NSW (lodged by Club Public Officer within one month of changes being approved)
- SLSNSW
- The relevant Surf Life Saving Branch

Regulations

The rules, procedures and guidelines that allow your Club to function on a day-to-day basis are the Regulations. The Regulations should complement the Constitution and be specific to your Club.

What Constitutes a Regulation?

Information that does not form part of the Constitution should be placed in the Regulations. Club Regulations must be consistent with the Constitution and any policy directives of the Club Board/Management. A copy of the Regulations should be updated regularly by the Director of Administration. Your Club may wish to group these into different categories for easy administration.

Possible categories for your Club Regulations may be:

Administration

- Member recognition and Club awards
- Duties of office bearers
- Rules regarding standing committees
- Standing orders at meetings

Beach Operations

- Patrol rules and regulations
- Board and ski rules and regulations
- Surf boat rules and regulations
- First aid rules and regulations
- IRB rules and regulations
- Beach vehicle rules and regulations

Competition

- Club competition rules, including eligibility
- Interclub competition, including selection committee

Altering Regulations

The method of altering should be clearly stated in the constitution outlining the notice to be given and how the regulations can be changed. A Board or General Meeting are popular forums for amendments.

2.3 CONTINUED

Altering Regulations

The method of altering should be clearly stated in the constitution outlining the notice to be given and how the regulations can be changed. A Board or General Meeting are popular forums for amendments.

Policy Statement

Policy statements are concise descriptions of whole policies. Policies should be specific to an issue or area of concern and should be readily available to all members. Policies are rules by which members should abide and should run concurrently with the policies and standard operating procedures (SOP's) established by SLSNSW and SLISA.

References

SLISA – Regulations -
portal.sls.com.au

SLSNSW – Constitution -
www.surflifesaving.com.au/members/resources/administration

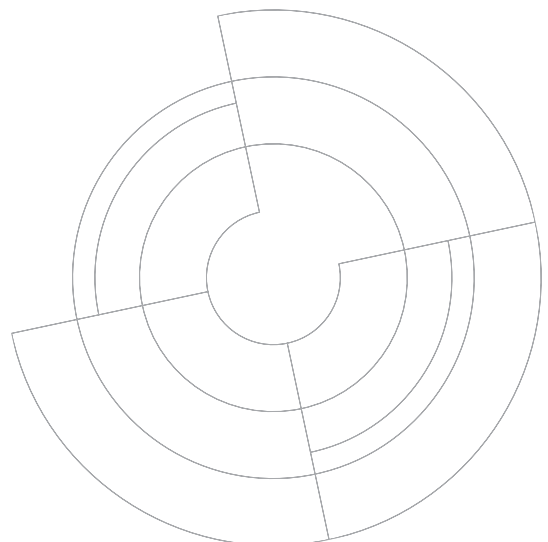
SLSNSW - Club Constitution Template -
www.surflifesaving.com.au/members/resources/administration

NSW Government - Associations Incorporation Act 2009 -
www.legislation.nsw.gov.au/maintop/view/inforce/act+7+2009+cd+0+N

Fair Trading NSW - (Cooperatives and Associations) -
http://www.fairtrading.nsw.gov.au/ftw/Cooperatives_and_associations/Incorporating_an_association/About_the_constitution.page

Fair Trading NSW – What matters must be included in the constitution? -
http://www.fairtrading.nsw.gov.au/ftw/Cooperatives_and_associations/Incorporating_an_association/About_the_constitution.page

Australian Charities and Not for Profits Commission (ACNC) -
www.acnc.gov.au/



2.4 AFFILIATION

Clubs must complete an Application for Annual Affiliation by Surf Life Saving Club or Branch at a duly constituted meeting. This form should be copied for Club Records, a copy sent to SLSNSW (as per the annual compliance circular) and the original then forwarded to Branch.

Benefits of Affiliation

Affiliation to SLSNSW entitles Clubs and Branches to many benefits, such as:

- Formal recognition as a Surf Life Saving Club
- Members' insurance through WorkCover
- Members/Clubs public liability insurance
- Entry to national and state championships
- Purchase of equipment with sales tax exemption
- Nominations for State/Australian teams
- Meet requirements for internal and external funding and grant programs
- Representation at Branch Council meetings
- Attendance at courses
- Award record database

By affiliating with SLSNSW, Clubs and Branches agree to abide by the Constitution and regulations of SLSA and SLSNSW.

Completing Affiliation Forms

The following steps outline the affiliation process:

1. Affiliation with SLSNSW and the Branch must be sought annually
2. SLSNSW publishes an annual compliancy reminder notification midyear outlining requirements for affiliating with SLSNSW and provides a copy of the Application for Annual Affiliation by Surf Life Saving Clubs or Branch form. The form is also available from the SLSNSW and SLSA websites
3. At a duly constituted meeting, (i.e. AGM), the Club must formally declare affiliation to SLSNSW and to the Branch. This must be recorded in the meeting agenda and meeting minutes
4. The Club completes the Affiliation Form indicating affiliation with SLSNSW and the Branch. It is critical that the form indicates affiliation with both SLSNSW and the Branch
5. The Club retains a copy of the Affiliation Form/s for Club records
6. The Club forwards a copy to SLSNSW (as per the compliance circular)

7. The Club forwards the original Affiliation Form to the Branch Director of Administration
8. The Branch Director of Administration will request a Branch Affiliation fee

Any changes to the Club's Constitution or nominated representatives should be lodged in conjunction with the Affiliation Form.

Note: Clubs are not required to affiliate directly with SLSA.

References

SLSNSW - [Annual Affiliation Form](#)

SLSA - portal.sls.com.au

2.5 DEALING WITH LOCAL GOVERNMENT AUTHORITIES

- NSW is currently divided into 128 Local Government Authorities
- Council elections are held every 4 years in September

How Councils Operate

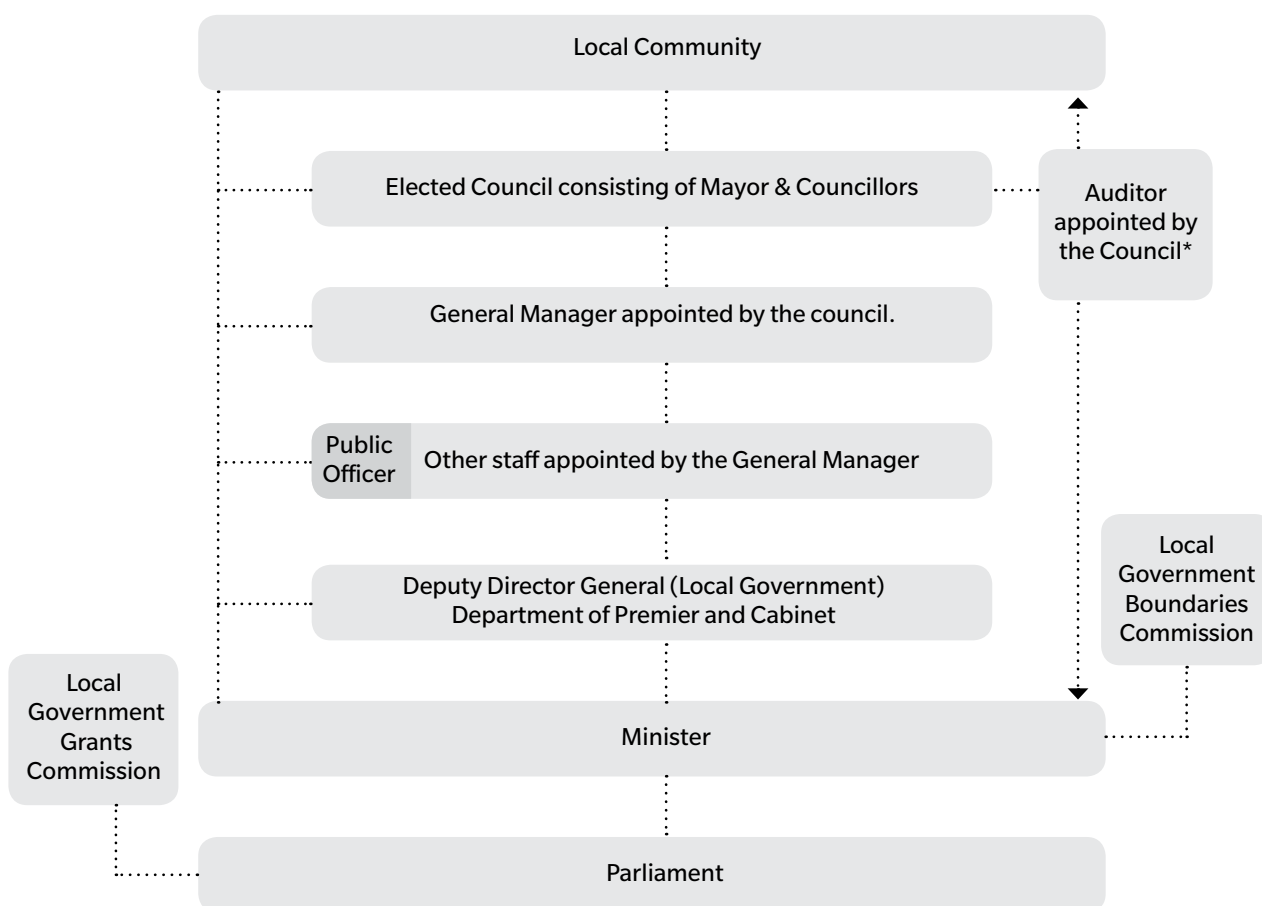
Councils operate within laws set by the NSW government. Their powers and responsibilities mainly come from the Local Government Act 1993 and associated regulations.

The role of the councillors is to set the council's strategic

direction and to make final policy decisions. Council meetings are held at least ten times a year to discuss issues and make decisions on behalf of the local community.

All councillors must complete training in topics such as meeting procedures, planning legislation financial issues codes of conduct and conflicts of interest.

The figure below demonstrates a typical Local Government structure.



*The auditor's report is made public and a copy goes to the minister.

2.5 CONTINUED

What can I do if I have a Problem with Council?

Many problems can be resolved at an early stage by speaking to the appropriate staff member at the council. As locally elected, autonomous bodies it is important that council staffs are given every opportunity to resolve concerns directly with the parties involved.

- If you are not satisfied with the response from council staff, you should contact your local councillor/s.
- If you are still not satisfied, you should contact your state member of parliament.

All local councils in NSW are independent corporate bodies, so the minister for Local Government and the department of Local Government do not have the authority to direct local councils in their day to day decision making or review the planning, resources allocation or enforce decisions made by them.

How to Have Your Say in Local Government?

Attend Council Meetings

Councils are required to have meetings, but when they meet varies between councils. Anyone can attend council meetings, whether it is a meeting of the whole council or one of council's committee.

A council must give public notice of the times and places of these meetings. For details you can check your council's website, your local newspaper, notice boards at council chambers or libraries, or by contacting your council.

Many councils set aside time at the beginning of meetings for members of the public to speak. You may need to let your council know if you want to do this. Agendas and business papers which set out what will be discussed at a meeting must be made available at the council's offices and at the meeting before it starts. If you want to take away copies of the agenda and business papers, you are entitled to do so but you may be charged for photocopying.

There are times when parts of a meeting may be closed to the public. These times are limited to the reasons set out in section 10A of the Local Government Act 1993 but the spirit of the Act is to make sure that council and committee meetings are as open as possible. Reasons for closed meetings can include discussions around:

- The personal hardship of a resident or ratepayer, because this would be an invasion of privacy if discussed in public
- Employment matters involving a particular member of the council staff
- Confidential commercial information

Participate in Council Committees

Councils often establish committees to help them develop various plans and policies, and these include members of the community. What these committees deal with varies from council to council. If you want to find out about or participate in these committees, you should contact your council.

Look at Council Documents

Members of the public are entitled to have access to a number of council documents. In general, access to council records is free, although you may have to pay reasonable photocopying charges. The Public Officer of your council can be contacted to assist in viewing any council documents.

Public Access to Correspondence and Reports

A council and a committee of which all the members are councillors must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

This section does not apply if the correspondence or reports relate to a matter that was received or discussed, or were laid on the table at, or submitted to, the meeting, when the meeting was closed to the public.

Plans and Policies

Councils may prepare a number of plans and policies such as environmental management plans, cultural plans, and crime prevention or community safety plans which may impact on your club. Information about these may be included in the council's management plan or annual report or on their website. You can also contact your council for more information.

2.5 CONTINUED

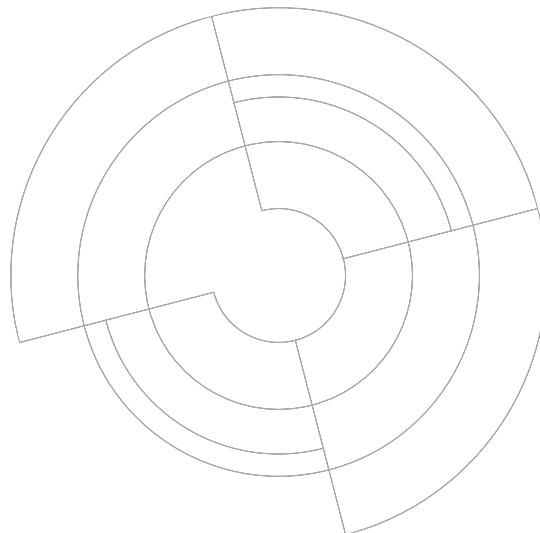
Council/Surf Club Relationships

The secret to a good council and surf club relationship is communication. The building of relationships and networking with council staff and councillors is essential to gaining productive results and favourable decisions.

Local councils are faced with a demanding challenge of limited funds and greater wants within the community. The groups that are highly visible and engaging to the staff and councillors will get the attention.

Council must be made fully aware of the advantages to the community of having strong healthy surf clubs. Clubs need to be in touch with councillors and staff on a regular basis outlining the work they are doing, and the benefits that the community receives from their actions.

In matters relating to buildings and other areas which may have an effect on other clubs, the council should be approached on a united front by a senior body of clubs (if elected by the branch) or the branch committee. This will give the clubs a much stronger position, and the council will not be able to downgrade the benefits that the club receives from council.



Clubs Situated on Crown Land

Refer Section 2.7 – Crown Lands and Leasing

References

Department of Local Government -

<https://www.olg.nsw.gov.au>

Office of Liquor Gaming and Racing -

www.olgr.nsw.gov.au

State Property Authority -

<https://www.property.nsw.gov.au>

NSW Department of Local Government

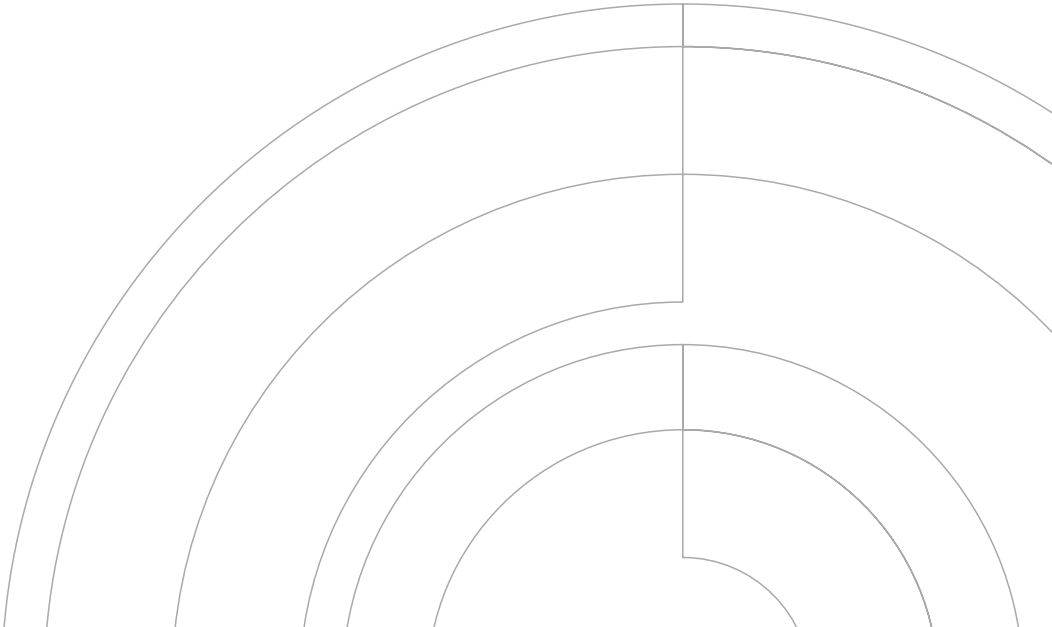
5 O'Keefe Avenue

Nowra NSW 2041

General enquiries (02) 4428 4100

Email olg@olg.nsw.gov.au

Website <https://www.olg.nsw.gov.au>



2.6 HOW TO HANDLE POLICE ENQUIRIES

From time to time the Police and other Government authorities may request information from and/or about members of Surf Clubs. It is vital that Clubs and members check the identity of anyone requesting information, and following any enquiries an email should be sent to the member outlining what discussions took place and any actions to be taken unless expressly advised by the Police or other authority not to communicate with a particular member.

Please also take care to check the validity of any addresses (email or otherwise) to which you are requested to send information, which needs to be from the respective government department. Clubs should look to mail or make available for collection any relevant information as opposed to email.

SLSA Policy 6.16 – Dealing with Police Investigations outlines that the actions that shall be taken as soon as an entity or an officer of an entity becomes aware that a Member is being investigated by Police or has been charged with a serious criminal offense.

A suggested response to a telephone or an informal request for information from the Police, where they do not have a Warrant or Subpoena, is as follows:

“In order for Surf Lifesaving to consider this request we require that you specify, in writing, the information you want Surf Lifesaving to release. Please explain any special circumstances related to your request that may justify releasing this information in the absence of a Warrant or Subpoena.”

The answer that is provided to this question can help you decide if the request is from a valid source, and if information should be provided. Should you be unsure of what action to take, it is advised that you seek advice from your Club or Branch President or the SLSNSW legal council.

SLSA Policy 6.16 – Dealing with Police Investigations

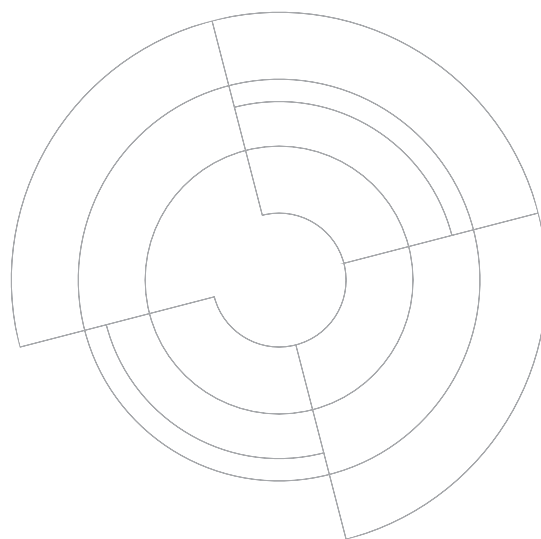
Is a resource that clubs can use to gain more knowledge around what defines these terms and what steps need to be taken in the following circumstances:

- When a member is the subject of a police investigation
- When a member is charged with a ‘serious criminal offence
- When a member is subject to a committal hearing or trial
- When a member is convicted of a serious criminal offence
- When protocols are breached

Please contact your Club or Branch President or the SLSNSW legal council should you need more information or assistance in matters such as this.

References

SLSA - Policy 6.16 – Dealing with Police Investigations -
portal.sls.com.au



2.7 CROWN LANDS AND LEASING

Surf Life Saving Clubs may be built on land owned by the club, council owned land, Crown Land or a mix of two or three of these. Most surf clubs are built on crown land, and in most cases, are under the control of a Crown Reserve Trust (CRT). Crown land may be managed by a reserve trust, for which a manager (which could be a local council or a community trust board) is appointed.

In summary, the principles of Crown Land management are that, as appropriate:

- Environmental protection principles be observed
- Natural resources be conserved wherever possible
- Public use and enjoyment, and multiple use be encouraged
- The land and its resources be sustained in perpetuity, and
- It be occupied, sold, or otherwise dealt with consistent with these principles

Leases

A lease of Crown Land enables exclusive use of the whole or part of the reserve or a building because of the type of business or activity conducted. Leases should be sought for clubs on Crown Land because longer-term security of tenure is an important factor to the user of the land. This could include commercial use or where major financial outlay is required (such as surf club buildings).

In January 2016 SLSNSW finalised the negotiation of a standard lease template with NSW Department of Primary Industries (Crown Lands). This template acts as a position in which clubs can adopt and execute the document without further negotiation with the Reserve Trust (Land Manager). The adoption of the template by clubs will alleviate the requirement to obtain consent from the Minister overseeing Crown Lands when entering a new lease.

Whilst it is recognised that there will be differences across the state due to localised issues this lease template has been devised with the majority of surf clubs and their needs in mind. Importantly the standardised lease template provides tenure of 20 years and offers the minimum statutory rent. The template includes scope for clubs to sublease a portion of the building for the purposes of a commercial operation.

A copy of the standard lease agreement can be found at the following link:

http://www.crownland.nsw.gov.au/_data/assets/pdf_file/0005/653198/surf-club-lease_hc.pdf

Licences

It is recommended that all surf clubs on crown land be by way of a lease and not a license.

References

Link to 'Authorising surf life saving clubs' use of Crown land in NSW

http://www.crownland.nsw.gov.au/_data/assets/pdf_file/0004/653197/sls_crown-land.pdf

2.8 LIQUOR LICENSES

NSW surf clubs currently hold the following:

- Multi-function Limited Licence in which clubs can hold up to 52 functions per year. These functions are for club members and their guests on Saturdays, Sundays and public holidays only. They do not permit the club to serve alcohol at private functions. This licence requires an annual application accompanied by a \$100 application fee.
- On-premises Licence: this licence permits the club to serve alcohol at both member and private functions. Application for the licence must be lodged 28 days before first function date and incurs an annual \$500 application fee to be submitted with annual application.
- No Licence (prior to March 1 2015 had no capacity to serve alcohol)

On 1 March 2015 changes to liquor licencing brought about by the Liquor Legislation Amendment (Statutory Review) Act 2014 resulted in three main changes which will affect surf clubs in NSW:

1. Approval of functions under a Multi-function Limited Licence

Multi-function Limited Licence holders no longer need to apply to the Independent Liquor and Gaming Authority for approval to hold up to 52 events per year. Instead licensees will need to apply directly to the local police using the following form. This form can be used as notification for multiple functions (maximum 52 events).

2. New Guidelines to prevent intoxication on licenced premises

There are new guidelines detailing steps for licensees and staff to help prevent intoxication on licensed premises. These guidelines will be the document referenced and cited when determining breaches to liquor licensing legislation, namely breaches of RSA. It is important that surf clubs and bar staff at all functions, regardless of the type of licence held are familiar with and adhere to the newly released guidelines. The document is short, practical and easy to understand.

3. Liquor licence exemption for non-profit organisations

Non-profit community organisations are exempted from having to obtain a licence to sell liquor at up to six small fundraising events per year. This exemption will help to reduce costs and boost fundraising efforts. The function must be for the purposes of fundraising and is limited to a maximum capacity of 250 people at any one time. This option is only available to surf clubs that do not hold a liquor licence (incl Multi-Function Limited Licence and On-premises Licence). To apply for this exemption the following form must be used to notify local police, local council and the Independent Liquor and Gaming Authority.

Recommendation

As a result of these changes SLSNSW would like to further advise clubs that in most circumstances an On-premises Licence would best meet their needs. An On-premises Licence gives clubs greater flexibility than a Multi –function Limited Licence as it removes the need for notification of events as well as removing a number of other restrictions. An On-premises Licence permits clubs to supply alcohol at both member and private functions. For further information please see the documents below.

References

Liquor and Gaming NSW, fact sheet for Multi-function Limited Licence: http://www.liquorandgaming.nsw.gov.au/Documents/liquor/liquor-licences/limited_licence_multiple_functions_fact_sheet.pdf

Liquor and Gaming NSW, limited licence functions notification form: http://www.liquorandgaming.nsw.gov.au/Documents/liquor/liquor-licences/limited_licence_single_function_fact_sheet.pdf

Liquor and Gaming NSW, new guidelines:

http://www.olgr.nsw.gov.au/pdfs/olgr_intox_guidelines.pdf

Liquor and Gaming NSW, fact sheet: http://www.olgr.nsw.gov.au/pdfs/FS_exemption_fundraising_notProfit.pdf

Liquor and Gaming NSW, notification form: http://www.olgr.nsw.gov.au/pdfs/exempt_for_fundraising_function_nonprofit_form.pdf

Liquor and Gaming NSW, on-premises licence fact sheet:

http://www.olgr.nsw.gov.au/pdfs/L_FS_OPG.pdf

3. CLUB EXECUTIVE



3.1 PLANNING

Planning is integral to the successful operation of all clubs. Types of planning include business planning, strategic planning and succession planning.

With any plan the following should be identified:

- Goals – statements that explain the broad directions and results the club wishes to achieve
- Objectives – states more specifically a series of achievements that contribute to achieving the goal
- Actions – what needs to be done to achieve these objectives?
- Responsibilities – who is responsible for completing the actions?
- Timeframes – when do actions need to be completed?
- Resources – what financial and human resources are required?

When the plan is completed remember to:

- Share the plan with members and ensure that they understand it
- Make any alterations needed
- Promote your plan to sponsors and stakeholders, the more you promote it the more people will know about it and willing to assist with it
- Use your plan and refer to it on a regular basis, such as the monthly meeting
- Identify any completed tasks or objectives or goals reached and celebrate them
- Review the plan annually

Strategic Plans

Strategic planning is the process of defining the club's strategy or direction into the future (possibly as far ahead as five years), and making decisions on allocating its resources to pursue this strategy, including its capital and people.

This process is vital to the viability of all clubs, as a means of further growth and should include key areas of future funding requirements, equipment acquisitions, building replacement, etc, to name a few.

Benefits of Strategic Planning

- To identify the club's past, present and future direction
- Establish objectives
- Encourage member contribution to future club development
- Evaluate the club
- Implement changes in response to factors impacting upon the club
- Ensure the potential of resources are realised, i.e. human,

physical and financial

- Create order to club operation

Business Planning

A business plan is a formal statement of a clubs' goals, stating the plans for reaching those goals and the reasons why they are believed to be attainable. It may also contain background information about the team or committee attempting to reach those goals.

Simply, it may be the strategy utilised to attain the Clubs' objectives on a day to day basis, and should be prepared to complement the club's Strategic Plan.

A business plan prepared for the club committee and members will need to include evidence of potential income generation. The business plan should clearly identify all the important facts about the club, such as its history, its current financial position, its objectives and the 'business' activities to be undertaken along with an outline of plans to achieve goals in all of the club's activities.

Benefits of Business Planning

- To ensure Clubs remain financially stable over a specified period of time
- To raise funds toward a capital investment, e.g. a facility
- To prevent financial distress by over-spending, e.g. day-to-day running of club, or when hosting a special event
- To achieve development in all of the club's operational activities

3.1 CONTINUED

Succession Planning

Succession planning is the process of identifying and preparing suitable people through mentoring, training and position rotation, to replace key players within the Club as they chose to resign their position or their term expires.

Most importantly succession plans are used to ensure your club will continue to operate if a person/s resign their position in the club, and that the outcomes of their work continues well beyond their involvement with the club.

A succession plan is necessary to provide opportunities for potential leaders within clubs to be identified and developed in readiness to move into leadership positions. Clubs that plan for smooth transitions of leadership are less likely to experience disruptions to their operations and are in a better position to replace volunteers who vacate their current positions.

Reasons for a succession plan:

- So the same people don't feel obliged to help or fill the position
- To encourage more people to attend meetings and workshops
- To engage more people in external meetings and workshops
- To ensure your club will function efficiently if a key person or people left suddenly
- To allow temporary filling of positions, in the case of illness or absence
- To support and therefore better assist the club

Components of a Succession Plan

- A strategic/business plan – is a working document outlining the club's priorities, and should be consulted regularly throughout the year. It does not have to be a long document
- Position Descriptions – useful when recruiting new office bearers and ensuring that you know what jobs the vacating volunteer was responsible for. Position description for surf clubs can be found in the Club Guide Appendix
- Policies and Procedures Manual – outlining the day-to-day tasks of your club, and who is responsible for completing them
- Reporting procedures – demonstrating the method of reporting to the committee

- Education and development opportunities – increasing role performance, job satisfaction, and assisting personal growth. These opportunities should be available to others in the club, so that if necessary, someone else is able to step into the vacant position
- Mentoring of youth and interested members – by encouraging youth and interested members to assist officer bearers with their roles

Points for Consideration

- How many people manage and understand the existing systems within the club?
- Does the club lack formal reporting procedures?
- Does the club promote pathways for advancement in the club leading to management roles?
- Are volunteers managed appropriately? i.e. what screening, recruitment, orientation, training, recognition, replacement systems are in place
- Are youth permitted administrative responsibility if they have demonstrated an interest?
- What can the club do when long serving members are no longer meeting their role responsibilities?
- Are the club and its members open to change?

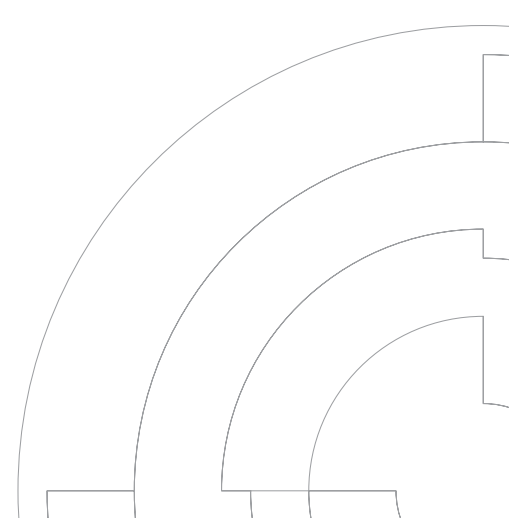
For effective Succession Planning, it is important that office bearing members who are leaving their position, to share as much knowledge as possible to the person replacing them. As a result of this process, new members may learn from past experiences and successes and how to avoid potential problems.

Such an approach emphasises the importance of keeping accurate and current records of relevant information for roles. The handover process can be better managed by including the training and recruitment of potential committee members within the overall strategic plan.

References

ASC – Club and Association Planning -

www.ausport.gov.au/supporting/clubs/governance/planning



3.2 WORKING WITH KEY STAKEHOLDERS

A major Committee responsibility is managing the relationships between key stakeholders and other external relations. Positive relationships between these groups are imperative for public relations, future resource allocation and community development. It is in your Club's best interests to be seen as reliable and expert sources of advice on policy and funding matters.

Strategy

It is advised that the management committee approach key stakeholders to:

- Develop and maintain contacts in media and government
- Document and distribute information to key decision makers
- Position and align the organisation with similar organisations
- Develop a good working knowledge of media and government

Recognising Potential

The potential lobbying and public relations opportunities within a Club are often overlooked. By recognising these opportunities the Club may take advantage of the skills, knowledge base and resources available within the Clubs membership base. Examples may include: members who are employees or owners of small businesses or government agencies, financial skills etc.

It is not necessary to aim all lobbying at high profile stakeholders. Community views, opinions and activities filter up to the decision-makers. Examples of when this may occur include:

- Club involvement in community events and activities
- Social and official functions
- Other community group involvement
- Personal and professional contacts

The Victorian Cricket Council has developed "Ten commandments of establishing a good reputation with your Council". The 'commandments' are listed below and are easy to achieve and will benefit Clubs enormously in the long term:

1. Get to know the Council through councillors, senior officers and staff members
2. Invite them to club functions, be hospitable and ask them to present trophies and show appreciation for services they provide
3. Understand the problems the Council is having and help them with issues that affect your Club
4. Offer assistance in holiday programs etc
5. Praise the Council wherever possible, particularly in the media and any other public arena
6. Approach problems constructively and seek 'win-win' solutions
7. Encourage ethnic groups to take an interest by inviting them to participate in Club activities
8. Insist on good behaviour, both on and off the beach, exhibiting the elements of fair play and avoiding bad language
9. Be on good relations with the neighbours, premises, businesses close to the beach (complaints to the Council may tarnish your Club's image)
10. Establish a positive public relations program by appointing a member to carry out defined tasks, such as liaison with the Council

References

Section 2.5 SLSNSW Club Guide – Dealing with Local Government

3.3 EMPLOYMENT WITHIN YOUR SURF CLUB

When a need is identified within your Club for a role to be completed, you may explore the option of employing a person or acquiring the services of a volunteer. You may advertise vacant positions in the local paper, club website or via online recruitment sites, refer to old membership lists, approach an employment agency or source someone through word of mouth.

It is essential that the club's Constitution states that the club has a paid employee, or an amendment to the Constitution may be required. This information should include the chain of command and person responsible for overseeing the employee to ensure the reporting and management of this employee is clear.

Writing a Job Description

To ensure you get the right person for the job, it is important to have a clear outline of what the position is to be filled, and the duties that person will complete. You may wish to tailor some of the job descriptions included in the Club Guide, or create a completely new position.

A Job Description must be designed in consultation with your Club Executive Committee and Club President. It should include:

- Position Title
- Where the position will be based
- Purpose of the position
- Who the person will be reporting to
- Duties and responsibilities
- Knowledge and skills required (i.e. qualifications and experience)
- Estimated time commitment (i.e. part time 20 hours per week)
- Length of appointment (where appropriate)

The salary and entitlements package should be decided in conjunction with your budget and in line with Fair Work legislation and applicable modern award.

Advertising a Vacant Position

Before placing an advertisement, it is necessary to have a clearly defined job description, outlining the roles and responsibilities associated with the position. These details should be briefly explained in the advertisement, in order to attract people best suited for the position.

The format you choose for your Club's position vacant advertisement will vary depending on the type of media you use. However the information you need to convey remains the same, that is, a summary of the job description requirements listed above.

Example position vacant advertisement:

Position Title	Fundraising Officer
Employer	Generic Surf Lifesaving Club (may include Surf Club Logo)
Work Type	Full time
Salary	\$\$ (display salary details as required)
Location	Generic Beach
Description	The suitable candidate will identify, implement and evaluate fundraising options within the local and wider community. The candidate will liaise with the Club Executive Committee, President and potential fundraising contacts, suggesting possible strategies that meet the needs of all parties. The candidate must be creative, self-motivated, well organised, possess excellent communication skills, and be a good team player.
Closing Date	11 December 2011
Apply to	Applications should be marked Attention Club Secretary A Clubbie Club Secretary Generic Beach SLSC 1 Generic Road Generic Beach NSW 2111 aclubbie@genericslsc.com.au

The Interview Process

Before interviewing potential volunteers and employees for your club, it is necessary to clearly define what type of person will best fill that position and work well within your Club. Remember to have a clearly-defined job description prepared, outlining the duties and responsibilities associated with the role.

All applications received should be reviewed fairly and only in line with the specific requirements of the role. After reviewing the applications you may find that you have 2 to 3 people you would like to interview. Ideally you should interview at least 3 applicants to ensure you get the best person for the role.

3.3 CONTINUED

In the interview, it is important to have at least two interviewers present – preferably male and female. Have set questions outlined and you could even nominate who will ask what question. Allow some time during the interview for the candidate to ask questions they may have and allow spontaneity for conversation to flow from the discussion.

An interview assessment form is a useful tool when you are interviewing an applicant for a position. This form will enable you to review the interview meeting and fairly evaluate the candidates. Categories rating the candidate's skills, experience and knowledge are a useful way of creating a short list for selection or second interviews (if required).

Your interview questions should be designed to determine how suitable the person is to work within your Club and in the particular role. The questions should focus on the specific skills and abilities required and not areas which aren't relevant to performing the duties of the job. Remember, do not ask questions that may be discriminative i.e. How old are you? Do you have any children? Are you married?

Generic Interview Questions

- What is your understanding of the Surf Life Saving Club?
- Outline your knowledge of SLSNSW and SLSA?
- What skills or experiences do you think will make you a good candidate for this position?
- What are your strongest points?
- What are your areas of development?
- What can you bring to the Surf Life Saving Club and specifically to this particular role?
- How do you feel about working on weekends and/or out of hours if required?
- Do you have any experiences that will aid you in working with people of different backgrounds?
- Why do you want this role?
- Do you have any questions for us?

These questions should be tailored to suit the position you are seeking to fill. You may require a more specific understanding of a person's previous experience, career goals, etc, which can be addressed at the time of interview.

Employment Contract

A written employment contract should be provided for all paid employment, stating the salary, relevant modern award, type of employment (casual, part time or full time), annual leave and personal leave entitlements, and the term of contract (if applicable).

The employment contract is drafted for the protection of employee and employer and as such, a copy should be kept by both parties.

Additional documents must be supplied to a new employee including a Tax File Declaration, Superannuation Standard Choice Form and the Fair Work Information Statement.

Training and Development

Retaining employees and volunteers is integral for continuity and successful management of your Club. To maintain interest, motivation, high performance and job satisfaction from your employees and volunteers, it is important to offer training and development.

Training programs are offered through SLSNSW, local community groups, private organisations and the New South Wales Government. Club Members are also valuable facilitators for training others and are often willing to help in Club improvement.

Supporting Employees

An ideal work environment will support their employees in the following ways:

- A clear job description outlining tasks, responsibilities, reporting lines and channel of communication
- A suitable and safe working environment
- Receive adequate briefings and guidance on tasks
- Provision of feedback

Consideration and respect from colleagues and management

References

Fair Work Ombudsman
Workplace rights and obligations
<https://www.fairwork.gov.au>

Fair Work Ombudsman
Fair Work Information Sheet
<https://www.fairwork.gov.au/employee-entitlements/national-employment-standards/fair-work-information-statement>

Australian Taxation Office
Superannuation Standard Choice Form
<https://www.ato.gov.au/assets/0/104/2244/2335/35c234b5-6918-4dd0-a3db-95edfd76adc0.pdf>

3.4 CLUB RECORDS

An efficient and effectively run Club will have a well organised information management system. Information such as membership nominations, membership transfers, correspondence, minutes, reports and circulars are some of the information sources that will need to be received, recorded, distributed and stored.

Receiving Information

It is important that the office bearer responsible for receiving correspondence reads and records all incoming mail to the Club. Minutes of meetings, circulars, etc should be copied to the relevant parties on receipt.

Filing

A filing system such as lever arch folder is useful for filing correspondence, reports and minutes. Depending on the quantity of information received, your Club may find it necessary to have a folder for each department, such as financial, media and promotions, etc, or by patrol season. It is also recommended that Office bearers scan all information to the office computer, and save in the appropriate folder. Remember to back up to an external hard drive as a precaution.

Information Distribution

The office bearer assigned to collecting and distributing information will be responsible for ensuring the relevant people receive a copy or the original correspondence. Information may be best sent via email attachment to the relevant office bearer, who will take the appropriate action.

Information Storage

Clubs should keep all files such as minutes, correspondence, financial records etc for a minimum of seven years. Wherever possible, it is recommended that they are kept for longer and the ideal way is to save information electronically.

SurfGuard

SurfGuard is the online system used by clubs, branches, states and SLSA to record membership, awards, patrols, rescues, gear and equipment register, transfers and organisation details. It is also used to generate a wide range of reports to increase efficiency and allow the evaluation of statistics.

SurfGuard Access

In order to obtain access to SurfGuard, an Information

Technology (IT) Systems User Account Application Form must be completed and forwarded to SLSA. A username and password will then be provided to the applicant.

Clubs should review who has access to SurfGuard on an annual basis in line with elections and position changes with members no longer requiring access being deleted. SurfGuard is accessed from www.surfguard.slsa.asn.au.

SurfGuard Assistance

SurfGuard assistance and support is available from the SLSA IT Helpdesk which can be contacted by phone on 1300 724 006 or via email surfguardhelp@slsa.asn.au.

SurfGuard Upgrades and Changes

SurfGuard is an evolving resource that continues to be enhanced. Important alerts and changes are listed on the front page of the website (SurfGuard Entry Point) under Messages. They are also communicated through SurfGuard Enhancement Advisories which are circulated in ClubMail and also available on the SLSNSW website.

Information to be Recorded in SurfGuard

The following information is recorded in SurfGuard:

- Club address and contact details
- Club Officers, Positions and Committees
- Member details (as per the membership form)
- Award information (requests to conduct and also member awards)
- Proficiency records
- Incident reports
- Patrol logs
- Patrol hours and statistics
- Gear and equipment
- Patrol exemption requests

SurfGuard Reporting

A wide range of reports can be produced in SurfGuard to

3.4 CONTINUED

increase administration efficiency and produce statistical reports. Under the Summary Section, clubs can view a snapshot of assessment requests, awards, membership statistics, leading patrol members and transfers.

Under the Mailing Groups Section, clubs can automatically set up mailing groups for Boards, Committees or special members groups such as gym users, nipper parents etc.

Under the Messages Section, clubs can automatically set up direct member messages using the membership data information. Messages can be sent via email or text message.

Under the Reports Section, clubs can create custom reports for:

- Club Contacts
- Competition age category
- Current awards
- Email lists
- Gear and equipment
- Mailing labels
- Member transaction reports
- Membership details, member transaction reports, membership renewal forms
- Officers
- Patrol attendance, patrol deficit, patrol type hours
- Patrolled or unpatrolled statistics
- Total member patrol hours
- Custom reports to meet their needs

References

SLSA – SurfGuard -

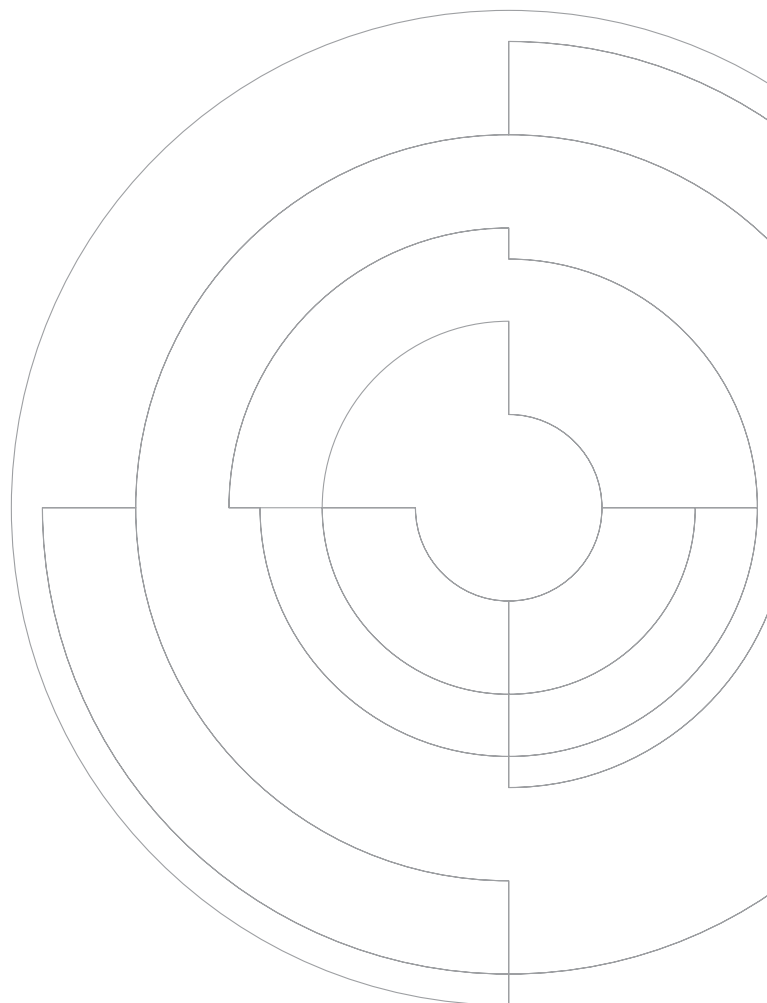
www.surfguard.slsa.asn.au

SLSA - SurfGuard Users Guide -

portal.sls.com.au

SLSA - IT Systems User Account Application Form -

portal.sls.com.au



3.5 MEETINGS

Essential components of a general meeting are meeting procedure, written agenda and notes of minutes and presentation of financial statements. Ideally, roles within a meeting should be identified to progress matters with ease.

Notice of meetings should be outlined in the Club's Constitution and Regulations. This notice should be adhered to and any items submitted after closing date postponed until a later time.

There are two main types of meetings:

- General meetings are usually well publicised with a written agenda. Minutes are taken during the meeting and the information is circulated at a later date to relevant parties, while a copy is kept for records.
- AGM's are held in the off-season and as the name suggests, once per year and Special or Extraordinary General Meetings (S/EGM) may be held to deal with specific issues, such as a vital matter arising that requires urgent discussion by the whole group. These meetings may be held as and when needed and are open to all members.

These meetings are an opportunity for members to review the previous season and initiate proceedings or changes for the coming season. Clubs may vary the timing allocated for the meeting, persons eligible to vote, the election of officers and changes to the constitution, at these meetings. These specifics should be outlined in the Club Constitution.

At the AGM, the Annual Report is presented for adoption. All members should be given a copy of the Report in advance, with enough time to review it before the meeting.

Board of Directors or Management Meetings

Board of Directors or Management Meetings are places where both groups make decisions, involving elected or appointed decision makers. Both groups usually meet monthly.

The Board of Directors may review or prepare Management Committee agendas to ensure all matters coming before the Committee are relevant and appropriate. The Management or Board may also interpret policies to staff, oversee implementation of new policies or refer questions to other Committees or the full Management or Board of Directors.

Reports should be made at each Board of Directors or Management Meetings concerning the activities of the group and presented to the general meeting for ratification and inclusion in the minutes.

Sub-Committee Meetings

Sub-Committees are designed to focus on a specific issue or task, such as finance, fundraising, marketing and so on. Regular reports by the Sub-Committee should be made to

the Board and/or Management concerning progress and other activities.

Regular reporting is also an important tool in keeping people advised of activities within other Committees. The recommendations and information reported by the Sub-Committees form the basis from which the Management Committee make decisions. That is, Sub-Committees do not have the power to make decisions, simply make recommendations to management.

Meeting Procedures

Structure is necessary within a meeting, as it improves the efficiency of business conducted. In addition, the rights of members present are protected, enabling everyone to have equal right to vote, make decisions and be heard and to have their viewpoint considered. Meetings can be assisted by:

- Planning meetings at regular intervals so people can plan their attendance ahead of time
- Ensuring the group understands that the task and final decision are the responsibility of the group
- Welcome ideas from all members, treating them with respect
- Advise members how they are expected to contribute and why they are present
- Share responsibility
- Create a friendly atmosphere within the meeting

Setting the Agenda

Agendas allow meetings to run more efficiently as well as assist the recording of minutes. The way in which your Club's agenda is decided will vary depending on the size of your Club.

Larger Clubs with more formal meetings structures may circulate the issues to be discussed as identified by the Secretary and Chairperson, ahead of the meeting to allow time for members to prepare their thoughts and arguments in advance. If members have issues to add to the agenda in this situation, they should notify the Secretary. Disadvantages of this approach in forming the agenda include people not being confident putting items on the agenda, as well as a small number of people dominating the agenda.

Smaller Clubs may take a different approach, the members being requested to place items on the agenda at the beginning of the meeting. In this way, items that are suggested at the beginning of the meeting will be discussed in turn. Although this approach may encourage greater participation, some people may find it difficult preparing their argument on the spot.

3.5 CONTINUED

An alternative suggestion may be a sheet posted on the Club noticeboard – an 'Agenda Sheet' - calling for items to be discussed at the next meeting.

Agenda Template

An agenda template can be requested by contacting the SLSNSW Member Services team.

Quorum

A quorum is the minimum number of people necessary to make a valid decision and is usually outlined in the Constitution. A meeting can be declared invalid if a quorum is not present or insufficient or incorrect notice of the meeting is given.

Motion

A motion is a formal recommendation put before a meeting for debate and consideration. They provide more structure for the meeting and generally increase formality. Motions should generally:

- Begin with 'that'
- Be specific and unambiguous
- Not be worded in the first person
- Not contain more than one sentence
- Not attempt to revive a motion previously rejected
- Be submitted in writing

An amendment is the process of altering or changing a motion, Constitution or Regulation. Amendments should be conducted along the same lines as a motion as mentioned above.

Reaching a Decision

The obvious purpose of a meeting is to reach a decision on matters or issues that are set on the agenda. The most common methods of reaching a decision are voting and consensus decision-making.

Voting generally assumes that the views of the majority should prevail. A simple vote occurs when general agreement is sought among the participants. Verbal voting, by proclaiming 'yay' or 'nay' or voting by a show of hands are common ways of reaching a decision in a simple vote.

However, some issues require a more formal method of decision making, such as individual and secret voting.

Voting by proxy and postal voting may be required for more complex issues, to ensure all relevant people are included in the decision making process.

Consensus this approach assumes that decisions can be agreed or consented to by all members, with some form of cooperation between all. In a consensus vote, one or two people should be elected to direct the discussion, ensure no one is blocked from the debate, state the issue clearly and

facilitate discussion. The chairperson makes suggestions but does not force a decision, asking at the conclusion whether everyone agrees on the issue stated.

If agreement isn't reached, those who disagreed are asked to offer alternatives. If only one or two people are blocking consensus, they should be asked whether they are willing to stand aside to allow the group to go ahead in the action proposed. If the individuals decide to stand aside, they should not be expected to carry out any action associated with the decision, with their disagreement should also be recorded.

Terms that you should be familiar with:

- Reaching consensus – the group is willing to go ahead with the decision
- Objection – when a person is unwilling to stand aside to let the group proceed
- Reservation – when a person has a concern but will stand aside
- Friendly amendment – when a person agrees with the proposal but wants words, sentences or other points changed

Roles within a meeting

The Chairperson is responsible for directing business and conducting the meeting, allowing the chairperson relative power and authority. The Chairperson and Director of Administration should meet to discuss agenda items prior to the meeting and ensure that they are circulated before the meeting.

Characteristics of an effective chairperson:

- Unbiased and impartial
- Familiar with the standing orders of the organisation and relaxed and tolerant when applying them
- Good listener and able to keep the meeting on track, ensuring it starts and finishes on time
- Refers items to a working group for a report at the next meeting if a decision is unlikely to be made at the present point in time

Roles of the Chairperson:

- Ability to delegate tasks to other members

3.5 CONTINUED

- Prepare the agenda in conjunction with the Director of Administration
- Identifies who wishes to speak and indicates when they may
- Decides when discussions should be brought to an end
- Does not usually get involved in discussions unless their opinion is specifically sought and should summarise the issue being discussed so that a decision may be made

The Director of Administration holds a variety of tasks that take place before, during and after the meeting. They are usually the first point of contact for members to raise issues and coordinate links between key people.

Characteristics of an effective Director of Administration:

- Good communicator and a clear thinker
- Able to manage and supervise others whilst maintaining confidentiality
- Able to organise and delegate tasks
- Be familiar with the Constitution and abide by its policy

Roles of the Director of Administration:

- Prepare the agenda in conjunction with the Chairperson
- Organise meeting time and place, admission to the venue and use of its services
- Advise those concerned with enough notice of the meeting, its venue and other particulars
- Enclose the minutes of the previous meeting if they have not already been posted
- Take minutes from the meeting

At the AGM, additional duties to the Director of Administration role may include:

- Collecting and collating reports from office bearers
- Advising members of the meeting within a specified time (as stated within the Constitution)
- Call for and receive nominations for Committees and other positions
- Arrange for the printing of the Annual Report
- Arrange guest speakers

Streamline Meetings

If your committee meetings run overtime, are dominated by a few people and resolve little – then take action. Meetings should be a key vehicle for running the club, but all too often they waste time and achieve little. The ‘must-do’ items for effective meetings:

- A planned calendar of meetings
- Meetings run in an orderly manner, with contributions from all
- The Chair controls the meeting and fully understands his/her legal and procedural requirements
- An agenda is circulated, highlighting items for resolution and important information

- Board papers are precise, easy to understand and distributed on time
- Utilise Sub-Committees – not everything has to come to the committee meeting

Minute Taking

The Director of Administration should do the following when taking minutes of the meeting:

- Follow the order of the agenda
- State the main issues, points of view put forward and decisions made
- Ensure the full text of motions is recorded
- Be alert to take extra notes that may be needed by the Chairperson
- Record attendance and apologies
- List accounts for payments approved, reports received, main points or answers required for correspondence

Between meetings, the Director of Administration should:

- Write up the minutes as soon as possible following the meeting
- Circulate the minutes to all members preferably within a week of the meeting
- Using the minutes, note the points of action that need to be followed up in the coming weeks
- Ensure all important arrangements are confirmed in writing with copies made and filed. Records of important telephone conversations are also recommended

Template Action Sheet

A template for the minutes with an action sheet can be requested by contacting the SLSNSW Member Services team.

Meeting Reports

Written reports should be encouraged by Committee and Sub-Committee members on a regular basis. The reports may be in the form of progress reports or project reports and often reduce the amount of time spent talking about the issue in the meeting. Written reports need not be read out to the meeting by the directors but read by those in attendance and any comments or discussion noted in the minutes.

The report should be succinct, focusing on the details of ‘what, where, when, how and why’. The conclusion of the report should contain a recommendation or set of recommendations for a decision. The content of a report should be acknowledged as being received, noting the outcomes of recommendations.

3.5 CONTINUED

Conflict in Meetings

Conflict is a natural often inevitable aspect of meetings and is generally covered in the Club's constitution as to how conflict should be managed. Conflict in these situations is often perceived as negative, when in fact it suggests that members are actively taking part in discussion and are passionate about their involvement in the decision they are making.

Positive outcomes of conflict in meetings include the discussion of alternative viewpoints and the airing of hidden problems. These factors facilitate innovation and increase motivation and performance. Alternatively, negative outcomes of conflict include communication breakdowns, attention being diverted from goals, a shift to authoritarian leadership styles and narrow group perspectives.

Conflict may be managed by negotiating and bargaining, mediation and arbitration, in addition to direct intervention by the Chairperson. The speaker may interrupt with the objection that it is 'only fair everyone gets to state their case' or '-, you are preventing others from hearing the case' or the speaker may appeal to the Chair 'if you and the meeting wish me to continue, I will do so if I can explain my case in full', and so on.

Reference

SLSA – Members Portal -

portal.sls.com.au

ASC – www.ausport.gov.au/supporting/clubs/resource_library/club_management/effective_meetings

4.COMMUNICATION



4.1 EFFECTIVE COMMUNICATION

Communication is a vital part of running a successful surf club. Whether the communication comes from the administration or the membership it all contributes to ensuring everyone involved in the club is informed about what is happening. Those clubs that are able to create a culture of strong communication will reap the benefits of happier members and increased retention and recruitment. In today's society where people are being bombarded with an abundance of messages and information from all angles, the need to provide clear and concise communication that is directly related to them is vital.

Tips for Communicating Effectively

- Be clear and concise with your communications to ensure your message is understood by the recipient. Long and unclear messages can be frustrating for the recipient and result in poor engagement.
- Follow up your messages to ensure they have been understood, particularly when you have had no face-to-face contact with the recipients.
- Make sure your form of communication is reflective of the message you are trying to convey. For instance, if a message is only relevant to a few people, a phone call to each person would be more appropriate than an email to the whole club. Similarly, if it is a club issue which affects all members, emails, website, social media and noticeboards are much better than face-to-face or phone conversations both in efficiency and effectiveness.
- Regular communication is vital to ensure members are kept informed of all activities relevant to them. It makes them feel like they are a valued member of the organisation.
- Keep your communications interesting by adding visual aids or pictures when possible. If your communications are boring, be it when personally addressing people or in the design of communications materials, the message will not get through. The start of a document, letter, email or speech is the most important part of the communication cycle. If the communication is dull or seems unimportant to the reader or audience it is unlikely to be read or noticed. A powerful opening or catchy headline can help to improve your chances of gaining interest in your message.
- Continually refer to previous messages to highlight to members the importance of keeping track of all communication from the club. When possible keep records of previous communication to ensure that your message is consistent and that your next communication can follow on from the previous.
- Use your communication tools to develop relationships with members, staff, volunteers, sponsors and government. The better your relationships are with these parties, the more they are going to want to deal with you.
- Where appropriate use online technology (eg. Email, internet, social media, SMS) to get your message out to a wider audience more quickly. Also, use good design software to make your printed or electronic material stand out.
- Clubs should provide a mix of formal and informal communication. Informal communication could include simple instructions and feedback on the day's operations and results, while formal communication might include meetings and newsletters.
- Clubs should seek to keep members involved in decisions not only affecting their position but those that affect the club in general. This could include providing updates on decisions made or seek advice or opinions from the members on a course of action to be taken.
- A major component of communication with members should be in recognising a member's performance or contribution to the club.
- People will often respond best to communication, particularly feedback on performance (be it good or bad) if it's done consistently. Clubs that are inconsistent in their communication may quickly lose the passion and drive of the member.

4.2 MANAGING COMMUNICATIONS

One of the most important roles of a club is to ensure its members are well informed. Engaged and informed members are more likely to fulfil their volunteer roles to the best of their ability. The following methods of communicating information are also great ways of promoting your club to potential sponsors and members.

SLSA Members Portal

The SLSA Members Portal is a one-stop shop for all members' online needs. It is designed to unify what has been entirely separate websites and databases (Secure Resources, Lifesaving Online etc) into one online location. Every member has a unique login to the Portal and can tailor their 'dashboard' to filter news, events, job opportunities, circulars etc. to suit. Visit portal.sls.com.au.

Circulars

Circulars are issued at National, State and Branch level to notify members of information and actions required. They should be read and distributed to the appropriate officers and members within a club, and a copy made available to all members of the club, e.g. on club noticeboard or website.

As the primary point of contact, clubs need to ensure that the Secretary's email address is correct in SurfGuard to ensure receipt of all Circulars.

Circulars should be kept in numerical order, and filed according to the author, i.e. a file for SLSA, SLSNSW and Branch level, as they may be required at a later date.

SLSNSW and SLSA Circulars are also available on their respective websites and on the SLSA Members Portal.

Bulletins

Bulletins are usually directive and generally of a practical nature, for example, regulations or specifications. Bulletins are issued by the Director or Manager of a Department, addressing specific people with copies made available to other interested people. For instance, the SLSNSW Surf Sports team may send out a Final Event Bulletin, prior to a major Championships event, to all club Team Managers.

Memorandums (Memos)

Memos are sent to a specific person to provide a communication backup. A Memo may be addressed to one particular office bearer, such as the Secretary, and then copies to be distributed to other individuals, e.g. Club Captains.

The original person the memo is marked attention to, may then choose to forward the memo to other people who they feel may benefit from it.

Newsletters

Various types of newsletters are distributed at National, State, Branch and Club level, increasingly through online delivery methods.

- ClubMail is a weekly newsletter provided to clubs by SLSNSW and can be subscribed to via the website. ClubMail includes all recent circulars and important information for clubs and their members.
- SurfLIFE is a quarterly newsletter from SLSNSW, designed to promote the organisation's activities and as such is distributed to clubs, sponsors, government and relevant organisations. It is also available on the SLSNSW website.
- Beyond the Flags is a quarterly magazine from SLSNSW, distributed to clubs and members and is also available online via the SLSNSW website. It covers a variety of areas relevant to grassroots club members, competitors and club administrators.
- Club Newsletters are produced by many clubs and are an excellent tool to update members, making them feel part of a club and providing an introduction to new members. The Club newsletter may be distributed in many forms – hard copies to be sent to members, electronic copies placed on the club website, emailed to members, placed on the club noticeboard, or loaded by the club into the SLSA Members Portal.

Photography and Images

SLSNSW and SLSA have a library of images which depict lifesavers in correct patrol uniform and with up to date sponsor logos. These can be obtained through SLSNSW and SLSA media centres. If sending images to sponsors, media or creating internal posters please be mindful of the SLSA Intellectual Property policy. Also be mindful of depicting Surf Life Saving in a positive light. When including photos in newsletters, remember to credit the photographer. Also ensure you have permission from the member or their guardian, to publish their image in a public document or online.

Noticeboards

When maintained, club noticeboards can be an effective way to distribute information. Calendars, upcoming events, amendments to policies and procedures, request for member participation and notification of meetings are a few of the forms of information that can be communicated via noticeboards. The most important thing to remember is to keep the notice board relevant and up to date.

4.2 CONTINUED

Email

Creating a database of club members' email addresses is a simple process with SurfGuard and can be an effective method of communicating with your members. Not only can you promote club-based events through the email distribution list, it is also an effective way for your sponsors to communicate with the membership.

SMS (Text Messaging)

SurfGuard offers the service of setting up an SMS database. This is particularly useful for patrol reminders, beach closures and special event notification. SLSA offers support and training to clubs wanting to know how to fully utilise SurfGuard's features.

Website

A club website is vital not only for your members, but also potential members and sponsors who would like to know more about the club. Information on your website, such as news, images, sponsors and links should always be up to date. A well administered website can also be used to host things like Patrol Rosters, which members can access with a secure login function.

Social Media

Many clubs and their members have a Facebook and Instagram page and even a Twitter feed to provide up to date information about the club. Social media allows members to communicate with each other and provides an informal forum for notification and discussion. It is an easy way to provide members with access to things like photo galleries and can be used to conduct fundraising campaigns and competitions. Privacy issues are increasingly a concern with

social media networks and clubs should have a clear and comprehensive social media policy which is communicated to members.

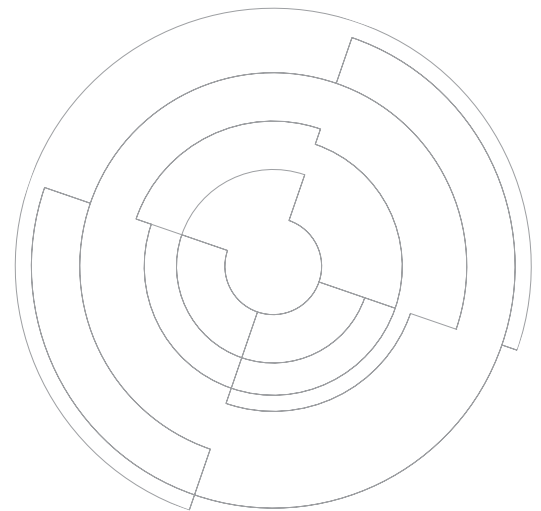
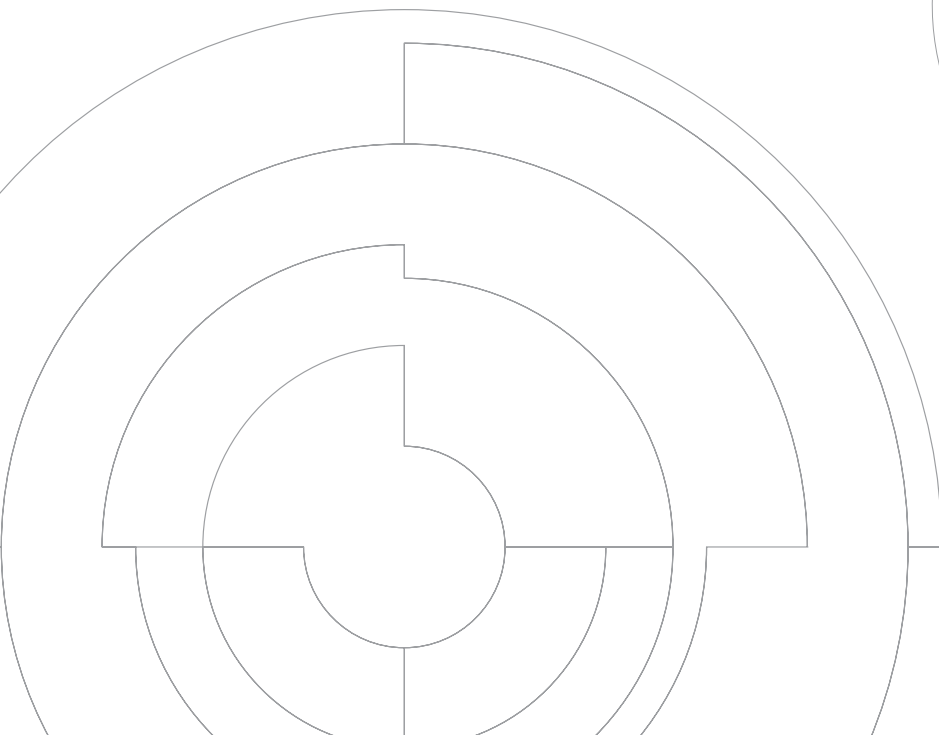
Social media administrators at clubs should also actively monitor their pages for derogatory, defamatory or inappropriate posts, possibly deleting or blocking the post if it breaches the club's policy. Assistance in developing a social media policy is available by contacting the SLSNSW Media and Communications team.

Reference

Club Guide Section 4.4 – Social Media

SLSA Policy 6.21 – Photography -portal.sls.com.au

SLSA Policy 6.20 – Use of Social Media -portal.sls.com.au



4.3 INFORMATION TECHNOLOGY (IT)

The use of technology presents one of the greatest opportunities for Clubs to improve the way they operate. The effective use of technology offers more efficient means of communication and administration at a reduced cost.

Access to the internet, email and social media has increased the ability to communicate and disseminate information on larger scales and to access online systems such as SurfGuard and the SLSA Members Portal.

These tools allow Clubs to:

- Communicate with entire membership and identified groups via email, SMS and social media
- Publish news, activities and information on websites, Members Portal and via social media
- Log information into online systems such as SurfGuard and the Incident Report Database
- Access information and produce reports from online systems such as SurfGuard and Incident Report Database
- Access information posted on Branch, SLSNSW and SLSA websites and in the SLSA Members Portal and social media sites

SLSA and IT

SLSA continues to invest in various forms of information technology projects at all levels of the organisation to improve the availability of information to support operational surf lifesaving, training programs and public education. Core projects include:

SLSA Members Portal

The SLSA Members Portal is a one-stop shop for all members' online needs. It is designed to unify what has been entirely separate websites and databases (Secure Resources, Lifesaving Online etc) into one online location. Every member has a unique login to the Portal and can tailor their 'dashboard' to filter news, events, job opportunities, circulars etc. to suit. It will also incorporate Lifesaving Online database information which allows members to maintain and view their personal information, patrol rosters, awards etc.

SurfGuard – the online system used by Clubs, Branches, States and SLSA to record membership, awards, patrols, rescues, gear and equipment register, transfers and organisation details.

Beachsafe – SLSA's public education website that provides access to detailed information including current weather and hazards, patrol information and more about all 11,724 beaches in Australia. It is also available as a phone app.

IRD – the Incident Report Database that captures data relating to drownings, near drownings, rescues, member injuries etc. This is now incorporated into SurfGuard.

ABSAMP – the Australian Beach Safety and Management Program with a geographical database of every beach in Australia.

Carnival Manager System – SLSA's Carnival Manager System is owned by SLSA and can be used for most National, State or Branch carnival/championship.

Water Safety App

This App has been designed to assist coaches, trainers and other club personnel in conducting risk assessments on the beach as part of the new SLSA Water Safety Policy. Club personnel can use the application to identify any hazards, assess the risks posed to the participants and then determine how many water safety personnel will need to be on duty to ensure maximum safety for all participants.

Event Risk App

This app has been designed to assist event organisers, water safety personnel and senior officials to identify hazards, assess risk and develop risk mitigation strategies for aquatic SLS events. The app will assist event organisers in identification of coastal hazards, using expected and forecasted conditions for the day of the surf sport activity, assessment of risks, risk mitigation strategies and remedies. The app's audience is Safety & Emergency Services Coordinators, Event Referees and SLS Event Organisers.

Coastal Safety Risk Assessment App

The Coastal Safety Risk Assessment iPhone App allows an assessment of a beach or coastal area to identify hazards, assess risk and to develop risk mitigation strategies as part of the Australian CoastSafe service. For more information, please visit www.coastsafe.org.au

4.3 CONTINUED

The Patrol Ops App

For recording patrol related items, hazards and incidents using a simple touchscreen interface on a mobile device. The app makes use of the smartphone's GPS capabilities to precisely record the geographic location of these items. The data is then transmitted instantly to branch, state and national IT systems and also to public-facing websites such as BeachSafe (web and app versions).

The app has been designed to be used by patrolling members on the beach. At the start of the patrol it is used to record the initial position of the beach flags and signage. During the course of the patrol it is used to record the repositioning of beach flags and signage, along with hazards (such as rips) and incidents (such as a rescue or first aid).

It can also be used for the live location tracking of support services such as RWC, Helicopters etc. The Patrol Ops app has been designed to be as quick and efficient as possible. There is no complicated workflow associated with adding location markers, the emphasis is on speed and clarity.

References

SLSA – Members Portal -portal.sls.com.au

4.4 SOCIAL MEDIA

What is social media?

Social media is a type of media which enables social interaction between an author and active readers, incorporating the publishing of those interactions and conversations online. This is in contrast to more traditional forms of media where the audience has a strictly passive role.

Social media includes, but is not limited to:

- Maintaining a profile page on social or business networking sites, such as LinkedIn, Facebook, Instagram, Twitter or GooglePlus
- Content sharing sites such as Flickr or YouTube
- Commenting on blogs for personal or business purposes
- Leaving product or service reviews on retailer sites or customer review sites
- Taking part in online votes and polls
- Taking part in conversations on public and private web forums (message boards)
- Editing a Wikipedia page

If your club is utilising social media it is important that it is used appropriately to ensure the organisation's reputation is maintained and is not brought into disrepute. In order to do this it is suggested that each club develops a social media policy or guidelines to assist members in making good judgements about content posted and accessed online. For assistance with developing a social media policy, contact the SLSNSW Media and Communications team or view the Use of Social Media policy in the SLSA Members Portal.

Using Social Media for your Surf Club

Before you create a new website, social networking page or forum for your surf club it is important to get permission from the Club President and Committee. Furthermore you must ensure that only appropriate content is put onto these platforms.

Understanding how different social media channels work and tailoring content to those channels will ensure the message gets across effectively to your audience. Communicating to your audience in a particular style of written language will also help represent your club's and the organisation's brand and image. The most effective social media sites adopt a definite 'voice' to communicate to audiences by writing content in a personality that possesses attributes that are friendly, real, honest, Australian, helpful, encouraging, trustworthy, motivating, educational, welcoming, energetic and positive.

4.4 CONTINUED

As a best practice guide, clubs are encouraged to engage Facebook as their primary use of social media, followed by the use of Twitter and photo sharing networks like Flickr or Instagram. Utilising social media tools can be a very time consuming task so it is important clubs focus their energies on one or two channels rather than taking on the entire social media sphere.

Create interest among your followers and the audience as a whole. Post relevant articles, promotions and information about your products and services using relevant keywords. Furthermore, social media is a great way to give your members a voice.

Use pictures, promotions, videos to let the fans drive the traffic for you. For example, you could run a campaign where the most number of likes for a promotional poster of your surf club wins a prize. This will ensure that you are not the only one doing all the hard work; suddenly your members have joined in the conversation.

Don't be repetitive. If you overload the user with information and even worse, if the information is repetitive then the audience will opt out and stop following your page.

Never self promote too much. Always link your posts and tweets to some interesting current information that will add value to your audience.

Social media is a two way channel for communication. It's a great medium for delivering your message but it is also a medium that can be used to listen. Always listen to what your audience and follower base are telling you. Pretty soon you will start to anticipate the feedback.

Trust is the key element in building relationships online. Build trust by keeping a respectful tone, even when disagreeing with others and by responding to comments in a timely manner. If a member or club realises that they have made a mistake, they should try to correct it promptly.

Remember that online conversations and interactions are not conducted in the same way as telephone or face to face communication and increases the risk of misinterpretation and comments being taken out of context.

It is important to consider the audience and keep in mind that this may include current and potential members, government agencies, corporate sponsors and suppliers and the media. Before posting, the content should be considered to ensure it is appropriate for the audience and does not exclude or offend any particular group.

Clubs and members should be aware that the tone used in online interactions can be interpreted in different ways by audiences, due to a lack of non-verbal communication or

cultural differences. Some participants may not be familiar with abbreviations, emoticons and other common codes used in online communication.

Clubs and members have the ability to engage with other groups in Surf Life Saving by using social media. Through Facebook, clubs can engage and promote activities and opportunities available to members by posting onto Branch or SLSNSW pages. This could include sharing photos from a recent Branch camp to your club's page or re-posting a link to an SLSNSW opportunity ie. applications open for a coaching course in your area.

Things to remember when using social media

Members of Surf Life Saving are obliged to adhere to the SLSA Policy Statement – Use of Social Media – Policy number 6.20, which is available on the SLSA Members Portal.

Club social media sites must not contain, or link to, defamatory, harassing, pornographic or otherwise inappropriate content, including photos, illustrations or nicknames.

Clubs and their members are not to comment on, or publish, information that is confidential or in any way sensitive to SLSNSW, its affiliates, partners or sponsors.

Clubs and members should consider social media and online interaction as a permanent record of their online action, conversations and opinions. They should be aware that the internet is not anonymous and should assume that everything that they may write or comment on could be traced back to them. Clubs are required to take responsibility for any information they post.

Clubs and members are expected to refrain from engaging in activities that may damage the reputation of the organisation and are to foster a positive organisational image at all times.

Social media administrators at clubs should also actively monitor their pages for derogatory, defamatory or inappropriate posts, possibly deleting or blocking the post if it breaches the club's policy. Assistance in developing a social media policy is available by contacting the SLSNSW Media and Communications team.

Reference

SLSA Policy 6.20 – Use of Social Media - portal.sls.com.au

5. RISK MANAGEMENT



5.1 INSURANCE

It is vital that surf life saving clubs protect their interests/assets with adequate insurance. There are many types of insurance which may need to be considered, some of which are organised by SLSNSW and some which need to be organised by clubs themselves.

SLSNSW organise the insurance policies on behalf of affiliated clubs with the main ones being:

- Public Liability Insurance – which acts to protect the club from financial loss caused by an injury to a member of the public or damage to their belongings whilst they are on your property, usually as a result of some form of negligence and brought about by a legal claim against the club or a member of the club acting in their volunteer member capacity
- Association Liability Insurance and Directors and Officers Legal Expenses Insurance – which covers damages or defence costs in the event of a lawsuit for alleged wrongful acts arising from a member who is acting in their capacity as a Director or Officer of the club
- Personal Accident – only applies when Workers Compensation Insurance is not applicable

The premiums related to these policies are invoiced as part of the club's capitation fees.

Workers Compensation Insurance (see 5.2) – is provided by icare in the event of a member incurring a personal injury whilst performing approved and genuine surf lifesaving duties.

SLSNSW does not provide any insurance for your buildings, equipment, vehicles or any other club assets, please see below:

Individual Club Policies

It is essential that adequate protection is acquired for club assets. Before acquiring insurance, it is important to have an idea of the value of the assets you wish to protect. Jardine Lloyd Thompson Pty Ltd (JLT) has insurance policies available that can be utilised by clubs in New South Wales. All NSW clubs will receive a renewal declaration annually via email. It is important this declaration is completed on an annual basis and sent back to JLT.

There is a range of insurance policies which clubs need to consider taking out, including:

- Industrial Special Risks – material loss or damage, fire, theft of property etc
- Marine Hull Commercial – IRB and motor, surf boats, RWC, transit cover for gear and equipment
- Motor Vehicle – Trailer, ATV, Vehicles
- Equipment and Machinery Breakdown – material damage, power surge, electronic breakdown

For further information regarding these policies please contact JLT (07) 3246 7555 or via email surflifesaving@jlta.com.au.

Other insurances may be required in specific circumstances, for which clubs are responsible for paying.

References

NSW Department of Sport & Recreation – Insurance – <https://sportandrecreation.nsw.gov.au/clubs/ryc/governance/insurance>

5.2 WORKERS COMPENSATION

If you have sustained an illness or injury while performing authorised surf lifesaving activities, Workers Compensation may be payable under the Workers Compensation (Bush Fire, Emergency and Rescue Services) Act 1987.

Workers Compensation is provided by icare Workers Insurance (formerly WorkCover NSW) and can provide financial members with benefits and assistance if a personal injury is sustained that interferes with their paid work life and/or to cover reasonable medical and rehabilitation expenses. This system assists you to recover so that you can return to your volunteering and/or work duties as safely and as soon as possible.

Who is entitled to make a claim?

- Current financial members (at time of injury) of Surf Life Saving Clubs in NSW
- Surf Life Saving members who sustain an injury or illness while undertaking a genuine, authorised activity as a surf lifesaver within Australia.
- Training and competing must be at organised and approved sessions
- Members who compete in events where prize money is paid or professional competitors who compete in events not under the control of Surf Life Saving may need to take separate insurance/workers compensation.

All surf lifesaving activities may need to be verified by proof of entry to competition, patrol roster, volunteer roster, patrol log book, IRB log book, radio log book etc.

Procedure - injured member

1. Immediately notify the supervisor/official on duty and obtain first aid if required. If injury occurs at an event, report the injury to the first aid tent. Your injury will be recorded on a Surf Life Saving Australia Incident Report Log.
2. Complete the Workers Compensation Claim Form which can be found on the SLSNSW website (ideally within 48 hours) and send it to icare Workers Insurance by fax on 02 9287 4828 or via email: wiclaims@icare.nsw.gov.au. Ensure all sections are complete, the IRD number is displayed and the form is endorsed by an authorised club official.
3. If the injury has or will result in being away from paid employment for seven days or greater, icare Workers Insurance must be contacted immediately on 1800 221960.
4. Provide any documents required to assess the claim.
5. A copy of this form is not required to be sent to Surf Life Saving NSW however please retain a copy for your records.
6. Follow the Return to Surf Duties procedures as outlined in the SLS Policy 2.04 which can also be found on the SLSNSW website.

If medical treatment is required, approval should be obtained from icare Workers Insurance prior to the commencement of treatment (unless the treatment is needed in case of an emergency).

Procedure – SLSC

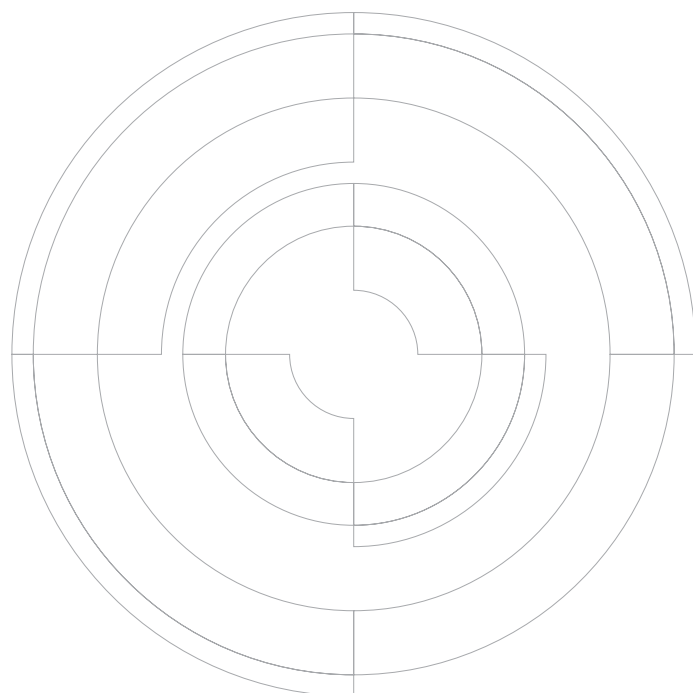
1. Ensure the injury is recorded correctly on a Surf Life Saving Australia Incident Report Log and provide details to appropriate person for entering into the Incident Reporting Database (IRD).
2. Review the SLSNSW website to ensure your members are using the current workers compensation form.
3. Assist the injured member with the completion of the Workers Compensation form as required. Making sure that all sections are complete including the Committee member endorsement.
4. Follow the Return to Surf Duties procedure as outlined in SLSA policy 2.04.

It is important to be aware that there are legal consequences if an individual makes a false or misleading claim. This also applies to witnesses and club officials who endorse or provide information to icare relating to a Workers Compensation claim. Information provided must be true and correct as providing false or misleading information is punishable by law and prosecution may occur.

Resources

SLSA Return to Surf Duties Policy 2.04
portal.sls.com.au

Workers Compensation Claim Form
Workers Compensation Policy for Self-Employed Workers
<http://www.surflifesaving.com.au/members/resources/workers-compensation>



5.3 WORK HEALTH AND SAFETY

SLSNSW endeavours to ensure the very highest standards of health and safety for all volunteers and anyone that may be affected by what we do. Doing what is reasonably practicable to ensure the health and safety of volunteers, staff and the public is a legal requirement set out in the Work Health and Safety Act 2011. This is especially relevant to our members holding a leadership role in the Club. Health and safety is not a separate issue to be managed, but is an integral part of all SLSNSW activities.

This is especially relevant to our members holding a leadership role in the club as Safe Work NSW (formally WorkCover NSW) has classified all NSW Surf Life Saving Clubs as a Person in Control of Business or Undertaking (PCBU) for the purposes of the Work Health and Safety Act 2011. This means that, as a PCBU club directors and officers have a primary duty of care to ensure workers (including volunteers) and others are not exposed to risks to their health or safety.

It is important to remember that a volunteer officer/those holding leadership roles in the surf club (for example a member of the surf club committee) cannot be prosecuted for failing to comply with their officer duties under the WHS Act.

Resources

There is a range of health and safety resources for Clubs and members involved in surf lifesaving activities. The 'Guidelines for Safer Surf Clubs' provides members with detailed information on health and safety matters in surf lifesaving clubs. These guidelines cover procedures, forms and direction on health and safety matters. Several resources accompany this series including an online Health and Safety Training course (Safer Surf Clubs 2013), member information brochure, various awareness posters and stickers which can be accessed via Lifesaving Online/Member's portal. Additional WHS information can also be found under Club and Member Resources/Work Health and Safety on the Members page of the SLSNSW website.

The Australian Coastal Public Safety Guidelines provide a useful resource for Club management on safety and wellbeing in a coastal and beach environment. Clubs can access these guidelines via the Australian CoastSafe website www.coastsafe.org.au.

A range of policies and procedures for members involved in surf lifesaving activities can be found on the SLS Members Portal. Keep an eye out as policies change and new ones are posted from time to time.

References

SLSNSW – Work Health & Safety Act 2011 -

<http://www.surflifesaving.com.au/members/resources/work-health-and-safety>

SLSA – Members Portal - Guidelines to Safer Surf Clubs 2013 Library/Admin/WH&S/NSW -

portal.sls.com.au

SLSA – Members Portal – Safer Surf Club Resources - Library/Admin/WH&S/SLSA

portal.sls.com.au

SLSA – Members Portal – SLSA Policies - Library/Governance...../Policies/SLSA

portal.sls.com.au

Australian Coastsafe - Australian Coastal Public Safety Guidelines -

www.coastsafe.org.au

5.4 MEMBER PROTECTION

Surf Life Saving is committed to providing a safe environment for its members, which is free from harassment and abuse, and promotes respectful and positive behaviour and values.

The SLSA Member Protection Policy (Policy 6.05) provides a code of conduct forming the basis of appropriate and ethical conduct, which everyone must abide by. This includes members in both volunteer and paid capacities. It is essential to maintain the health and well-being of its members and the community it services.

The policy is designed to complement the strategies practised in NSW Clubs and is an essential part of our organisations proactive approach to tackling inappropriate behaviour. Limiting and Permanent Disability (6.03), Youth (6.15), Inclusive Organisation (6.22), Transgender/ Transsexual (5.10) and Pregnancy (3.03) policies and procedure are among the key components supporting the Member Protection Policy.

Child Safe Organisations

It is important for SLSCs to understand that good child safe policies and practices are the best way to reduce potential environmental risks and keep kids safer in our organisation. SLSNSW encourages all Clubs to use a range of responses to manage the potential risks in their individual environments, including meeting their Working with Children Check (WWCC) legal obligations.

While a WWCC can be an important tool in an organisation's approach to being 'child safe', they cannot identify people who have not previously been caught or are yet to offend. As such, although an important part of being a child safe organisation, practices such as reviewing risks, appointing Member Protection and Information Officers (MPIO), good communication and training, and managing allegations, are equally important.

Good structures and practices

- Become familiar with relevant SLS policy and procedure, including the Member Protection Policy and Grievance Procedure
- Take steps to identify and reduce child protection risks
- Appoint a Member Protection and Information Officer, or other such role, to help manage child protection at the Club
- Understand privacy obligations, and respect the privacy rights of children as well as those people who provide information
- Regularly tell members about child protection expectations, policies and procedures via websites, meetings, newsletters and other channels
- Train key members - including your MPIO, committee and those working in child-related roles - on child protection issues and management

- Encourage participation – it is an integral component of being a Child-safe Child-friendly organisation. If kids' participation is not valued and facilitated in an organisation, children and young people are unlikely to speak up about experiences of feeling unsafe

Meet legal requirements

Clubs must ensure that all volunteers and employees in child-related roles, who do not fall under the exemptions, must get a WWCC. It is also their responsibility to verify the WWCC and accept, suspend or reject membership and participation of these people based on the outcome of their WWCC.

Manage allegations

With good structures and practices in place (e.g. a clear grievance procedures and trained members), Clubs will be in a better position to deal with allegations effectively. All child abuse allegations should be dealt with promptly, sensitively and professionally ideally by a trained MPIO, or if not another allocated person within the Club who has knowledge/ experience in handling such allegations.

Serious allegations – Members and employees of SLSCs may come across children being abused or who disclose their abuse to them. This abuse may be occurring within or outside of the Club. Anyone who suspects, on reasonable grounds, that a child or young person is at risk of significant harm should call the Child Protection Helpline on 132 111. [Click here for more information about who can make a report and how to make a report.](#)

Working With Children Checks (WWCC)

The WWCC is managed by the Office of the Children's Guardian (OCG) and involves a national criminal history check and review of findings of workplace misconduct. The result of a WWCC is either a clearance to work with children for five years, or a bar against working with children. Cleared applicants are subject to ongoing monitoring, and relevant new records may lead to the clearance being revoked.

All NSW SLS members and employees (over the age of 18years) require a WWCC if they are undertaking a child-related role. However, there are a number of exemptions, which are explained below.

Roles within SLS constitute child-related work

Some of the roles within SLS that require a WWCC include:

- Member Protection and Information Officers / Grievance Officers
- Junior Activity Chairperson
- Age Manager / Age Manager Assistant
- Water Safety personnel for Nippers / Surf Education programs

- Youth / Rookie / YEP Coordinator / Assistant
- Sport Coaches for under 18 only squads/teams
- TAFS / Program Assistants for under 18 only groups

Exemptions for the WWCC

The exemptions under the WWCC which are most relevant to SLS include:

- Children (under the age of 18)
- Administrative, clerical, maintenance or ancillary work not ordinarily involving contact with children for extended periods
- Very short term work: not more than a total of 5 days in a calendar year
- Volunteering by a parent or close relative with a team, program or other activity in which the child usually participates or is a team member
- Co-workers and supervisors where a child works

For more information about what roles need a WWCC, and what exemptions apply, please see the SLSNSW Guidelines (pdf).

Member Protection Declaration Forms

Even with the introduction of the WWCC, the SLSNSW Member Protection Declaration form still needs to be completed by members. While the WWCC looks specifically at national criminal history and workplace misconduct in relation to child-related work, the SLSNSW Member Protection Declaration is designed to make members aware of their responsibilities in relation to criminal charges more broadly, anti-doping violations, and any other matters which could constitute risk to members, employees, volunteers, athletes or reputation.

For more information about the Member Protection Declaration form please see the SLSNSW Pre Season Pack (<http://www.surflifesaving.com.au/members/resources/administration>) or download the form here.

References

SLS – Members Portal - Policy and Procedure - <https://portal.sls.com.au>

SLSNSW - Guidelines and Fact Sheets - <https://www.surflifesaving.com.au/resources/child-protection-and-working-children>

Office of the Children’s Guardian - www.kidsguardian.nsw.gov.au/

Australian Sports Commission - Integrity Guidelines - http://www.ausport.gov.au/_data/assets/pdf_file/0004/649201/34435_ASC_Integrity_Guidelines_for_NSQ_Board_Directors_FA.pdf

Office of Sport - Child Protection Training - <https://sport.nsw.gov.au/clubs/ryc/memberprotection/children>

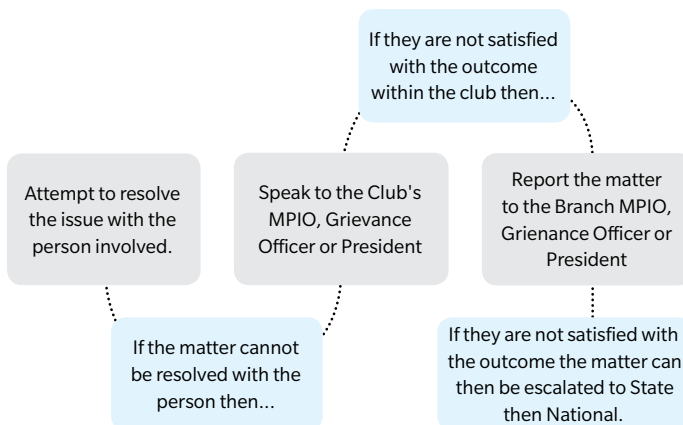
Play by the Rules – Online Training Courses - <https://www.playbytherules.net.au/online-courses>

5.5 GRIEVANCE PROCEDURE

The SLSA Member Protection Policy, Report and Complaints Guideline (6.05) will assist you with actions that may be taken when a complaint has been made in regards to an act, behaviour, omission, situation or decision that someone thinks is unfair, unjustified, unlawful and/or a breach of this policy. The complaint may be about individual or group behaviour; extremely serious or relatively minor; a single incident or a series of incidents; and the person about who the allegation is made may admit to the allegations or deny them.

This document outlines what to do if you have a grievance and provides additional information such as kinds of remedial action that is available. Section 5 of the SLSA Regulations also provides guidance on the judiciary and disciplinary procedures that are to be followed.

If someone has a complaint in most instances the process will be as follows:



It should be noted however that all child abuse matters, allegations of sexual misconduct or serious criminal conduct should be reported straight to SLSA and SLSNSW.

References

SLSA – Grievance Procedure - portal.sls.com.au

SLSA – Regulations - portal.sls.com.au

5.6 PLANNING AND CONDUCTING A SPECIAL EVENT

Surf Life Saving Clubs have been conducting special events for many years. These events can be aimed at Club members and/or to the community to raise money for surf equipment or to raise the Clubs' profile. Examples of events include; ocean swims, biathlons, triathlons, board/ski/boat marathons, endurance races, and soft sand endurance runs. Celebrations to mark special occasions, fundraising drives and club recruitment days may also be included as a special event.

When conducting a Special Event, it is essential that Clubs follow the guidelines outlined in the SLSNSW Guidelines for Safer Surf Clubs - Volume 4: Event Sanctioning and Management.

Overview

The first thing that a host Club should undertake is the formation of an Organising Committee. A suggested structure includes: an Event Referee, Secretary, Publicity Officer, Social Organiser, Equipment Officer and an Emergency Services Officer. This Committee will be responsible for making decisions and ensuring that the decisions made are the best and most workable. The organising committee should suit the local circumstances and adhere to the various regulations from SLSNSW, Maritime and local Councils. Planning is vital to the function of any Club and is crucial for the success of any program or event. Although the scale of events can vary, the principles for event management remain the same, whether it be the establishment of a community program, recruitment of volunteers, or the running of a surf sports competition.

Why Run an Event?

There are several reasons why a Club or organisation may choose to run a special event. It may be that the organisation has made an annual commitment and there is an expectation from the community that the event will occur. It is important that those planning the event are clear about why the event is being held. Having a list of objectives is useful. The event could have a number of outcomes that it wants to achieve. Some examples include:

- To provide an avenue for top competition
- To promote the activity to potential new members
- To give benefits to sponsors, VIPs and volunteers
- To obtain media coverage of your activity
- To gain Club recognition and promotional opportunities

Event Planning

Venue

The venue should be selected carefully; the primary concern should be the safety of the competitors. Venue selection is open to the organising committee and intimate knowledge of the venue and its features (for example weather conditions, swell conditions and rocks) is critical to ensure the safety of the competitors. The venue will depend on the type of activity/event that is being conducted.

Date

Choose your event date carefully so it does not conflict with other major fixtures involving the competitors for your event and then select another date for the following year.

Reasons for this action are:

- You can announce the following year's event on the day
- You will need to apply for licences to hold the event
- First in first served – do not let anyone capitalise on the success of your event
- Advanced planning will produce an efficient and more successful event

Licences

If the event is to be conducted outside of the normal rules of surf sports competition, the first requirement is to obtain an event licence from the NSW Roads and Maritime Service (RMS). Without this licence the organising committee and/or Club are subject to penalty and the Police have the duty to close down the event.

Someone will always hold the responsibility for management of a venue, be it Local Council, National Parks and Wildlife, the RMS or a private land owner. The committee will need to seek permission and licensing from one or more of these organisations and conduct research into what conditions these licences and venues may impose on event execution.

In the event that Local Council is responsible for the venue the committee must ensure:

- Closure of the venue for use for the duration of the event
- Availability of Council Rangers on the day
- Ask the Council for its assistance:
- Barricades for crowd control
- Waste management
- Advertising the event
- Make it a community activity; opportunities may be created such as Council planning other activities in conjunction with your event to increase attendance
- Map of the venue and pre-event site visit and inspection (Council may have maps with accurate distances previously measured)

Approval from your Branch and SLSNSW must be granted by submitting an application through the SLSNSW Special Event Application process. This process is detailed in the SLSNSW Guidelines for Safer Surf Clubs Volume 4: Event Sanctioning and Management. Without completing this process, the event is not sanctioned by SLSNSW and Club members assisting in the event are not covered by the organisations public liability insurance.

5.6 CONTINUED

Contact Community Services

It is important to contact various community services regarding your event. It is essential you contact the following:

- Police
- Hospital
- Ambulance
- Owners/managers of your venue
- A Doctor onsite at the event is also desirable

Other Helpers

Unless a host Branch/Club has access to a large membership base not all tasks can be performed in-house. Community involvement is the most effective tool for event success; advertise for helpers on your Club notice board to help create a strong community event.

Entry Forms and Mailing Lists

Prepare your entry form and send it to competitors by direct mail, through their Club or Branch. The more people are aware of the event the greater the participation on the day. Initial competitors will become the mailing list for the following year and it is advisable to let the competitors know that you will be establishing a mailing list for future events. It must be emphasised that this list will be maintained confidentially and third party access will be prohibited.

It is important that the organising committee registers the event on the SLSNSW website www.surflifesaving.com.au. Websites (as well as an email database) may then be used to distribute entry forms, event details and organising committee contact details.

The entry fee can be selected by the discretion of the organising committee; however it is important to remember that the fees must help to cover costs.

Awards/Trophies

This is to be decided by the event organising committee.

Meetings

Progress meetings are advisable throughout the planning process. Start as early as deemed necessary and ensure other support group representatives are involved. They may only need to attend one or two briefings. Do not forget to include other helpers who will assist with administration:

- Allocate specific tasks as soon as possible
- Appoint a Liaison Officer to talk face to face with other support groups (often the duty of the Chairperson)
- Appoint one or two persons to handle all enquiries (usually the Secretary and Treasurer)

- Appoint a Property Officer to handle merchandise sales
- Appoint a Referee to oversee the event activities
- Appoint one person for trophies and awards (if applicable)
- Event tasks include; Administration and IT, event layout, set up and pack-up, facilities, transport, volunteer support and recruitment, results, catering, medical and safety, finance and fundraising, security, accreditation, entertainment, PA equipment and announcers, publicity and promotion

Depending on the size of the event, there should be adequate helpers to ensure the workload is shared amongst several people rather than a few becoming burnt-out; however it is up to each organising committee to decide the appropriate numbers needed for successful event execution.

Sponsorship and Publicity

This must be sourced prior to the event by the organising committee and for more information on sponsorship refer to section 7.2 of the Club Guide and for assistance with media and publicity.

Finances

It is important that the person responsible for the financial management of the event works closely with the Club's Director of Finance or Treasurer. To develop a budget, start from scratch and list all essential costs. If available, last years event accounts should be used to check the budget. When working out the budget, all costs, even if it is known for certain that a number of items will be free or subsidised, should be included. After listing all costs and allowing for a 10% contingency allowance estimate the amount of income. Trim the budget to be a realistic reflection of income over expenditure excluding sponsorship.

When the budget is complete prepare a cash flow. Be careful to ensure the income arrives in time to pay for the accounts. As a final measure nominate a cut-off date for worst case scenario where income is not going to match expenditure.

Presentation

Presentations should commence after the last competitor finishes ensuring event efficiency. If more than one (1) event is being held on the day, events should start on a staggered basis so they all finish within half to one hour of one another. If difficulties arise with collating the results; present major awards first and advise that other awards will be forwarded by mail.

Special guest presenters often help to generate interest and enhance the overall image of the event; for example; the Mayor, Representatives of the supporting groups or a celebrity. If you intend to share the profits with your support groups the presentation is often a great opportunity to present a cheque and provide information for the spectators

5.6 CONTINUED

and the athletes about the group, their supporting efforts and primary functions in the community. Utilising presentation time to make the audience aware of the importance of the assisting support groups often leads to offers of assistance for following year's events (often immediately post-event).

Safety

The provision of safety management is vital to the conduct of all SLSA events and competitions. Safety and rescue plans are an integral part of event planning. Contingency plans are also an invaluable tool when putting together an event that is or could be adversely affected by the weather and conditions.

Further information on event risk management and safety plans can be found in the 35th Edition SLSA Surf Sports Manual or in the SLSNSW Guidelines for Safer Surf Clubs - Volume 4: Event Sanctioning and Management.

Debrief

An event debrief should be held within two (2) weeks to discuss critical issues and suggestions; there is always room for improvement and nothing is set in concrete.

Once the event is over remember to:

- Thank everyone who assisted with the event
- Pay the accounts
- Send out results and media information
- Balance the accounts
- Send out reports to the sponsors and key stakeholders
- Ensure adequate records are kept for running the event again

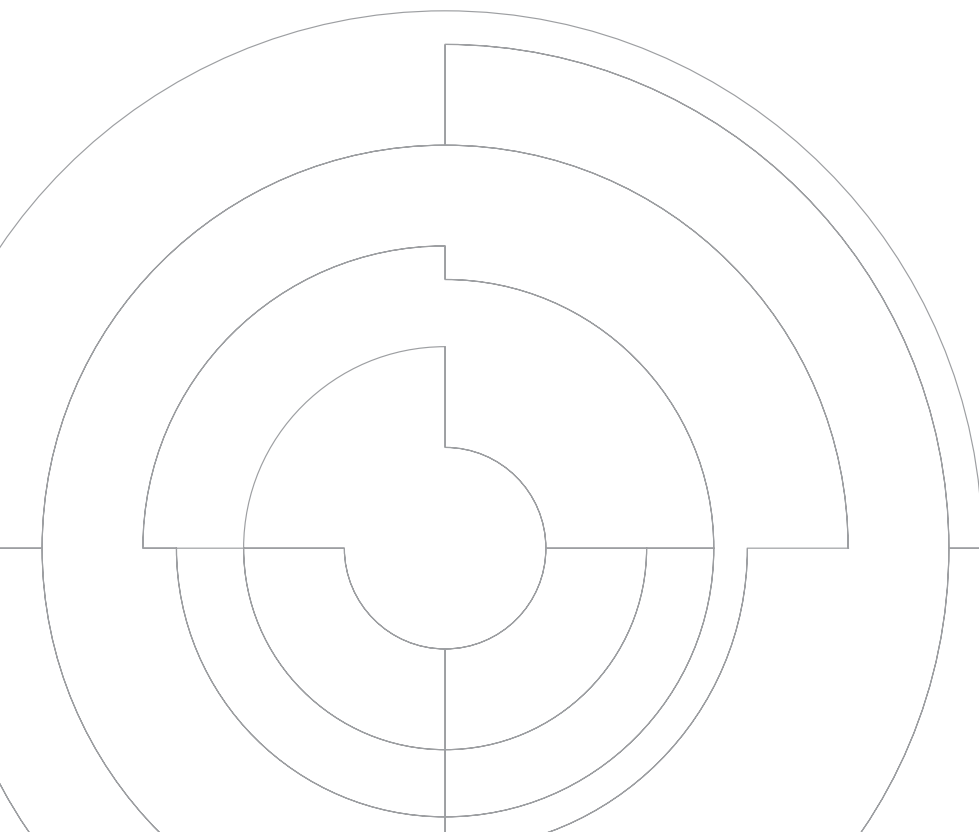
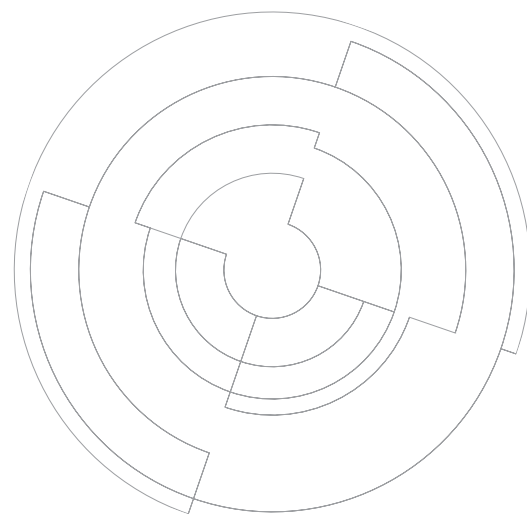
References

SLSNSW – Special Event Application -

<https://www.surflifesaving.com.au/resources/events>

SLSA – Volume 4 SLSNSW Guidelines for Safer Surf Clubs, Event Sanctioning and Management -

<portal.sls.com.au>



6. FINANCE



6.1 FINANCIAL MANAGEMENT

There are a number of references in various standards and legislations about the need for associations to keep proper accounting records. While legislation concentrates on the need to 'correctly record and explain the transactions of the association and its financial position' (Associations Incorporation Act 2009 Section 50. (1)(a)), an appropriate accounting and financial management system is also necessary to enable the governing body to effectively and efficiently discharge its responsibilities to its members in running the club.

In other words, systems should not only provide a mechanism to record historical transactions, but also enable informed decisions to be made about the future of the entity, both short-term and long-term. Without these systems it will be extremely difficult for an auditor to give an unqualified audit opinion on the financial state of the club.

Authority to Fundraise (CFN 11033)

SLSNSW holds an authority to fundraise on behalf of itself and all Surf Life Saving entities in New South Wales. This authority has been issued by, and is administered by, the Dept of Fair Trading

Deductible Gift Recipient (DGR) Status

Most clubs are also registered as charities and have DGR status from the Australian Taxation Office (ATO). All charities need to submit financial returns to ACNC which will necessitate clubs keep proper accounting records.

The obligations imposed by the Dept of Fair Trading and the ACNC and our responsibility to promote public confidence in the integrity of Surf Life Saving entities as recipients of charitable contributions, result in additional financial and accounting requirements. These requirements, contained in the Charitable Fundraising Act (1991), Regulations and the "Best Practice Guidelines" originally published by the OLGR are embodied in the procedures and recommendations contained in this Club Guide, while compliance matters in general are discussed later in this section.

References

Dept of Fair Trading – Best Practice Guidelines -
http://www.fairtrading.nsw.gov.au/biz_res/ftweb/pdfs/Cooperatives_and_associations/Charitable_fundraising/Charitable_fundraising_best_practice_guidelines.pdf

Australian Tax Office
<https://www.ato.gov.au/Non-profit/>

Our Community - Damn Good Advice for Treasurers -
<https://www.ourcommunity.com.au/files/DamnGoodAdvice.pdf>

ACNC –
<http://www.acnc.gov.au/>
More specifically the "Manage My Charity" tab

6.2 FINANCIAL PLANNING

Financial planning is the process whereby a club develops a plan for the allocation and management of finances, capital and investment to meet club strategic and business plans/goals. Financial plans provide clubs with an understanding of the ability to deliver activities within budgeting constraints, in addition to forecasting and planning for future requirements.

Strategic Planning is the process of developing, documenting and providing the framework for the implementation of an organisation's long-term priorities, missions and objectives. While the Strategic Plan outlines the long term objectives of an organisation, the Business Plan describes, in detail, courses of action to carry out those objectives.

Budgets

Budgeting is the process of applying financial estimates to the activities of the organisation as contained in the Business Plan. A budget performs the following key roles:

- Aids the planning process by quantifying income and expenditure objectives/benchmarks
- Identifies areas where inadequate resources exist
- Provides a mechanism for gauging performance against the club's Business Plan
- Controls expenditure and identifies shortfalls in income through the monitoring of actual results against the budget
- Highlights issues and unexpected deviations when they occur, so that prompt action can be taken if required

Some budgeting tips:

- Allow time for its preparation to ensure that it is completed and approved by the start of the financial year. There will generally be several versions prior to the final version
- Involve all people whose responsibility it will be to carry out the budgeted activities and/or report on the results as compared to the budget
- While previous year's results can be a useful guide, base your current budget on a detailed analysis of how best to allocate scarce resources to achieve your objectives, given changing priorities

Cash Forecasting

Usually the budget will have been prepared on a cash flow basis. The overall objective of cash flow monitoring is to anticipate the months in which cash flow problems are likely to occur and to plan for these accordingly. On the other hand, the existence of cash surpluses creates an opportunity for the organisation to generate additional income by investing for nominated periods of time.

Financing and Investing Activities

From time to time the Club Director of Finance/Treasurer may be called on to provide advice or make recommendations to the Club Management/Executive Committee about financing the purchase of a major asset (e.g. new clubhouse facility) or how to invest surplus funds. As financial institutions offer such a wide range of loan and investment products and services the Management/Executive committee should seek independent financial advice about such matters before making firm recommendations about how the Club should proceed. Decisions about financing major asset purchases or investing large amounts of money do not occur very often, but have significant long-term implications for the financial performance of clubs.

Reference

Our Community - Damn Good Advice Guide - <https://www.ourcommunity.com.au/files/DamnGoodAdvice.pdf>

Australian Tax Office
<https://www.ato.gov.au/Non-profit/>



6.3 MONITORING AND REPORTING PROGRESS

Accounting systems record financial transactions so as to provide information to interested parties on the activities of the organisation.

Why is information required?

Directors and officers require information:

- To exert financial control over the activities of the entity
- To monitor performance
- To manage cash flows
- To plan for the future

Other interested parties include:

- Government (ATO, Fair Trading NSW, Grantors and ACNC)
- Sponsors
- The donating public
- Members
- Auditors

Requirements

Apart from references in various legislation and regulations to the requirement to maintain proper accounting records, the Associations Incorporation Regulation 2010 contains the following clause in Section 17 Treasurer:

It is the duty of the Treasurer of the association to ensure:

- That correct books and accounts are kept showing the financial affairs of the association, including full details of all receipts and expenditure connected with activities of the association.

Providing timely and accurate reports to the Management/ Executive Committee on a regular basis is critical to their ability to discharge their responsibility.

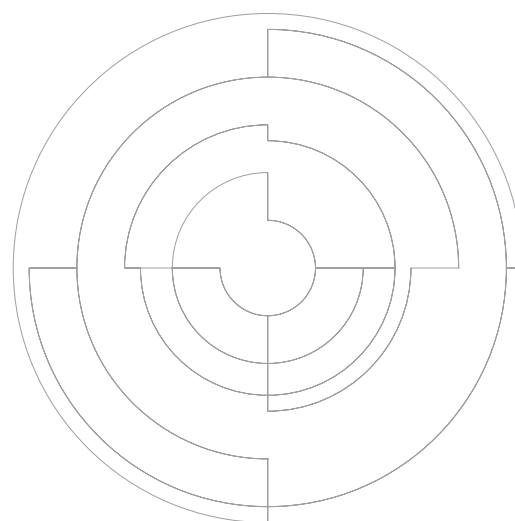
The following reports are suggested as a guide for the minimum financial information which should be presented to the Management/ Executive Committee (refer Appendix 2):

- Bank Register to report on the movements in the bank accounts, and payment for ratification
- Bank Reconciliation to ensure the association's books agree with or reconcile to bank's records
- Profit and loss statement showing income and expenditure for the period and for year-to-date
- Balance Sheet showing what it owns (Assets) versus what it owes (Liabilities) with difference being Members funds. List of debtors; with appropriate explanations for amounts which have remained unpaid for over, say, 30 days may accompany the balance sheet
- Cash flow showing actual cash received less cash out extrapolated over the month to show what the club can afford and when

References

Our Community - Community Treasurers Guide – page 26
'Reporting to the Board' –

<https://www.ourcommunity.com.au/files/DamnGoodAdvice.pdf>



6.4 COMPLIANCE

An organisation may incorporate as either an incorporated association or as a company. Most Surf Life Saving entities in New South Wales are incorporated associations as well as registered charities, as such, are covered by:

- Association Incorporations Act 2009(NSW - majority)
- Charitable Fundraising Act 1991 (NSW)
- Australian Charities and Not-for-profits Commission Act 2012 (Cth)
- Australian Charities Act 2013(Cth)
- Corporations Act 2001(Cth - a few)

While the Dept of Fair Trading does not require charities to be incorporated, it is recommended for the protection of members. An unincorporated organisation has no legal identity other than the aggregation of all its members; when other entities contract with an unincorporated organisation it is effectively contracting with each individual member. Incorporation creates a separate legal entity which has rights and obligations separate from its members.

Specific Associations Incorporation Act 2009 Obligations

Listed below are a number of specific requirements, the relevant Section of the Association Incorporations Act and the penalties applicable in the event of non-compliance. Note that at the date of publication one Penalty Unit = \$110.00.

AGM – S.37

An AGM must be held at least once in each calendar year and within six months of the end of the entity's financial year. Two penalty units.

Public Officer – S.34 to S.36

The office of Public Officer may not be vacant for more than 14 days. Two penalty units.

Within 14 days of a change of the Public Officer, Fair Trading NSW must be notified on Form 9. Two penalty units.

Where a Public Officer changes his/her address, this must also be notified. One penalty unit.

Financial Statements – S.47(1)

The Public Officer must lodge a Form 12 – Annual Statement within one month after the date of the AGM. Two penalty units.

Proper Accounting Records – S.50(1)

An incorporated association must ensure that proper accounting records are kept which correctly record and explain the transactions of the association and its financial positions, and that minutes of all proceedings at committee meetings and general meetings of the association are entered in books kept for that purpose. Five penalty units.

From 1 July 2010, the Commonwealth, State and Territory governments will adopt a new SCOA for the not-for-profit sector (which includes clubs/branches).

Rules and Objects Change – S.20

Within one month of any change to the Rules or Objects the Club must lodge Form 6. One penalty unit.

Specific ACNC Act 2012 Requirements

Charities must notify the ACNC if any of the following details change:

- legal name
- address for service (where legal documents can be sent)
- responsible persons' (people who are members of your charity's governing body including directors or committee members, or its trustees) – you need to let us know if someone takes on or finishes the role of a responsible person, and
- governing documents (such as its constitution, rules or trust deed).

You must also let us know if you think your charity is not meeting its ongoing obligations to the ACNC in a significant way, and as a result, your organisation is no longer entitled to be registered

The ACNC also requires that an Annual Information Statement be lodged. Financial statements are also required if the annual revenue exceeds \$250,000.

Financial Statements

Financial statements must contain the following declaration to comply with Charitable Fundraising Act to ensure club Executive committee understand their legal responsibilities.

Declarations by Presidents or Principal Officers must state whether, in his or her opinion:

- The accounts give a true and fair view of the state of affairs of the organisation with respect to fundraising appeals
- The Balance Sheet gives a true and fair view of the state of affairs of the organisation with respect to fundraising appeals, and
- The provisions of the act, the regulations under the act, and the conditions attached to the fundraising authority have been complied with by the organisation; and
- The internal controls exercised by the organisation are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals

6.4 CONTINUED

Auditor Opinion

The Charitable Fundraising Legislation requires that the auditor comment on the following:

- That the financial statements show a true and fair view of the financial results of fundraising appeals conducted during the year
- That the accounting and associated records have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and the regulations
- That monies received as a result of fundraising appeals conducted during the year have been properly accounted for and applied in accordance with the Charitable Fundraising Act 1991 and the regulations; and
- At the date of this report there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due

Standard Authority Conditions

All Authority Holders are required to comply with Standard Authority Conditions. In some cases, special conditions are imposed on some organisations, because of particular circumstances. SLSNSW is one of these organisations issued with special conditions (Refer Appendix 3 – Authority Conditions).

Essentially, the Standard Authority Conditions are a list of the required minimum procedures and controls which the Act imposes. These are reproduced in Part 5 of the Dept of Fair Trading Best Practice Guidelines.

The Aim of Charitable Fundraising Requirements

The Department of Fair Trading in its desire to protect the integrity of charitable activities and to ensure that public confidence in supporting our charities is maintained, has considerable powers in ensuring that their regulations are complied with.

As you can well appreciate, the public support for surf lifesaving is essential to our existence, and the SLSNSW Authority to Fundraise is critical to ensuring the continuation of this support. Non-compliance of just one entity (club or branch) in New South Wales affects the ability of all entities (clubs and branches) to fundraise.

Further, the process of assisting clubs and branches to achieve compliance is itself, a requirement of SLSNSW in maintaining its Authority. “The authority holder must ensure its clubs and branches comply with all the financial, fundraising and organisational accountability requirements” (Dept of Fair Trading Best Practice Guidelines, pg 8).

Compliance is a process of ‘continuous improvement’ and it is envisaged that many matters will arise on which guidance will be required. This Club Guide, and future updates to detailed instructions and procedures, will provide a valuable means of communication in the area of systems and compliance.

Please do not hesitate to contact your Branch or SLSNSW for assistance in understanding your requirements and implementing procedures.

Taxation Requirements

The ATO imposes a number of taxation obligations, which are compulsory, regardless of the legal structure which is chosen, and which are unaffected by our charitable status. Then, there are also some tax concessions and benefits available to surf lifesaving entities, some requiring prior endorsement. The ATO website is a useful resource for locating information about requirements and obligations.

Taxation Requirements and Concessions

The following taxation registrations are recommended for all surf lifesaving entities:

- ABN - while an ABN is not a legal requirement, it is essential
- GST - a non-profit organisation is not required to be registered for GST unless the annual turnover (taxable supplies) of the organisation is \$150,000 or more. Notwithstanding this, it may be beneficial for your entity to register, to take advantage of the ability to claim GST paid for purchases and expenses. If you have any queries on this, ask your auditor or contact SLSNSW
- PAYG withholding; - this is required if you employ staff

Endorsement for the following concessions:

- ITEC – Income Tax Exemption
- GST Charity Concessions
- DGR – Deductible Gift Recipient

References

Associations Incorporation Act 2009 (NSW) - www.austlii.edu.au/au/legis/nsw/consol_act/aia2009307/index.html

Fair Trading NSW – Fact Sheets - http://www.fairtrading.nsw.gov.au/About_us/Publications/Large_print_fact_sheets.html#Associations

http://www.fairtrading.nsw.gov.au/biz_res/ftweb/pdfs/Cooperatives_and_associations/Charitable_fundraising/Charitable_fundraising_best_practice_guidelines.pdf

ATO – Non-Profit Organisations - <https://www.ato.gov.au/Non-profit/>

ACNC – <http://www.acnc.gov.au/>

6.5 INTERNAL CONTROL

An organisation should design policies, procedures, practices and organisational structures to provide reasonable assurance that its objectives are being met, and to make it possible to exercise effective control over its assets, liabilities, expenditure and revenues. Collectively, this process is referred to as internal control.

Dept of Fair Trading Best Practice Guidelines and Internal Control

The Dept of Fair Trading Best Practice Guidelines describe internal controls as 'the governing body's and management's philosophy and operating style, and all the policies and procedures adopted by management to assist in achieving the authority holder's objectives'.

The Guidelines go on to explain that the internal control structure consists of:

- The control environment
- The information system, and
- Control procedures

An effective system of internal control can include:

- Checks and balances built into the accounting system to protect the organisation from errors, waste, fraud and inefficiency
- Segregation of duties between initiation, approval and implementation of activities which are deemed to have significant financial outcomes ENSURE NO SINGLE INDIVIDUAL IS RESPONSIBLE FOR BUYING, SELLING AND RECEIVING PAYMENTS
- Regular reporting and analysis of results, including comparisons to budget
- Documented systems for the approval of expenditure, prior to liabilities being incurred
- Controls over pre-printed forms and documents to prevent unauthorised use (e.g. receipts)
- Appropriate signing authorities including EFT approval. (e.g. all cheques signed by two officers; all purchase orders for amounts over \$x to be ratified by the Management/Executive Committee)
- Documented job descriptions, handbooks, codes of conduct

Purchases/Payments

- Approved & authorised by the BOM (Executive)
- Supporting documentation i.e. invoice
- Supporting documentation checked & authorised
- 2 signatories, cheque or internet

Sales/Receipts

- Sales (Good & Services) should be invoiced
- Fundraising /donations - receipted and banked
- Cash counted by 2 people
- Record cash & cheques on deposit listing to go the bank

Other Controls

- Bank reconciliation (done regularly)
- Segregate / Separation of Duties - no single person should do all these tasks to minimise risk of fraud
- Stocktakes - gear & equipment, bar stock , uniforms etc
- Passwords protect – only those authorised should have access (Change whenever people leave)
- Every transaction is properly recorded in the Accounting system
- Audit or review by external party

It is worthwhile noting that both the Associations Incorporation Act 2009 and Regulations 2010 make references to obligations related to accounting records and the financial reporting of activities which presuppose an effective and efficient internal control system is in place.

The Dept of Fair Trading, however, is more specific about its internal control requirements for charities:

'It is important that the governing body and management of an authority holder maintain an effective internal control structure over their activities. The governing body and management have a responsibility to ensure that proper and effective controls are applied to the organisation's activities and administration.'

Chapter 13 of the Dept of Fair Trading Best Practice Guidelines outlines the principles of internal control as well as some specific recommendations. It should be stressed that cash collection procedures are a particularly important focus in internal control. Your auditor will be able to provide assistance and advice in this area as it effects your entity's particular accounting system.

References

ACNC Publications -

<http://www.acnc.gov.au>
http://www.acnc.gov.au/ACNC/Pblctns/Factsheets/ACNC/Publications/Factsheets_landing.aspx?Noleft=1&hkey=9917338a-9a7a-4dcd-91f0-08131ea6cde0

Dept of Fair Trading – Best Practice Guidelines -

http://www.fairtrading.nsw.gov.au/biz_res/ftweb/pdfs/Cooperatives_and_associations/Charitable_fundraising/Charitable_fundraising_best_practice_guidelines.pdf

Our Community - Community Treasurers and Fraud Guides -

<https://www.ourcommunity.com.au/files/DamnGoodAdvice.pdf>
<http://www.ourcommunity.com.au/fraudguide>

6.6 AUDIT

Surf Club Accounts have to be Audited!

The Dept of Fair Trading requires 'the financial reports of an authority holder, in so far as they relate to receipts and expenditure in connection with fundraising appeals must be audited annually by a registered company auditor.'

The above requirement centres on fundraising income and expenditure as the determinant. 'Fundraising Appeal' is defined as the soliciting or receiving of any money, property or other benefit from the public if a representation (implied or otherwise) is made that the appeal is for a charitable purpose or for the support of an organisation having a charitable purpose. Therefore, while it is technically possible for an entity to conduct no fundraising activities, practically the definition of fundraising is wide enough to cover many of the revenue generating activities of surf lifesaving entities. The Dept of Fair Trading and SLSNSW expect all Surf Life Saving entities in New South Wales to be audited according to the guidelines issued by Dept of Fair Trading.

It is outlined in the Dept of Fair Trading Best Practice Guidelines that collection of membership fees is considered to be a fundraising activity.

Auditor Qualifications

Auditors must be registered company auditors per ASIC. If it is not possible to find a registered company auditor a club may make an application via SLSNSW to have Dept of Fair Trading approve suitable person i.e. Accountant, Solicitor or retired bank manager to conduct the audit. Please refer to Pages 87 to 96 of the Best Practice Guidelines for Charitable Organisations

Audit/Financial Reporting Requirements

Refer to 6.10 for minimum requirements

Auditor Opinion

The Charitable Fundraising Legislation requires that the auditor comment on the following:

- That the financial statements show a true and fair view of the financial results of fundraising appeals conducted during the year
- That the accounting and associated records have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and the regulations
- That monies received as a result of fundraising appeals conducted during the year have been properly accounted for and applied in accordance with the Charitable Fundraising Act 1991 and the regulations, and
- At the date of this report there are reasonable grounds to believe that the organization will be able to pay its debts as and when they fall due

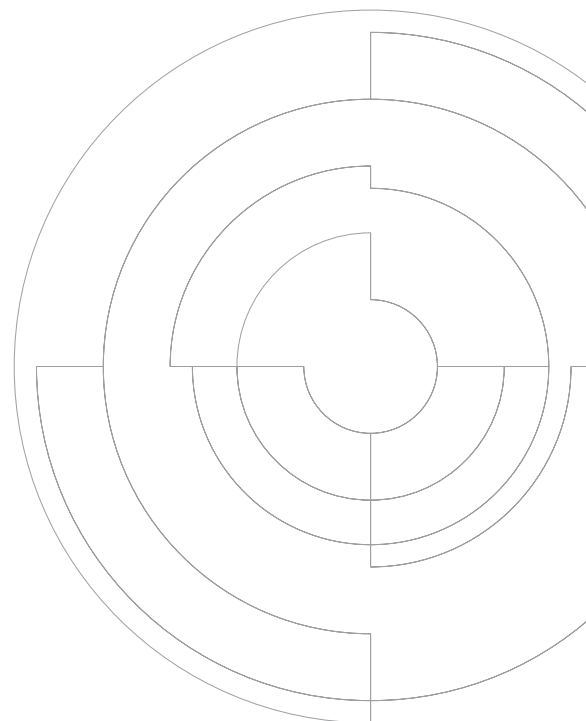
In all cases SLSNSW requires that clubs are audited to satisfy compliance requirements.

References

Charitable Funding Act 1991 -
http://corrigan.austlii.edu.au/au/legis/nsw/consol_act/cfa1991201/s24.html

Associations Incorporation Act 2009 (NSW) -
www.austlii.edu.au/au/legis/nsw/consol_act/aia2009307/index.html

ACNC -
<http://www.acnc.gov.au/>
<http://www.acnc.gov.au/ACNC/Manage/Reporting/ReviewAudit/ReviewAuditTips/ACNC/Report/ReviewAuditTips.aspx?hkey=c5e55254-1643-485d-a7d0-71c9387eef5e>



6.7 ACCOUNTING, COMPLIANCE AND FINANCIAL CONTROL

An incorporated association/charity (such as the club) must ensure that proper financial records are kept in order to produce financial statements that can be properly audited.

This is a requirement of:

- Associations Incorporation Act 2009 - SECT 43
- Charitable Fundraising Act 1991 - SECT 22
- Income Tax Assessment Act 1936 - SECT 262A
- Australian Charities and Not-for-profits Commission Act 2012. SECT 55

Clubs may operate either a computerised accounting system or a manual accounting system. Either way, there are a number of minimum components required, not only to provide the Executive, Officers and Members of the organisation with adequate tools, but also to meet legal obligations.

Items for inclusion in an accounting system

An accounting system could include the following books of record and documentation:

- Cash Book (maintained separately for each bank account operated by the entity)
- Bank reconciliations – on each bank account
- General Ledger
- A record of outstanding debtors (accounts receivable) and outstanding creditors (accounts payable)
- Asset register
- Petty cash book or records
- Register of receipt books (to maintain proper control over the purchase, issue and custody of receipts)
- Source document i.e. bank statement, Invoices and receipts

A computerised accounting system, such as MYOB or XERO, has the advantage of being able to efficiently provide more detailed reports; for example, income and expenditure grouped by various activities of the organisation. The system must be protected by a secure password.

It should be noted that the procedures and recommendations contained in this guide apply to ALL activities of your club or branch. Where, for example, junior activities are operated separately, they are subject to the same obligations and controls as the main activities;

- The overall governing body is responsible for its activities (ratification and approval practices must be carried out by the governing body; it is not sufficient for the committee to assume this responsibility)
- Results must be included in the club's financial statements
- Internal control procedures and systems must be in place to meet all obligations
- The year-end audit must include ALL areas of the entity's activities and operations

It is a requirement of the OLGR Best Practice Guidelines that accounting records be kept for a period of at least seven years.

References

OLGR - Best Practice Guidelines -

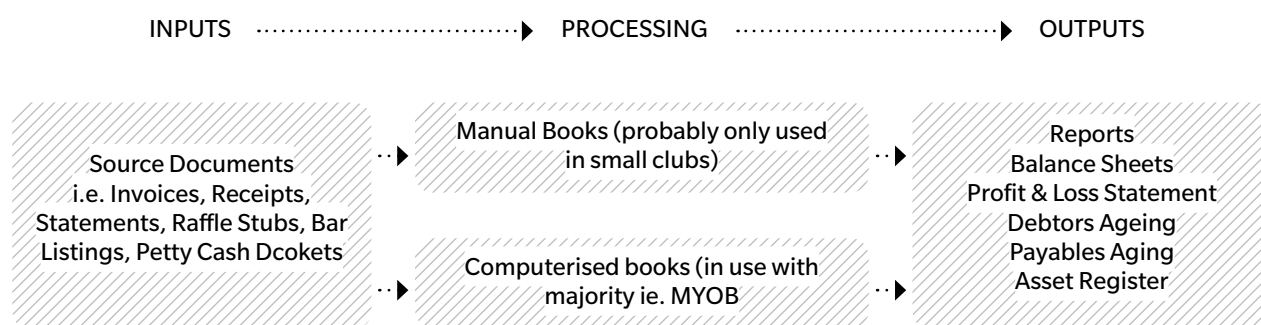
http://www.olgr.nsw.gov.au/pdfs/char_fund_bpg.pdf

ACNC - Publications -

<http://www.acnc.gov.au>

<http://www.acnc.gov.au/ACNC/Pblctns/Guides/>

6.8 ACCOUNTING SYSTEMS



Recording of the clubs business transactions need to be completed so they are:

- Identified
- Measured
- Recorded and
- Reported

Cash Book, Bank Accounts and Bank Reconciliations

In addition to an entity's normal operating account, the Charitable Fundraising Act requires authority holders to maintain a fundraising account, for the purpose of depositing gross proceeds raised from fundraising appeals.

It must be a requirement of the club constitution to have cheques/EFTS requiring two authorised signatures or approvers.

Chapters 10 and 11 of the Dept of Fair Trading Best Practice Guidelines are useful resources in highlighting particular requirements and providing suggested procedures for internal control and compliance.

Receipting and Register of Receipt Books

Recording of income and controls over receipts and receipting are important aspects of the accounting by charities, and are often a focus of auditors in their review of systems and internal control.

Chapter 19 of the Dept of Fair Trading Best Practice Guidelines provides detailed instructions of requirements by the Charitable Fundraising Act in this area. Some of the important issues are:

- Authorisation of and control over receipt books (purchase, issue and custody)
- Form of and control over the receipts (ensuring all receipts are accounted for)
- Deposit of gross proceeds of fundraising, without deduction

General Ledger and Chart of Accounts

Transactions which are recorded in source journals and documents, such as cash books and cheque books, may be posted to the General Ledger. The Chart of Accounts is the list of account codes, broadly divided into assets, liabilities, income and expenditure, which make up the General Ledger. It is these accounts which are applied to every transaction, so that the activities of the organisation can be properly reported on, both during the year and at year-end.

It is recommended that clubs use the SCOA (customised for Surf Lifesaving) as recommended by the Commonwealth Heads of Government as this will enable easier governmental reporting in the future.

Debtors and Creditors

An integral part of financial management, particularly cash flow, is the careful review and analysis of amounts which are owed by other organisations to your Club/Branch (debtors), and amounts which you owe others (creditors). The accurate recording and management of debtors and creditors is important. An Aged Trial Balance for both debtors and creditors is the most useful means of reviewing and analysing receivables and payables. These should be printed and tabled monthly.

6.8 CONTINUED

Asset Register

The term 'fixed assets' is used to describe those assets which an organisation owns, which have a useful life greater than one year, and which therefore must be carried forward in the Balance Sheet to be depreciated in subsequent years.

Depreciation is the means by which an entity gradually writes off the original cost of an asset over its useful life, thereby applying it as an expense across many years of income.

A fixed asset register is required to:

- Maintain control over and safeguard assets
- Record information for the purpose of calculating depreciation
- Comply with the Charitable Fundraising Act 1991

Chapter 20 of the Dept of Fair Trading Best Practice Guidelines provides guidance in this area. In addition, paragraph 15-220 of Chapter 5 outlines the recommended format and content of an asset register.

References

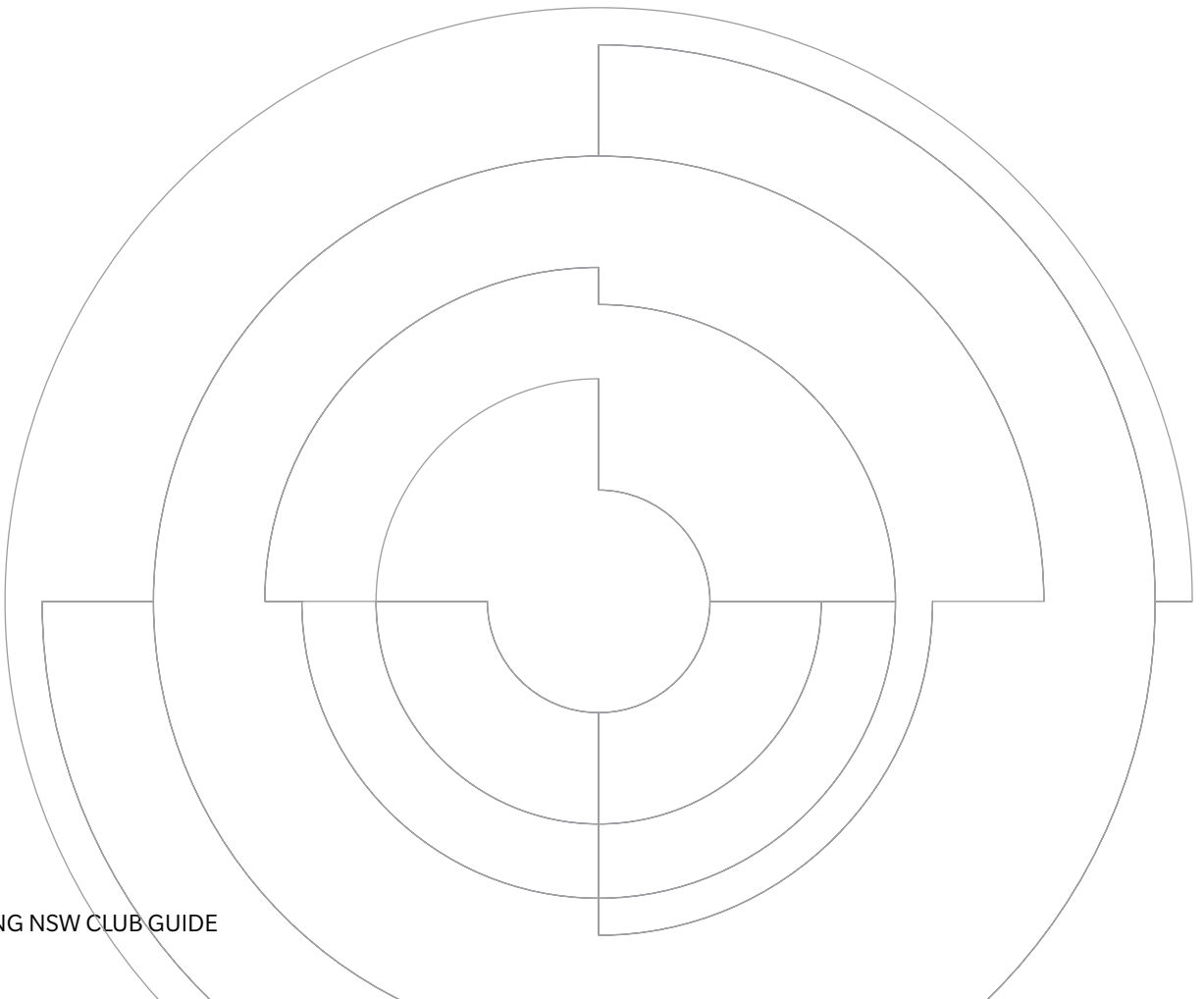
Dept of Fair Trading – Best Practice Guidelines -

http://www.fairtrading.nsw.gov.au/biz_res/ftweb/pdfs/Cooperatives_and_associations/Charitable_fundraising/Charitable_fundraising_best_practice_guidelines.pdf

ACNC Publications -

<http://www.acnc.gov.au>

http://www.acnc.gov.au/ACNC/Pblctns/Factsheets/ACNC/Publications/Factsheets_landing.aspx?Noleft=1&hkey=9917338a-9a7a-4dcd-91f0-08131ea6cde0



6.9 GOODS & SERVICES TAX (GST)

Goods and Services Tax (GST) is a broad-based tax of 10% on most goods, services and other items sold or consumed in Australia. A non-profit organisation must register for GST if its annual turnover is \$150,000 or more (from 1 July 2007). If its turnover is less, it can register if it chooses.

If the organisation is registered for GST, or required to be registered, it must include GST in the price of most goods and services it sells or provides (called 'taxable sales'). A registered organisation can also claim GST credits for the GST included in the price of certain things it purchases.

There are some goods and services that do not have GST included in the sale price. These are either GST-free or input taxed sales.

GST-free sales

GST is not charged, but the GST included in the purchases to make the GST-free sale can still be claimed e.g. First Aid Training and non-commercial activities of charities.

Input Taxed Sales

GST is NOT charged and you are not entitled to claim back GST paid on purchases made to make the sale e.g. bank fees, fundraising events.

Some Special Issues

The following GST issues have been identified which may relate specifically to surf lifesaving clubs:

- Donations and Gifts
- Grants
- Sponsorship
- Raffles and other fundraising activities

Lifesaving Training and Education

The GST Act states that the supply of a first aid or lifesaving course is GST free. Note that this includes training people in first aid, resuscitation or other similar lifesaving skills including 'personal aquatic survival skills', but does NOT include 'swimming lessons'.

The sale of manuals and lifesaving products (e.g. manikins) is not a training course, and so attracts GST. If income is received from a licensed trainer as license fees (akin to a royalty or commission), then Surf Life Saving is not providing the trainer with a course, and so the supply attracts GST.

Fundraising Events

If a charitable organisation conducts a fundraising event which would otherwise attract GST (e.g. a charity dinner where an attendee purchases a ticket for which he/she receives a dinner, even though part of the ticket price goes to charity), an organisation can elect to treat the event as input-taxed.

This means that GST does not have to be deducted from the income. HOWEVER, GST credits from purchases cannot be claimed back. There are conditions which must be met for the event to be input-taxed. Practically speaking, the choice of whether to elect an event to be input-taxed depends on whether the event is expected to make a profit or a loss (because of the forfeiting of GST credits).

If an event makes a profit, and is input-taxed, then no GST is remitted on the gross proceeds, but no GST can be claimed back on the expenses; i.e. the value of expenses when determining the profit will be the GST inclusive cost. (The net advantage of using this method will be 1/11 of the profit).

Non-Commercial Activities

'Non-commercial', in this context, means that the transaction or activity was not profitable. The transaction is GST free if the amount charged is:

- less than 50% of the GST-inclusive market value, or
- less than 75% of the amount the charitable institution paid for the goods (Note that if the supply is accommodation, there are slightly different rules)

The '75% rule' is used by SLSNSW for the trade-in of motor vehicles. However, it is clear that we can use this for other transactions, too. Surf Life Saving generally considers membership fees to be GST free under this rule. This exemption is also generally applicable to annual membership fees as revenue derived generally covers less than 75% of the clubs running expenses (cost of providing club services). The ATO recommends clubs each year perform this calculation and have it documented to maintain this exemption.

If you require any further clarification, you should contact either your auditor, or SLSNSW.

References

ATO – Tax Basics for non-profit organisations -

https://www.ato.gov.au/uploadedFiles/Content/SME/downloads/Nonprofit16966Tax_basics_for_non_profit_organisations.pdf

<https://www.ato.gov.au/Non-profit/Your-organisation/Do-you-have-to-pay-income-tax/>

6.10 REPORTING

Monthly Reporting

Please refer to earlier in this section for reports recommended as the minimum financial information which should be presented to the management committee. However as a general rule the following should be prepared on a monthly basis for the Committee (refer appendix B):

- Summary Position
- Cash Summary
- Balance Sheet (3 month comparison ideal)
- Profit & Loss Statement (3 month comparison ideal)
- Aged Receivables
- Aged Payables

End of Year Financial Reporting

After the end of every year, financial statements are required to be prepared in a prescribed format, for presentation to and adoption by its members at the AGM. This is a requirement of the Associations Incorporation Act of NSW but also the ACNC Act 2012 and accompanying regulations per ACNC Regulation 2013. Compliance with Commonwealth legislation is required as the vast majority of surf clubs in NSW are registered charities.

In terms of the financial statement compliancy the following are the minimum requirements that need to be supplied in order to be considered compliant.

- audited financial statements (Balance Sheet and Profit and Loss statement) for the year;
- notes to the financial statements; and
- signed declaration made by the Responsible entity (President/Principal Officer) about the financial statements and the notes (Appendix . 1).
- signed fundraising declarations made by both the board/executive and auditor (in addition to their normal opinion) in the required form (Appendix 2).

The financial statements and notes, in most cases, need to comply with some or all of the accounting standards issued by the Australian Accounting Standards Board (AASB). Note it is a specific requirement of SLSNSW's Fundraising Licence (held on behalf of all club and branches) that financial statements are independently audited.

Appendix 1

Note this declaration is required as all SLSCs are registered charities with the ACNC

Responsible entities declaration – per section 60.15 of the ACNC Regulation 2013

The responsible entities declare that in the responsible entities' opinion:

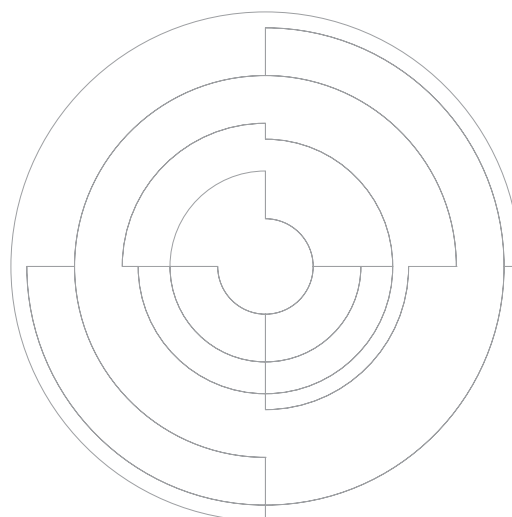
- a. there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable; and
- b. the financial statements and notes satisfy the requirements of the ACNC Act 2012.

Signed in accordance with subsection 60.15(2) of the ACNC Regulation 2013.

Responsible entity

[Title]

Dated this xx day of xx 20xx



6.10 CONTINUED

Appendix 2

The Charitable Fundraising Legislation (Charitable Fundraising Act 1991) requires:

A Declaration by the Auditor on the following:

- a. That the financial statements show a true and fair view of the financial results of fundraising appeals conducted during the year;
- b. That the accounting and associated records have been properly kept during the year in accordance with the Charitable Fundraising Act 1991 and the regulations;
- c. That monies received as a result of fundraising appeals conducted during the year have been properly accounted for and applied in accordance with the Charitable Fundraising Act 1991 and the regulations; and
- d. At the date of this report there are reasonable grounds to believe that the organization will be able to pay its debts as and when they fall due.

It is acceptable for this to be included as part of the Auditor's normal opinion or a separate declaration.

A Declaration by the President/Principal Officer that in their opinion

- a. the accounts give a true and fair view of all income and expenditure with respect to fundraising appeals;
- b. the balance sheet gives a true and fair view of the state of affairs of the club/branch with respect to fundraising appeals ; and
- c. the provisions of the Act, the regulations under the Act and the conditions attached to the fundraising authority have been complied with by the club/branch; and
- d. the internal controls exercised by the club/branch are appropriate and effective in accounting for all income received and applied by the club/branch from any of its fundraising .

It is worthwhile noting the difference between 'Annual Financial Statements', (which consist of a Balance Sheet, Statement of Financial Performance and Notes) and the 'Annual Statement', which is required to be submitted to Fair Trading NSW on Form 12. The Form 12 Annual Statement must be submitted within one month of the AGM and must include a copy of the financial statements.

The Dept of Fair Trading has requirements for preparing financial statements. Details of these requirements are contained in Chapter 7 of the Best Practice Guidelines. As the vast majority of surf clubs in NSW are registered charities they must comply

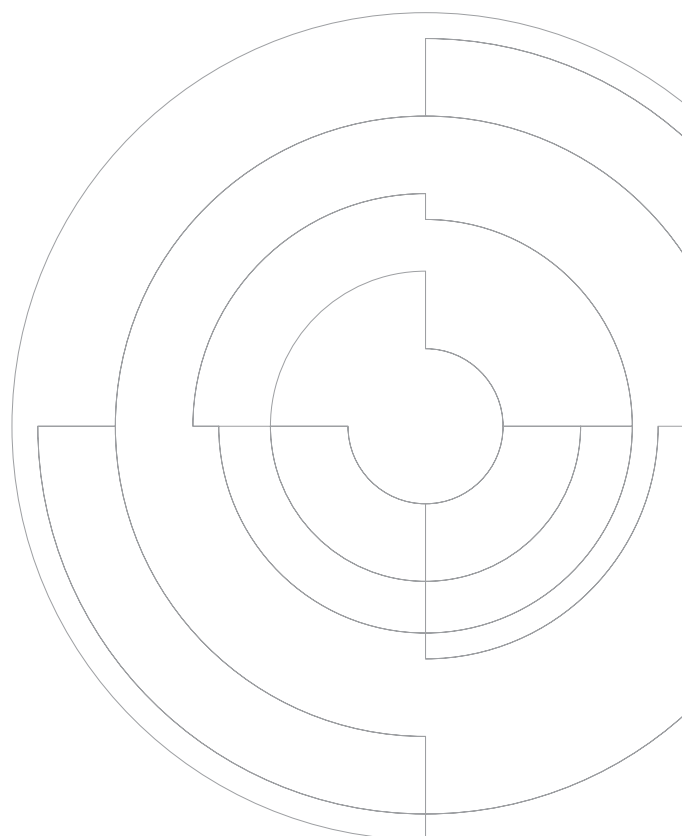
If in doubt – discuss with your auditor.

References

Dept of Fair Trading – Best Practice Guidelines -

http://www.fairtrading.nsw.gov.au/biz_res/ftweb/pdfs/Cooperatives_and_associations/Charitable_fundraising/Charitable_fundraising_best_practice_guidelines.pdf

<http://www.acnc.gov.au/ACNC/Manage/Reporting/ReviewAudit/ACNC/Report/ReviewAudit.aspx?hkey=1a656b65-e48f-430a-904e-581a26fa2980>



7. MARKETING



7.1 MARKETING AND INTELLECTUAL PROPERTY (IP)

Marketing is a fundamental tool that will help your club communicate a key message to your audience. It is a communication of an idea, concept, product or service to an audience.

Marketing within surf clubs is a strong way of connecting with the community across multiple platforms of communication tools. It is a concept that will help your surf club deliver on the club's identified overall goals so it is important to make sure that what you want to do is delivering on those objectives. The combination of community service, sport and recreation in the surf life saving environment is an extremely marketable product. If marketed correctly a club has a valuable asset that would be the envy of many professional marketing departments.

Preparing a plan

A surf club must first identify a reason for marketing. Developing a marketing plan or strategy will be the most efficient way to align the key goals of the club. As clubs try to make the most of time and people it is essential that the club carefully looks at developing a strong plan or strategy so all resources are put to their most efficient use.

A strategy or plan is a series of steps or actions which the club is required to take to achieve its objectives. A budget should be considered at this stage to determine how much the club can afford and therefore determining what avenues or marketing channels would be most effective. A general 8 step marketing plan should follow:

1. Identify the opportunity (broad, descriptive, qualitative)
2. Define the objectives (measurable, quantitative)
3. Who are the key audiences?
4. What are the key messages?
5. Are there events & programs that would help?
6. List the key media and key tools
7. Identify specific tasks to reach your objectives (your to-dos)
8. Measurement. Did it work?

You must have a clear idea of what you are trying to achieve through marketing and should become a clear and concise statement of the desired end results. These should be promulgated to all club members to ensure their support and confidence. Through greater awareness of the objectives others not involved in the marketing process may be motivated to help in some way.

Care must always be taken to ensure these objectives are compatible with the actual reasons the club exists e.g. ensure the marketing strategy is supporting the club's primary charter or reason for being. Examples of objectives:

- Increase cadet membership by 15% within 12 months
- Have reserves of \$25,000 within three years
- Have three competitors make Australian finals at Australian titles
- Provide free sunscreen and hats to all patrolling members

Analysing your market and the audience

A marketing plan will only be successful if it is aimed at the appropriate group of people. You can take the shotgun approach, load the rifle, fire it, and hope that whoever it hits will be interested enough to check out your activity. By determining your audience it will allow you to tailor your content appropriately i.e. the type of tools you use, how your content is written or looks and the desired feel and/or action the audience should get from your marketing.

A general rule is to ask: Who are they? Where are they? What is their interest? How can we reach them? And, most importantly, why should they be interested in what we have to offer? Look at the current members of your club. Ask, who are they? Why are they here? When trying to identify the target market, consider the following list:

- Gender
- Age groups
- Single people or couples
- Family groups
- Occupation
- Ethnic groups
- Religious background
- Educational background
- Location - town or suburb
- Other leisure interests
- Time available for leisure
- Availability of money for leisure activities

When looking at a club membership, consider the common factors they share. Are they all men or family groups? Do they come from similar backgrounds? Do they share other leisure interests etc?

Examples of the target market are:

- Kayak paddlers
- Swimmers
- Triathletes
- Sponsors interested in safety service
- Local businesses with an interest in the area

Having established your target markets you now need to determine what their needs will be. Once established you will need to determine whether the products and services you intend to offer will satisfy those needs. The questions to be asked in this case are, for example:

- What does a 13 year old require of a program?
- What do his or her parents require from that program?
- If I was to sponsor this event what would I require?
- If I was a newspaper editor what would I want in terms of editorial content?
- For what reasons do I donate to the cause?
- For what reasons would I not donate to the cause?

You can answer these questions yourself or amongst other club members but the best method is to ask a sample of your prospective target audience. Not only will this give you a more accurate response but it can be the beginning of establishing a rapport with the audience.

7.1 CONTINUED

Once the target audience's needs are clear, the club needs to have another look at its products/services to see if they satisfy those needs in their current form. It may be that they need to be altered somewhat to ensure their attractiveness to that audience.

Delivering on your content

It requires less effort to keep customers than it does to try and find new ones. Always deliver what you promised, when you said it would be available and as you described it.

It is a valuable rule of thumb to originally understate what the club can do and then over deliver. Your aim is to keep your audience happy, satisfied and keen to be involved again. This is best achieved by performing at or above their expectations. These expectations are usually developed as a result of what they are promised in your first meeting.

Remember, not only can these satisfied members come back for more, they can also encourage others to do the same. It is also useful to write a report on the success or otherwise of the stages of the program to assist with the future evaluation and fine tuning. If suitable these reports should be made available to appropriate members and supporters.

Clubs must choose the method in which they will action their marketing plan. This may be through different mediums and formats such as:

- Email (information distribution)
- Paid Advertising (i.e. Newspapers, magazines)
- Online advertising (i.e. Google adwords, Facebook advertising)
- Social Media (i.e. Facebook, Instagram, Twitter)
- Local TV/Community Service Announcements (CSAs)
- Print (i.e. posters, flyers, banners)
- Press, PR, Media
- Joint cooperative with another group or organisation

Tracking your success and improving on your wrongs

Measuring your ROI (Return on Investment) is an invaluable tool to the success of your marketing efforts. The only way to know what you are doing is working is by measurement. By initially settings realistic goals this will help you determine your ROI.

Examples of ROI are:

- Membership numbers
- Comparing donation amounts or funds compared to previous years (increase/decrease)
- Higher profile in the local community
- Media engagement within the community
- Number of members staying versus number of new members (i.e. churn rate)
- Number of visits to your club's website
- Interaction through social media (i.e. new likes or followers, engagement levels etc)

Who's here to help?

Clubs are made up of a diverse group of people from the community so it only makes sense that the club has at its disposal, a diverse range of skills. Clubs are encouraged to harness these resources, particularly in specialty areas like marketing. Check to see if any club members, their families and/or friends are employed in the marketing area and if they might be willing to assist.

You can always contact your Branch or State administration or marketing staff, who will be able to help provide you assistance or direction. A series of resources are available for clubs online through the SLSNSW and SLSA websites which are further outlined below in the resources section.

Protecting the brand (IP & TMs)

IP (Intellectual Property) refers to items such as trademarks, copyrights, brands/logos and specific designs (to name a few).

Trademarks are extremely valuable marketing tools. The public identify a certain quality, standard and image with goods and/or services bearing specific trademarks. There is a concise and long standing IP policy in place pertaining to the use of SLSA/SLSNSW intellectual property. This can be found on our website or in the Member Portal.

Surf Life Saving goes to great lengths to help protect its IP and trademarks to ensure our brand stays strong and benefits the entire movement. It is imperative that clubs support and protect the brand as much as they can.

Leading international business publications, business leaders and financial analysts agree that brands represent valuable commercial assets that are well worth protecting. Strong brands have the power to create business value. They impact heavily on revenues and profit margins. Strong brands create commercial advantages by commanding a price premium and entry into markets that may not typically be available to organisations such as ours.

Our brand is more than a logo and it's more than an image. Branding is the way in which you can create an emotional connection with people. The brand or mark you promote is a representation of that relationship.

Surf Life Saving is an iconic brand. SLSA holds copyright to a number of properties e.g. logos, activities, events. Most importantly we own the red and yellow flags, our patrol uniform and our logos. We also own the names Nippers, Surf Life Saving, Swim Between the Flags, Beach Patrol, Surf Rescue and Lifeguard.

The devices, images and names associated with Surf Life Saving have been registered as trademarks by SLSA and/or SLSNSW. These marks are symbolic of our organisation's proud history and represent the most valuable asset we own. It is therefore essential for us to limit the use of our brand by third-parties to both protect and retain the value (financial and reputation) of our brand identity and to maintain tight controls against its misuse.

7.1 CONTINUED

Both national and state sponsors pay significant amounts of money to obtain rights to use our intellectual property and brand as a demonstration of their support and partnership with us. This association with our brand creates a commercial advantage for these organisations therefore we must at all times ensure parity (equality) for the value we assign to these assets and protect the commercial interests of these sponsors. Risks associated with the misuse of our logo include:

- Potential to erode the brand and logos' value for current and future use, leading to a loss of organisational profitability and/or anticipated competitive advantages in the commercial market
- Stifle or impede further development and/or economic commercialisation of the brand for the benefit of the movement as a whole
- Undermine planned transactions, investments, strategic business plans that SLSA or SLSNSW may have with sponsors

However, the most important aspect of brand protection is our legal obligation to defend any misuse of our brands/trademarks/logos by non-rights holders. In the event we are required to demonstrate that we have actively tried to protect one or all of our assets in a court of law (say if someone legally questioned our right to own the red and yellow patrol shirt), we must be able to demonstrate where we have vigorously defended its use and our claim to it, at all times.

References

SLSA - Policy 6.01 – Intellectual Property Policy - portal.sls.com.au

7.2 SPONSORSHIP

For many clubs, sponsorship is fundamental and can be the financial backbone of the club. Sponsorship is a mutually beneficial business relationship between two parties, the business (sponsor) and the club (sponsored).

Sponsorship may be in the form of cash, donated goods and services or access to the resources or staff of the sponsor. It must be remembered that a sponsorship differs from a donation. A donation involves an individual or group donating money to a club to recognise the work they do or for other personal reasons. A sponsorship is not a donation. A sponsorship involves the sale of assets from the sponsored to the sponsor agreed upon between the two parties. These assets can be sold for either monetary investment from a sponsor or for goods representing value in kind. Clubs should establish the value and worth of their assets before marketing available proposals to potential supporting organisations.

Given the complexity of sponsorships, SLSNSW has produced a guide to assist clubs and branches. The "Sponsorship Guide for New South Wales Surf Life Saving Clubs" can be accessed from the SLSNSW website. The guide addresses in easy to follow steps the following key considerations:

- What is sponsorship?
- What are the advantages and disadvantages of offering sponsorship?
- What is your sponsorship offer and value?
- How you sell sponsorship
- How to write a sponsorship proposal
- How to retain and grow your sponsorships
- How to evaluate your sponsorship

Reference

Sponsorship Guide for New South Wales Surf Life Saving Clubs

www.surflifesaving.com.au/members/resources/administration

7.3 FUNDRAISING

Fundraising involves the generation of income from individuals and businesses usually through 'donations'. It can also include raffles and other games of chance, such as the 'meat tray' and typically involves the collection of donations at events, venues (e.g. shopping centre) or via direct mail (e.g. sending letters seeking donations to all businesses in the area).

SLNSW holds charitable status (we are a Charity) and as such is classified by the Australian Government as a DGR (Deductible Gift Recipients) in order to raise money for Surf Life Saving to fund our services.

Therefore, we are prohibited as a SLS entity from raising money on behalf of anyone other than our own members and clubs. Doing so repeatedly could place our charitable status in jeopardy.

Losing our DGR status would effectively mean that individuals or organisations who contribute money to our organisation, would no longer be able to claim their contributions as a tax deduction. This would be an irretrievable blow to our movement as the revenue received from fundraising would be eradicated.

Charitable Fundraising Act (1991)

SLNSW is the authority holder (CFN 11033) for all Clubs and Branches in NSW that enables them to fundraise in the community. As such there is an obligation on everyone to conduct themselves within the guidelines and regulations as set down under the Charitable Fundraising Act (1991).

An excellent resource is the Best Practice Guidelines published by Fair Trading. This can be found on the Fair Trading Website: www.fairtrading.nsw.gov.au under the Cooperatives and Associations tab on the homepage.

How SLNSW Can Help Clubs Fundraise

SLNSW has developed a number of resources and programs that have been designed to provide clubs and branches with the essential tools to raise money for themselves. These resources and links can be found on the SLNSW website in the fundraising area which can be accessed through the 'Get Involved' tab on the main page. SLNSW and Surf Life Saving Foundation (SLSF) also coordinate a number of activities throughout the year that clubs can be involved in.

The SLSF is the fundraising arm of the SLSA and among other things, oversee our lotteries and regular giving program (Guardians of the Surf). Funding from both these programs is directed back to NSW, and distributed evenly to all Clubs and Branches.

SLNSW advises Clubs and Branches of where face to face activity will occur for lotteries (weekly notification) and Guardians of the Surf (monthly notification) via email to the Branch secretary and designated Club contact

Various philanthropic agencies, businesses and governments have a number of opportunities to apply for a variety of grants. To help make clubs aware of these grants SLNSW advertises these in club mail. There is more details on sponsorship and grants in section 7.2 and 7.4 of the Club Guide.

Is it a Donation, Raffle or Sponsorship?

It is important to understand the distinction between a donation and funds received through a raffle or a sponsorship –

- Donation – a gift of cash or goods with no requirement by the recipient to promote a business or a product. It can often result in the issuing of a receipt for tax-deductibility purposes
- Raffle Income – cash given in exchange for a ticket(s) in a game of chance. No tax deductible receipt is allowed
- Sponsorship – cash or goods/services are exchanged in return for certain promotional or business returns to the sponsor a receipt can be issued indicating it is a sponsorship arrangement

Plan for Success

If there is a key to success it is planning and enthusiasm. There is plenty of hard work to do before potential donors are approached. The following are broad guidelines on how to fundraise for a specific purpose which can not be carried out within the club budget. Remember people will not support a poorly defined cause - they like to see where their money is used. The following points are in chronological order, as far as possible, but some things are carried out in tandem –

- Establish how much money is needed
- Understand exactly what the money is needed for. Why is it a good cause? Why is it different to or more important than, other fundraising causes?
- Make sure the project outlined to potential donors will fill a need. If you coordinate a drive to raise funds for a specific piece of equipment, building repair etc, ensure the money is spent on this project. It is an offence to direct money elsewhere if people believe the funds are for a specific project. This can be avoided by initially indicating the funds are to raise funds for X project and its ongoing maintenance and costs, or funds are to be raised for X project/services and general lifesaving needs

7.3 CONTINUED

- Set up a group of enthusiastic, well-informed and influential fundraisers who are prepared to offer their time, energy and money. Prepare them to answer all questions potential donors may pose. These people are the public face of the club in a campaign where promotion and public relations play a key part in the success of the project. Enthusiastic askers breed contented givers
- People from within the club are preferable to the employment of a professional fundraiser although it may be worthwhile to seek professional advice regarding your overall fundraising strategy. A team of people is more effective than an individual
- Identify potential donors. Studies have shown only 10 per cent of people are givers. Don't waste time on the other 90 per cent

Potential givers fall into three categories:

- Those automatically interested - members, supporters, parents
- A group with natural links to the club - equipment suppliers, other groups who share the same facilities
- Those in the community who might see some benefit in the project or use the beach during the year

Planning and Fine Tuning

Analyse the donor list. Decide on your approach. Choose carefully – having the right people on the job is vital. These people (the askers) should be from the same section of the community as those they are approaching. Askers set an example by being prepared to do what they ask others to do.

Coordinate the campaign

Have a plan which allocates specific tasks. Make sure all those involved are well-educated on the cause and the reasons for it.

Approach donors

Use a variety of approach methods to ensure a wide coverage of potential donors. Work out the most cost effective combination of direct mail approaches and personal follow ups.

Start with as few names as possible to raise the required amount

Go to the well-off first. Major donors are the key to success. Make a list of these with another list covering secondary donors. Typically one third of all donations come from the top few donors. Plan your work force accordingly.

Start person-to-person asking

Accept pledges. They raise donation levels.

Put a time-span on fundraising and work intensively during that period

This is more effective than a low-key campaign which drags on. Advertise targets at your clubhouse and on your website this educates members and potential donors of your targets.

Reward and thank donors

This can be achieved with a letter/email, certificate of appreciation, recognition on your website or at the clubhouse.

Record and analyse who donated and who refused to donate

This information may be useful in coming years.

Assess how well the campaign went

Were there areas that could be improved? Discuss the campaign with all concerned. Make a note of conclusions and store them for future reference.

Reference

SLSNSW

www.surflifesaving.com.au

Fair Trading NSW Government – Best Practice Guidelines for Charitable Organisations

http://www.fairtrading.nsw.gov.au/biz_res/ftweb/pdfs/Cooperatives_and_associations/Charitable_fundraising/Charitable_fundraising_best_practice_guidelines.pdf

7.4 GRANTS

Grants can be a great form of funding for surf lifesaving clubs and programs – however there are some key points to consider when applying for grants. Below are some tips for compiling successful grant applications.

SLSNSW endeavours to keep all clubs informed about various grant opportunities via Club Mail and our website. If clubs have any questions or concerns with an application they can contact SLSNSW head office for guidance and advice.

Tips for Successful Grant Writing

First things first, start a folder (online and hard copy) where you will compile all the information you will need for a grant application in one place. This is a great time saver in the long run and keeps everything organised. Also save everything in a Word document so you can use the information again for other applications. For the majority of grant applications you will need the following:

- ABN number
- Charitable Fundraising Authority Certificate – all compliant SLSNSW clubs are covered under the SLSNSW Charitable Fundraising Authority (available on SLSNSW website)
- Endorsements as a DGR Certificate – all compliant SLSNSW clubs are covered under the SLSNSW DGR Certificate. (available on SLSNSW website)
- Your current financial information (audited financial statements as per your annual report)
- A copy of your annual report
- Mission Statement and organisation's purpose

Guidelines are there for a Reason

Before you start any grant application it is highly important that you read the guidelines. The guidelines will tell you what the funder is trying to achieve through the grant and will determine whether your project is eligible or not. After reading the guidelines if you are still unsure whether or not your project fits within the grant scope it is best to contact the grantmaker and check otherwise you may waste your time continuing with the grant application. Guidelines also provide valuable information about deadlines and where to send your completed application.

Make Sure Your Project is Well Thought Out Before Starting

Before attempting a grant make sure you can answer the following about your project:

- Description of your project (concise and usually less than 100 words)
- Project Backing – supporting data, community needs and the target group for the project
- Project Approach – goals, objectives, and activities
- Project Implementation Plan – how the project will be lead and managed and the expertise of your project team
- Evaluation Methodology – How you will measure the success – or otherwise – of your project in achieving its objectives

Grantmakers Are Looking For Reasons NOT to Fund Your Project

Grantmakers receive numerous applications, more than they can actually fund. Therefore, you must avoid giving the grantmaker a reason not to fund your project. Simple mistakes such as, missing out a question, not reading the guidelines properly or failing to include the requested supporting documentation can cancel out your application. The grantmaker will not follow up with you if you forget something so please ensure you double check everything is complete before submitting!

Before Sending Your Application, Get a Second Opinion

The person or people reading your submission will be reading many other applications and may not know anything about your club or what it does therefore it is important that your application is informative but straight forward. Get someone who is not involved in the project to read your application to ensure it reads well, is easy to understand and free from jargon, clichés and spelling mistakes.

Acquittals Are as Important as the Application

If you're successful with a grant make sure you understand the acquittal process and meet your acquittal obligations. If you don't acquit your project satisfactorily you may have to refund the project funding and/or may not be eligible to re-apply for a grant through that organisation at a later date.

Grants and Club Communications

Often the grant making process can take several years. It is therefore imperative that if the grant writer takes on a new role in the club or leaves the club, they communicate which grants have been applied for and uses the clubs contact details as opposed to their own personal details. We strongly suggest therefore that the club sets up its own e-mail address

7.4 CONTINUED

for this purpose and stores all grant applications centrally. There have been cases when clubs have been successful awarded a grant 6 months to a year after their submission, but failed to obtain the funds because the grant maker could not make contact with the grant writer/club.

Grant Seeking Unit

In support of surf lifesaving clubs in New South Wales, SLSNSW provides grant support to NSW Surf Lifesaving clubs through The Surf Life Saving Foundation's Grant Seeking Unit (GSU). The GSU is a national grant research and writing support unit for Surf Life Saving entities across Australia. The unit will identify suitable grants and communicate these to clubs, as well as offer services to help clubs write grant applications.

For assistance with your application please refer to the GSU's Grant Application Guide for Clubs which provides general guidance and surf lifesaving specific template responses to common grant application questions. This can be found on the SLSNSW website under the Members tab on the homepage.

If you require further support or guidance, please contact Zan Marshall on (07) 3177 5814 from the Grant Seeking Unit.

Summary for Grant Success

- Check Club Mail and SLSNSW website weekly for the latest grant opportunities
- Follow the application guidelines
- Take evaluation criteria into consideration
- Submit your proposal on the required date/time
- Include all the information requested by the grantmaker
- Tailor your application to the specific funder and their requirements
- Ensure costs/budgets are reasonable
- Ensure costs/budgets provide enough detail
- If appropriate, submit letters of support for your application
- Use club contact details as opposed to club members details
- Regularly check club post/e-mail for communications
- Store the grant application centrally so others can access if required
- Communicate to club members that you have applied for the grant
- Complete grant acquittals
- Check in with the GSU if you are ever unsure or require help

Don't be discouraged by unsuccessful grant attempts, treat it as learning curve and keep trying!

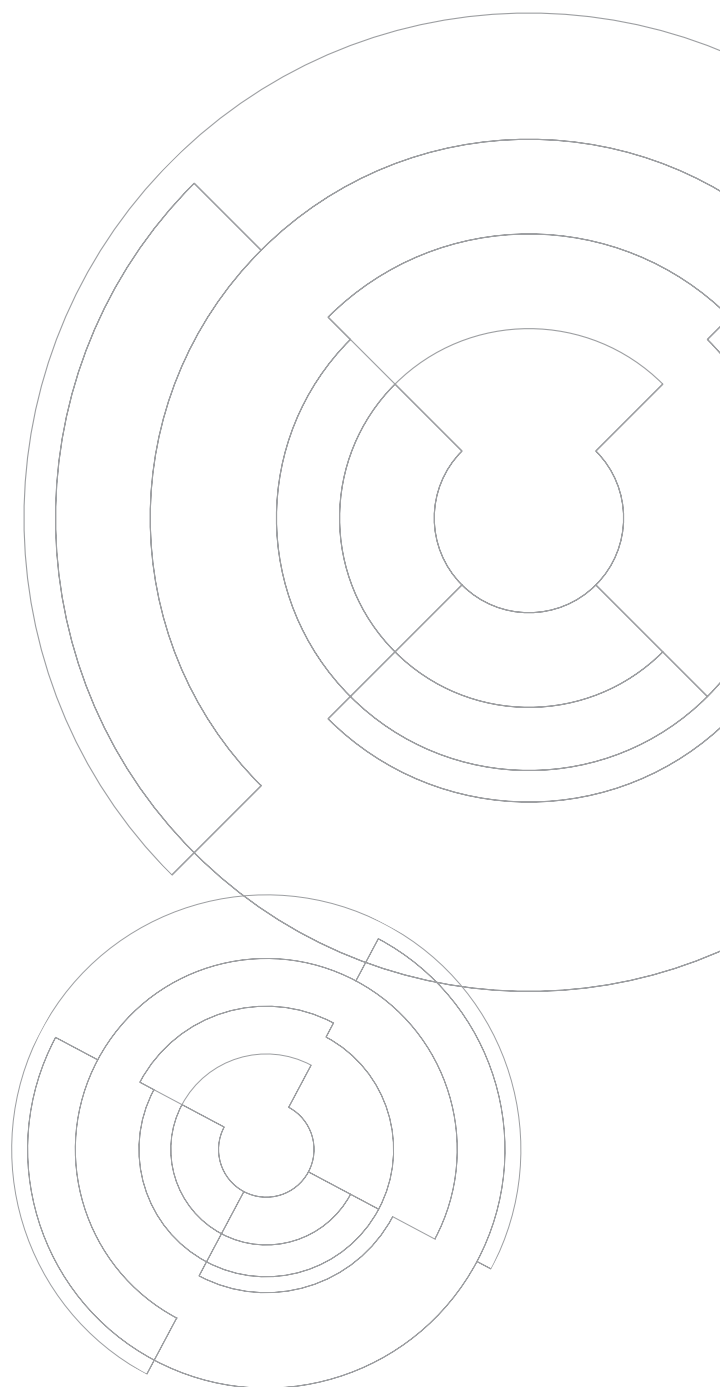
Reference

SLSNSW – Grants -

<https://www.surflifesaving.com.au/resources/grants>

Grant Application Guide for Clubs

<https://www.surflifesaving.com.au/downloads/gsu-grant-application-guide-clubs-2014>



8. MEDIA



8.1 MEDIA OPERATIONS

To ensure your club is in a position to promote itself to the wider community, and also to guarantee the right message is communicated by the right people, it is important to have a strong and ongoing relationship with the media in your local area.

Appointing a Media Officer

In order to maintain a controlled flow of information to the media and ensure that the right people speak to the media when approached, each club should appoint a Media Officer. This is the person to which all media enquiries received by the club should be directed and should also be the person who sends out media releases on behalf of the club.

In smaller clubs, this person will often be the Club President, however bigger clubs may choose to elect someone to specifically take on the role. Whoever takes on the role at each club must be a good writer, confident speaker and on-call during the season to be contacted by the media. The Media Officer for each club should endeavour to develop a good relationship with their local media, as well as keep in contact with media/communications staff at branch and state level.

Club Media Officers can at any time contact the SLSNSW Media & Communications team for advice on media issues and should always keep the State office informed of sensitive issues to ensure effective management of situations which may attract media attention.

Media Responsibilities

There are Media Officers at Club, Branch, State and National levels in the Surf Life Saving movement, and each has a certain role to play in dealing with the media. In order to

ensure the right person is conveying the right message, it is important all Media Officers keep to their responsibilities and don't cross into the areas of other Media Officers. This is important not only internally, but also for the media to know who to contact in regards to story opportunities.

Club Media Officers (or relevant spokespeople from the club, e.g. Club President) should promote positive stories about the club and also comment to the media when approached about issues of a non-threatening or non-political situation. Clubs should not speak to the media about specific rescues or other major incidents; this should be left to the Branch Duty Officer or State Media Officer. Clubs are not to use the media as a public forum for disputes with a member, another Club, Branch or the State and National bodies. Clubs that speak to the media are acting on behalf of Surf Life Saving and must not bring the movement into disrepute.

When issues or news stories involve multiple clubs, Branch Media Officers (or relevant spokespeople from the branch, e.g. Branch President) should take care of these media opportunities. For instance, major carnivals within the region (including Branch Championships), announcement of Branch representative teams and multi-club sponsorships at a local level should be handled by the Branch Media Officer.

Any issue which is relevant across multiple regions within the state/country will be dealt with on a state/national level by the State Media Officer or the National Media Manager. If in doubt about any media issue, in the first instance the State Media Officer should be contacted.

Shown below is a quick reference showing who should be handling media activity for various incidents and events. Incident Management will be referred to later in this section.

	Local Media Contact	Media Spokesperson	Also Contact
Club promotions, beach visitations, Club fundraising or sponsorship, Nippers, Open Days, Membership, etc	Club Media Officer	Club Media Officer or Club President	Branch Media Officer and/or Branch President
Branch events, carnivals, AGMs, sponsorships, major rescues or drownings	Branch Media Officer	Branch Duty Officer (lifesaving incidents), Branch Media Officer/President (other issues) or SLSNSW Support Officer (when relevant)	SLSNSW Media Officer
Political issues, or issues/events which are relevant across regions/Branches, Statewide issues/incidents	SLSNSW Media Officer	SLSNSW Media Officer or appointed spokesperson	SLSA Media Manager

8.1 CONTINUED

Media Contacts

It is important to develop a comprehensive media database for your area. In essence, this will mean contacting all media outlets in your area and recording contact details to create a media list. Be sure to speak to surrounding clubs to find out any key contacts they already have in the media. Develop relationships with as many media contacts as possible to ensure the best chance of gaining regular positive exposure.

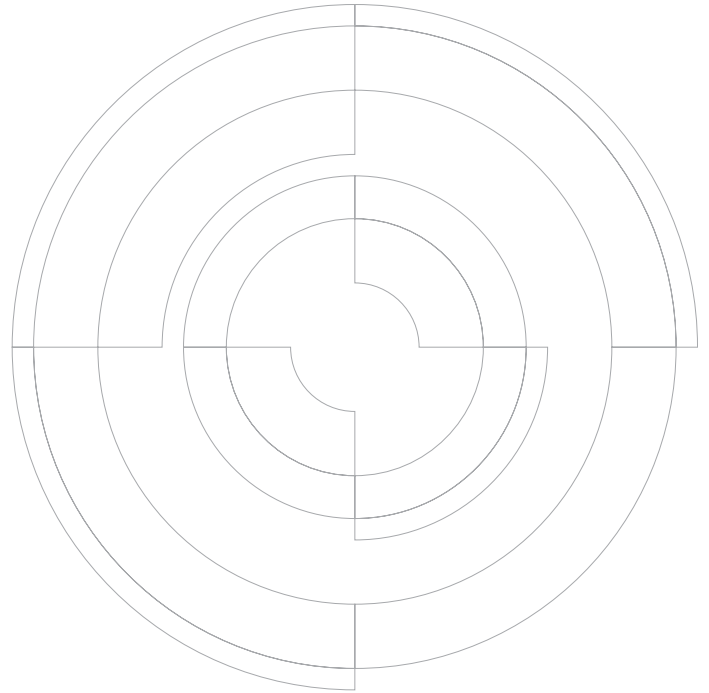
It is important to keep your media database 'fresh', therefore all old and potentially new media contacts should be confirmed at the start of each season.

Dealing with the Media

The media can either be your friend or your worst enemy. However, if Surf Life Saving is confident in its practices both on and off the beach, there is no reason to fear negative publicity. In order to make sure the image of the movement continues to be portrayed in a positive light, it is important that media spokespeople at all levels act and react in a professional manner to all media opportunities.

Essentially, we need to be open and honest with the media, without providing information we are not able to discuss or would be detrimental to the movement. For good examples of only giving the facts to the media and not embellishing, take note of television news stories when comment is given from police on incidents. They are more often than not straight to the point and don't exaggerate the story, or give personal opinions.

Media will need to deal with Duty Officers in relation to major incidents which are referred to later in this section.



Do	Do not
Be honest and open with the media	Do not bring the movement into disrepute
Always return calls to the media	Do not speculate, exaggerate or give opinions
Always contact the media if you say you are going to, even if you don't yet have the information they want, keep them in the loop	Do not comment on anything you are not authorised to speak on; refer the media to the relevant body or spokesperson
Only give media the facts they need to know	Do not give names of patients

8.1 CONTINUED

Presentation

Spokespeople should always be well-presented when fronting the media. You will notice that if a senior SLSA or SLSNSW official appears on camera or for a press photograph, they will either be in a suit, or in an appropriate shirt with State or National branding. Similarly, club spokespeople should wear official club shirts when speaking about club issues, while full lifesaving attire (patrol uniform) with sponsor branding (in accordance with SLSA policy) should be worn by lifesavers speaking about lifesaving incidents.

Media appearances in photographs or on television are some of the few occasions the sponsors of surf lifesaving at club, branch, state and national level get exposure which is more widespread than just on the sand. One of the main reasons DHL has consistently supported the surf lifesaving movement is because of widespread positive media interest. General news and positive lifesaving stories increase this exposure which not only raises the profile of the movement, but also supports current sponsors and helps attract potential sponsors.

Controlling the Message

If clubs don't promote their record membership, there is no positive media exposure. If spokespeople don't give opinions or exaggerate the facts, there is no negative media exposure.

Even if the story is a negative one, always just give the basic facts. For example, if someone has drowned in a patrol area, the media should be told that "as soon as lifesavers became aware" that a person was in trouble, they reacted. Remember however, that media interaction regarding major incidents should be handled by the Branch Duty Officer as referred to later in this section, as well as the SLSNSW SOP Chapter 13 – Post Incident (Recovery Phase) – LS13.1.

Never feel pressured to provide the information until you are ready. Simply wait until you have compiled all the relevant information before you comment to the media. Even then, if a journalist asks you a question and you are not sure of the answer, tell them you don't have the information to accurately answer the question at this time. If they push further, let them know you will get the information for them, and make sure you always return calls.

In other instances, refer them to the relevant authority which can help them. For example, if you don't know where a resuscitated patient was taken by the Rescue Helicopter, let the journalist know that they would be best speaking to the Rescue Helicopter to find out. Remember, they're journalists – they are used to researching information.

References

SLSNSW – SOP (Lifesaving Services) Chapter 13 – Post Incident (Recovery Phase) LS 13.1 Media – Critical Incidents - www.surflifesaving.com.au

SLSA – Policy 1.05 – Patrol Uniforms - portal.sls.com.au



8.2 MEDIA RELEASES

A media release is a written communication designed to inform the media about something on which you would like them to report. It is the most common form of getting a message to the media and the wider community. It will generally be emailed directly to a media organisation or specific journalist.

Timing is Everything

News stories generally have a limited use-by date so it is important to alert the media as soon as possible to events or incidents. This is particularly relevant when trying to attract positive media coverage, say to a successful rescue effort. The sooner you get the information to the media, the greater your chances are of a good result – that is, an accurate (hopefully positive) story in print or on television, radio or online.

Preparation

When deciding to put out a media release, put yourself in a journalist's shoes and ask yourself if you believe that what you're about to put out is newsworthy. If it's not, is there a way it can be? If it is not, then you're wasting your time and that of the journalist. If it is newsworthy, you need to clearly define what the most important key message is, and list all the other points in decreasing importance until you have all the information you want to convey. The information should also be arranged so that the release can flow logically from one point to the next without being disjointed.

Headline

The headline should be as short as possible. Ensure it is to-the-point and informative. The headline in a media release does not need to be witty, funny or full of alliteration; that is the job of the newspaper sub-editor or producer. The headline should be a straightforward summary of what the release is about; e.g. "Surf patrol season kicks off this Saturday".

Structure and Content

When compiling the release, use the inverted pyramid philosophy (see diagram below).

The most important part of your release is the opening sentence/paragraph. If you do not say something newsworthy here you are unlikely to get a journalist's attention. Your opening paragraph should contain the who, what, when, where, why and how, with the rest of the release providing more depth; e.g. "Volunteer surf lifesavers in New South Wales will mark the beginning of the 2009/010 season at the 'Raising of the Flags' ceremony at Coogee Beach this Saturday." You can add more depth to the opening statement with a few more sentences outlining additional information.

Where possible, keep your release relatively short. Anything which is too long will simply be discarded. If necessary, provide extra information in the form of a fact sheet, or refer them to a website where they can find more information.

MOST IMPORTANT FACTS



TOP OF THE RELEASE

LEAST IMPORTANT FACTS

BOTTOM OF THE RELEASE

8.2 CONTINUED

Finishing the Release

Always include contact information at the bottom of your release, so journalists can either get more information from you, or stay in contact with you in the lead-up to or at an event. Where possible, two contact numbers should be made available.

Photography

Sometimes you will have an increased chance of securing print coverage if you are able to provide good quality images. Sending out high-resolution photographs (more than 1 megabyte) imbedded within a Word document for example, can create problems with transmission so it's generally better to add the file as a separate attachment to your email (keep it less than 1 mb in size), upload it to a Dropbox or other cloud application storage software and send the link to it, or include in your media release that high-resolution images are available on request. Don't forget to ask permission from the photographer before you send to media and include photo credit information on your media release.

Distribution and Follow Up

Once you have sent the media release preferably via email, you can follow up with a phone call to see if the media would like to do an interview or require any more information. Don't pester journalists or editors as it may give a negative feel for your message or the organisation.

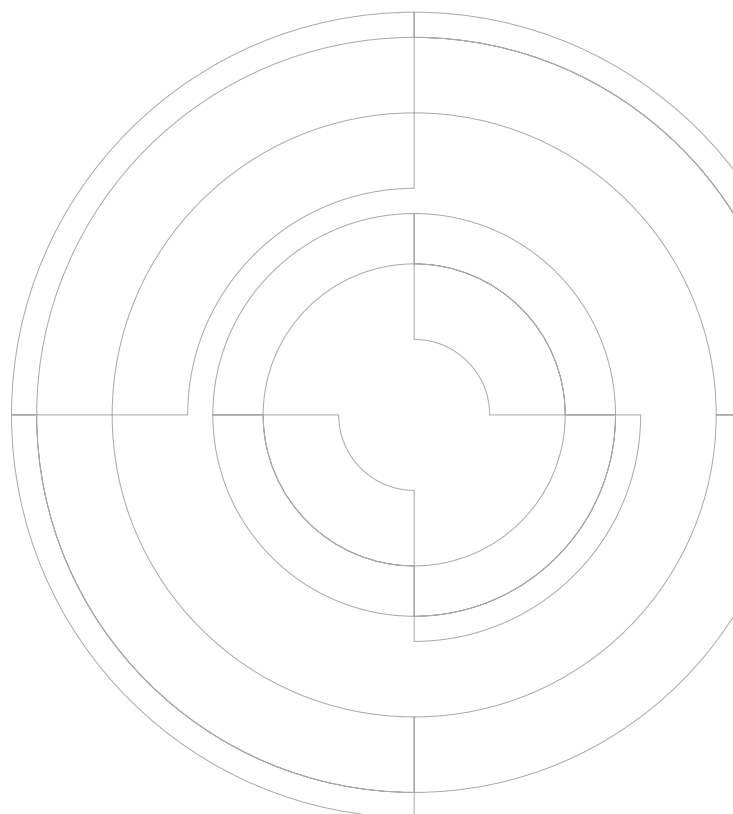
You may also wish to upload your media releases onto the club or branch website. You can then post a link to your story via social media, eg. Facebook or Twitter. This will also demonstrate to your sponsors you are proactive in promoting the activities or your organisation.

While dealing with the media can seem daunting at first, journalists and editors will soon get to know you and will let you know very quickly whether they are interested in running a story based on your information. You increase your chances of this happening if the information was newsworthy to begin with and you have presented it in a structured and logical way.

Reference

SLSNSW

“A media release is a written communication designed to inform the media about something on which you would like them to report. It is the most common form of getting a message to the media and the wider community.”



9. MEMBER SERVICES



9.1 MEMBERSHIP

Member Services Structure

Member Services is led by the New South Wales Director of Member Services, and supported by staff employed by SLSNSW. Communication is primarily through the Branch Directors of Member Services, where there is the opportunity for pertinent items to progress through branch and onto a state and national level.

Core Components of Member Services

- Club Sustainability (governance, Quality Club Program, data analysis, club support, compliance etc)
- Membership Retention and Growth
- Member Recognition (internal and external awards)
- Membership Inclusion (disability, CALD, indigenous etc)
- Junior and Youth Development (Nippers, youth engagement etc)
- Member Development (junior surf life saving, leadership development)
- Member Protection (Child Safe Organisations, WWCCs, MPIOs etc)

Membership Categories

Surf Life Saving has a number of membership categories catering to a variety of people, skills and experiences. Listed below are the membership categories available to members. For more information and specific details on all membership categories please refer to the SLSA Regulations.

- Probationary Membership
- Junior Activities Membership (“Nipper”)
- Cadet Membership
- Active Membership
- Reserve Active Membership
- Long Service Membership
- Award Membership
- Life Membership
- Honorary Membership
- Associate Membership
- General Membership

It is important to note that competition age groups differ from the membership categories. Competition age groups are referenced in Section 2.3 of the SLSA Surf Sports Manual.

Dual Membership

Any member of a club can join an additional club, providing they have clearance from their original club. These conditions are outlined in Regulation 6.5 ‘Dual Membership’ of the SLSA Regulations.

Members who hold dual membership are entitled to compete in club events only for the clubs they have joined. Members can only represent one club in any interclub competition during any one competition season. Members’ competitive rights can be transferred as per Regulation 6.5 ‘Dual Membership’ of the SLSA Regulations, and as detailed in SLSAs ‘Competitive Rights Transfer Policy’.

Member Transfer

A member desiring a competitive rights transfer shall initiate the transfer process at either the “gaining” or “losing” Club. The Club must utilise the Transfer function in SurfGuard, however member or Club may use the transfer form as proof that a transfer has been initiated.

Until the clearance/transfer process is complete, the membership will remain with the original club, irrespective of whether the member has been absent from their original club for a long period of time.

Any member, who desires to join another Affiliated Club but still retain membership of their existing Affiliated Club(s), or any person who has ceased to be a member of an Affiliated Club but who desires to join another Affiliated Club, shall first obtain from their present Affiliated Club(s), or from the Affiliated Club of which he/she was last a member, a clearance. This process can be performed in SurfGuard or on the prescribed form (SLSA F004). A member or Club may use the transfer form as proof that a transfer has been initiated.

References

SLSA – Regulations - portal.sls.com.au

SLSA - Surf Sports Manual - portal.sls.com.au

SLSA - Clearance/Transfer Form - portal.sls.com.au

9.2 MEMBERSHIP FORMS

Membership application must be completed and signed by all members at the beginning of each season whether joining, renewing or transferring membership. This can be done via paper-based form or via the SLSA Members Portal.

All new members and members renewing their membership after a leave of absence of at least one season are required to sign the SLSNSW Member Protection Declaration, and for some roles, a NSW Working With Children Check.

When new members join it is important that they are introduced to the SLSA Code of Conduct, Surf Life Saving Policies and Procedures as well as specific areas of the Surf Life Saving Club.

SLSA Members Portal – Lifesaving Online

The SLSA Members Portal contains a self-service membership portal called Lifesaving Online. Members of clubs and support organisations in Surf Life Saving can manage membership renewals and new membership applications, Members can also check their details, awards and patrol hours - <https://portal.sls.com.au>.

Assistance in the use of the SLSA Members Portal can be found at ithelp@slsa.asn.au or by calling 1300 724 006. Any queries relating to a membership application or change of details should be made directly to the Surf Life Saving Club.

Paper-based Membership Forms

Blank membership forms are available via the SLSA Members Portal and the SLSNSW website. These can be utilised for new members.

For membership renewals, the more efficient process is to produce Membership Renewal Forms via the reports section of SurfGuard. The Membership Form with the member's current details included is produced. This increases efficiency for members in reviewing their own details and only making changes where required. The process of producing membership renewal forms is outlined in the SurfGuard Users Guide.

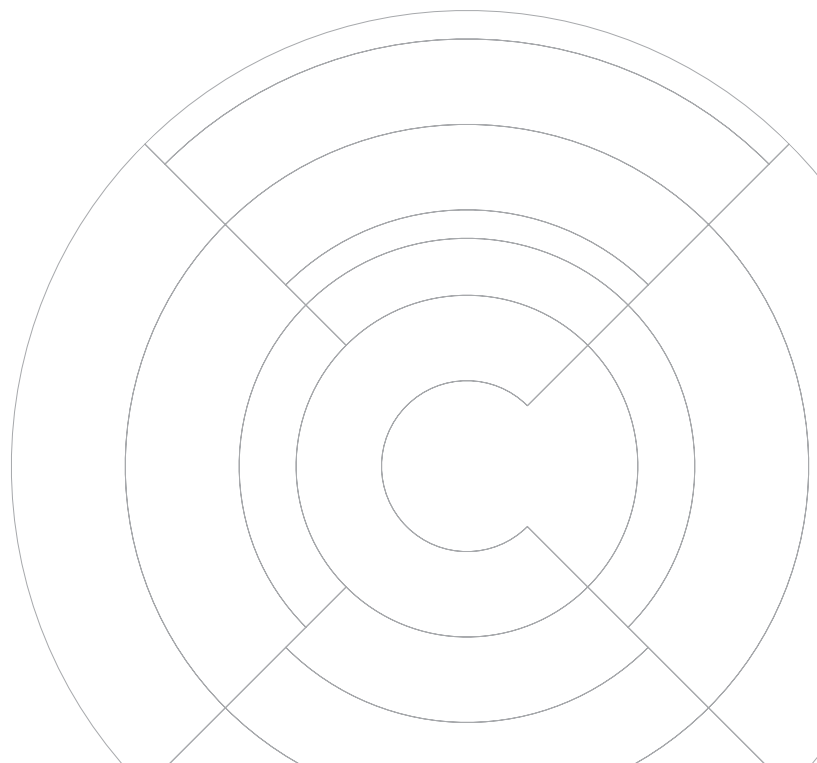
Important points relating to the Membership

- Membership application must be completed annually
- New members and members renewing their membership after a leave of absence of at least one season must also complete the SLSNSW Member Protection Declaration Form
- All member details must be entered into SurfGuard
- Membership applications should be submitted with the appropriate membership fees to ensure all members are financial
- Financial members are covered by SLSNSW Insurance and WorkCover
- The quality of information collected and entered into SurfGuard is important, as it:
 - allows all levels of our association to operate more efficiently and make decisions based on accurate data
 - ensures that the individual is recognised as a member and is entitled to member benefits and insurance coverage

References

SLSA - Membership Form - portal.sls.com.au

SLSA - SurfGuard Users Guide - portal.sls.com.au



9.3 MANAGING VOLUNTEERS

Volunteers are valuable members of every club. Finding what interests and motivates your members will help you make their experience more meaningful and satisfying, and in turn keep them interested and involved in helping your club.

People volunteer for a variety of reasons including to learn new skills, help others, make new friends, explore career opportunities, feel needed, appreciated and useful, to gain a new direction in life, to give something back to the community or club and most of all – to have fun!

To ensure that your club has adequate volunteers to support its activities, clubs need to be actively and formally acquiring, on-boarding, engaging and renewing members.



Member Acquisition

Your club should be engaging in activities to actively recruit members. The specific activities undertaken will depend on the identified need. Please refer to the SLSNSW Recruitment and Retention Guide or visit the SLSNSW website for more information, practical examples and templates for your club to use in your next recruitment campaign.

Ideas for recruitment may include:

- Producing a volunteer/member information kit as an introduction for prospective members
- Using the local or community newspaper for specific recruitment messages or feature articles
- Utilising community announcements on the radio
- Promoting your club and its activities as part of Year 11 and 12 Physical Education and Leisure Studies
- Conducting Community Education Sessions with local primary schools
- Promoting the opportunities available for training and personal development within Surf Life Saving
- Engaging in community activities which showcase the benefits of becoming a surf lifesaver
- Local letterbox drops
- Call the SLSNSW Member Services team to book one of the promotion trailers

The annual Surf Club Open Day is an opportunity for all clubs to throw their doors open to the public and promote surf lifesaving within their local community. This is a great way for clubs to showcase the amazing efforts undertaken each season by our members. A circular announcing the date is distributed by SLSNSW every year, so don't miss the opportunity to illustrate to the community how they can give, get involved and be safe with Surf Lifesaving. For more information please refer to the SLSNSW website – www.surflifesaving.com.au

Member On-Boarding

Good 'on-boarding' is a crucial to ongoing member retention. If the new member feels welcomed and instantly part of your Club's community, their continued engagement with the Club will be more likely. This should be a formalised and planned activity, and ideally last for the members entire first season or year with the Club.

Ideally the club will have an allocated person or committee who is responsible for member on-boarding. As soon as a new membership application is received someone would be in touch with the new member to welcome them, thank them for joining the club, and make a time with them to have an initial induction meeting.

During the face-to-face induction meeting the person responsible for on-boarding would familiarise the new member with the following:

- Club Member Handbook
- Position description (outlining their role and its impact on the club)
- Introduction to other volunteers and key position holders within the club
- Administrative systems
- Emergency procedures and contact details
- General housekeeping of club business

It would also be a pertinent time to talk to the new member about what they want to get out of being a member of the club (eg new skills, take on an Officers position in addition to patrols etc etc), as well as discuss with them what their skills are – for example a new member may have a background in marketing, which could be a real asset to your club. Keep a list of these skills, and make sure you invite the person to utilise these as positions and projects come up.

Throughout the new members first season the person responsible for their on-boarding should keep in regular contact with them – give them an opportunity to express any concerns or raise questions, invite them to participate in activities or further training / development, provide them with information about further pathways in SLS etc. Contact could be a mix of emails, phone calls and face-to-face time with the person.

9.3 CONTINUED

Member Engagement

Various retention strategies may be implemented by clubs to maintain the interest and enthusiasm of existing members. These include ongoing encouragement to get involved, communicating effectively, providing further training and development, using member advocates, ensuring all members understand retention is everyone's job

1. Encourage member involvement

Members do not want to sit passively on the sidelines while your club works toward its goals. If they can't take action - any action - they will lose interest in continuing their membership with the club. To keep members engaged, do what you can to help them get involved. Encourage them to attend events, invite them to participate in fundraising opportunities, ask whether they would like to work on any projects etc. You need to show the new member the value of their engagement and how they are/can contribute to achieving the club's goals.

2. Communicate appropriately

When it comes to communicating with members, quality is more important than quantity. Make sure that all communications you send are relevant to your members, to the point and timely. Let your members choose their favourite methods of communication, and let them opt out of certain channels. Never forget that every member interaction is an opportunity for branding, and these interactions must be part of your member retention strategy.

3. Training and Development

Clubs can easily offer members training and development to assist in retention as training is designed to teach someone about a specific task, and development will satisfy a member's need for personal growth and prepare them for future roles and responsibilities. The training and development methods adopted to further your volunteers might include workshops, guest speakers, role plays, demonstrations, self-paced learning resources, internet-based learning, audio-visual resources, conference courses, seminars, small group exercises, discussions, mentoring and vocational courses. Training of volunteers may increase a volunteer's willingness to adopt roles within your club, and increased confidence may motivate them to take on more responsibilities. It is important to remember that finding the right balance of responsibility will ensure members are not over-worked and eager to stay involved with your club.

4. Take Advantage of Membership Advocates

You will most likely have a number of extremely loyal members who would love nothing more than the opportunity to rave about your club to other members. So identify who these brand advocates are and build a relationship with these members with the goals of using their passion to help drive member engagement.

5. Understand that Retention is Everyone's Job

Every single person that works for your Club needs to understand the impact they have on retention. It's not just the membership director's role. Every touch point a member has with your Club affects the way they view you, and the way they view the value of their membership. So make sure everyone is well educated on the benefits of membership, the ways you communicate and your Clubs mission and vision.

6. Find Out Why They Joined and Do More of It

Every member has a reason they joined. Find out what it was and you have the secret sauce behind member retention. Use that information to customise your offerings and your communications.

Recognition

Use a multi-layer approach for renewals

When the time comes for members to renew their membership, give them as many chances to say, "yes" as possible. Develop a planned approach that involved phone calls, email, postal mail and in-person contact with members. Track member involvement at all times, and use the information you collect to remind your members of the programs and resources they've taken advantage of during their membership with your organization.

There are many ways to get feedback from members who have left. Below are a few options:

- Questionnaires and Surveys. Asking member to put their thoughts in writing on a questionnaire or survey is one of the most well-established feedback techniques. If your club has an effective database of contacts for your members, it should be easy to email something out to members who have left. Another easy option is to use one of the free online survey tools (eg. Survey monkey, Survey Gizmo etc) available to develop one which you can send out to your members to complete.
- Website feedback. If you have a website, you can set up an area for members to provide feedback through this. This is also a good strategy to implement for all members to use, so hopefully you can hear of any discontent before it leads to members leaving.

Understanding why members leave is crucial for the sustainability of your club. Understand that not everyone is prepared to provide feedback, but those that do should be listened to.. If one person has something negative to say regarding your club, you can be certain that there are potentially more out there who won't say anything but will take their membership elsewhere.

Some principles for great service for your members:

- Be happy if members voice their concerns to you. The ones you need to worry about are those who tell their friends about their concerns via social media.
- Make it easy for members to provide feedback. That way you know exactly where the issues are within your club and can work to resolve them.
- Make member servicing everyone's responsibility. Adopt a policy of continually improving member service.

Exit Interviews

When a volunteer leaves your club it is a good opportunity to gather information as to their reason for leaving and their experiences at the club. The information gathered may be used to improve the club and recognise the efforts of volunteers.

- Ask them. The simplest way to find out why they left is to ask them – this can be done in person or over the phone. This is not always easy to do, particularly if it is negative feedback, but if you want to improve your club, you need to know the reason why people are leaving. You must also ensure that if you're going to ask the questions, you need to be prepared to respond and change.

9.4 RECOGNITION

Recognition is genuinely valuing the contributions of members. Recognition assists with member retention by providing a feeling of being valued and by identifying their achievements.

Everyone deserves some form of recognition even if it is a simple 'thank you' for helping out.

Members who feel recognised and rewarded for their efforts are more likely to be retained by their club.

Guidelines for member recognition:

- Be immediate (recognise effort as soon as it has taken place)
- Be specific (give personal recognition)
- Be consistent (recognise everyone's contribution)
- Be sincere (mean what you are saying)
- Be enthusiastic (having a positive attitude will encourage it in others)

Ways to recognise members may include:

- Encouraging member participation in team planning
- Encouraging member participation in planning that affects their work
- Giving additional responsibility (when desired)
- Enabling members to develop skills and grow on the job
- Involving members in special events
- Recommending members to prospective employers and provide letters of reference
- Taking the time to listen to members ideas and concerns
- Recognising personal needs
- Celebrating achievements and efforts
- Keeping members informed via newsletter and email
- Allocating notice board space to applaud member achievement and accomplishment
- Organising medals, certificates or plaques to recognise achievements and contributions
- Celebrating National Volunteer Week and National Youth Week

Club and Branch Awards

It is suggested that the following SLSA and SLSNSW awards and selection criteria are replicated at a club and branch level. This assists in the progression of winners and reduces the amount of paperwork and re-wording often required to submit nominations at further levels.

SLSA Core Awards

SLSA Core Awards are those that are recognised at the SLSNSW Awards of Excellence with award winners progressing to represent SLSNSW at a national level.

- Surf Lifesaver of the Year
- Volunteer of the Year
- Club of the Year
- Lifeguard of the Year
- Official of the Year
- Athlete of the Year
- Young Athlete of the Year (U/19)
- Coach of the Year
- Assessor of the Year
- Trainer of the Year
- Community Education Program of the Year

SLSNSW Specific Awards

SLSNSW specific awards are those that are recognised at the SLSNSW Awards of Excellence only and do not progress to a national level. Specific selection criteria and further information about the awards may be found on the SLSNSW website and detailed within the Awards of Excellence Circular.

- Masters Athlete of the Year
- Surf Sports Team of the Year
- Services Team of the Year
- Initiative of the Year
- Facilitator of the Year
- Administrator of the Year
- Young Lifesaver of the Year (U/19)
- Branch of the Year
- Junior Lifesaver of the Year (the winners for this award will be selected at the Junior Lifesaver of the Year Development Program in April 2017)
- Rescue of the Year (the Rescue of the Year award is selected from the state Rescue of the Month winners)

9.4 CONTINUED

SLSA Recognition Awards

As a means of valuing the contributions of our members a range of surf lifesaving awards targeting all levels have been developed. These include:

- Life Membership distinguished service, available at club, branch, state and national levels
- President's Medal significant and outstanding service
- Sustained Service Certificate sustained and committed service
- Long Service Awards for sustained membership of surf lifesaving
- National Patrol Service Awards for long service to lifesaving patrols
- Officiating Service Certificate for long service to officiating
- Assessing Service Certificate for long service to assessing/examining
- Coaching Service Certificate for long service to coaching
- Meritorious Awards for outstanding deeds of bravery performed in surf lifesaving operations
- Commendation, recognising exceptional rescues
- National Medal recognises long service in organisations that protect life and property at some risk to their members
- The Order of Surf Life Saving available to individuals or corporations in recognition of their contributions as benefactors
- Australian Council Certificate for outstanding service or support at a national level 'By Resolution of the Australian Council'
- Certificate of Appreciation recognises outstanding service or support that is beyond that which is to be expected of a member, non-member, company or group
- SLSA Hall of Fame – recognising contributions of members in Lifesaving, Administration and Sport
- National Innovation Award – recognition of the development of initiatives that improve any facet of surf lifesaving in Australia
- ILS Citations person who has contributed to the furtherance of lifesaving and the goals of ILS in a manner of enduring, global importance

External awards that members can be nominated for include and are not limited to:

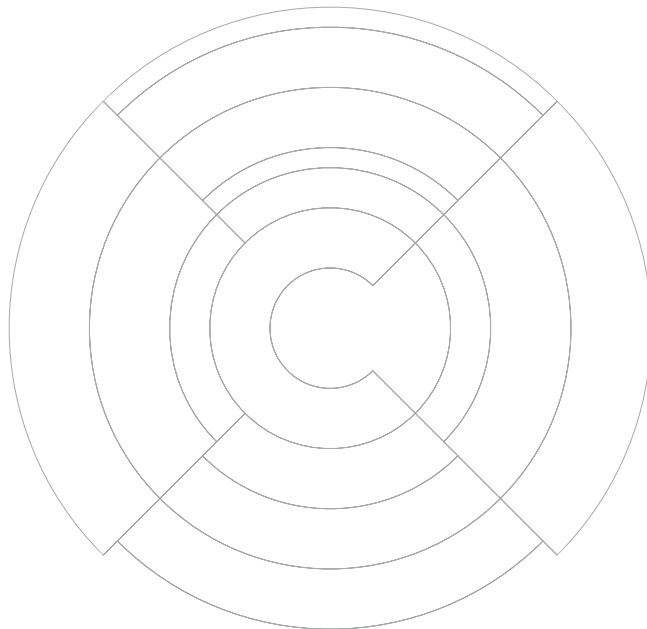
- International Lifesaving Awards
- Australian Honours
- Local Citizen Awards
- New South Wales Centre for Volunteering
- New South Wales Water Safety Awards

Reference

SLSA - Recognition Awards -
portal.sls.com.au

International Lifesaving Awards -
www.ilsf.org/about/honourees

NSW Centre for Volunteering -
www.volunteering.com.au



9.5 MEMBER DEVELOPMENT

The development of members increases the ability of clubs to deliver high quality services and provides opportunities for members to develop personally and professionally. In addition increasing their value to the club and their community. Programs run by Surf Life Saving are listed below:

Branch development opportunities:

- U/13-14 Youth Leadership Programs
- Other programs may be conducted by branches and vary accordingly. Examples may include Rookie programs and Youth Activity Committees
- Duke of Edinburgh, Coastal Ambassadors and other external programs provide additional development opportunities in some branches

SLNSW development opportunities:

- Junior Lifesaver of the Year Development program (JLOTY)
- 15-17 Youth Opportunity Makers Workshop (YOM)
- 18-25 Development Networking Program (DNP)
- Beyond my Club (26+) Development Program

SLSA development opportunities:

- National Leadership College, 20-30 years
- SLSA Leader's Masterclass

Development in your Club

Many clubs take the initiative to create and implement their own development opportunities. These are a great way of meeting the requirements of your club members. When planning a development opportunity, it is important to create a plan prior to its implementation to ensure the program meets its objectives and is deemed a success!

It may be useful for your club to form an organising committee to plan effectively for your club development program. In some instances a committee may already be in place who can manage this process, for example a club youth committee.

Points to consider prior to conducting a development program include:

- Why you wish to run a program – creating awareness, promoting networking, address a need?
- Who is the target audience – what ages, gender?
- When will the program be run – what time of the year, how long will the program run?
- Who will be involved – who will run the program, do you need chaperones, qualifications?
- How will the program be funded – do you have a budget, where does your money come from?
- Do you need guest speakers?
- Where will you hold the program – at the club, campsite, what type of venue do you need?
- Do you want to run the program with neighbouring clubs?
- Feedback for assessment of the success of the program

9.6 INCLUSIVITY AND ENVIRONMENT

SLSNSW aims to be an inclusive organisation in all areas of operations, as per policy 6.22 – Inclusive Organisation Policy. Current practices and resources that embrace an inclusive environment are outlined below. Members are encouraged to review the practices in their club to ensure they are being inclusive to all members of the community.

On the Same Wave

On the Same Wave started in 2006 as a partnership between the Department of Immigration and Citizenship, Sutherland Shire Council and Surf Life Saving. The program aimed to increase surf safety awareness, mutual cultural awareness in addition to Surf Life Saving's openness and responsiveness to cultural diversity, eventually leading to increased diversity within clubs.

While the funding is no longer available for this program, many Clubs have continued to deliver culturally inclusive programs that replicate or are based on the On the Same Wave program.

On the Same Wave is not about making it easier for people to join, it is about making it easier for people to know they can join. At the moment we do not exclude people, but do we actively include them? On the Same Wave is about offering a special welcome for people who otherwise may never know that joining was an option available to them. It is not special treatment, just a special welcome.

Nippers for children with disability

There are several clubs in NSW who offer programs and activities that are specifically targeted and designed to support the inclusion of children with a disability. Some education and activities can be modified to suit the needs of groups including shallow water activities, the use of foam boards, and simplified information delivery.

Resources and information on program activities can be obtained by contacting the SLSNSW Member Services team on (02) 9471 8000 or memberservices@surflifesaving.com.au.

Environmental

Many clubs and branches in NSW have implemented environmental initiatives including:

- Energy efficient initiatives. In 2007 Tathra SLSC became the first surf club in Australia to invest in and install a wind turbine and solar panels to reduce greenhouse emissions through renewable energy.
- Energy minimisation practices like energy efficient lighting, motion sensors, and auto shutoff switches.
- Water and waste management including rain water tanks, recycled water, recycling, litter bins.
- Member awareness and education programs. For example one of the Branches has previously hosted the "Coastal Ambassadors program". The program aims to equip members to understand their working environmental, and to promote understanding and care for our coast.
- Community program involvement including, Ecosurf, Landcare, Waterwatch and Coastcare. Many beaches participate in the annual "Keep Australia Beautiful" campaign;

Funding is available through a variety of avenues including Local and State Government funding, Envirofund and Climate Change funding and local grants supporting regional initiatives.

Resources

SLSA – Ecosurf -
portal.sls.com.au

9.7 QUALITY CLUB PROGRAM

SLSNSW is committed to developing and maintaining the health of the clubs throughout the state. The Quality Club Program recognises the continual improvements and achievements that are being made within clubs, promoting that Surf Life Saving Clubs provide an environment that values and rewards best practice.

The Quality Club Program provides clubs with a sense of pride, and recognition within the surf life saving environment, the local community and external stakeholders, including local and state government bodies. Clubs can use achievements from this program to attract more members, gain greater sponsorship support and create a stronger presence in the eyes of council and government bodies.

Benefits to Clubs

Creating a quality environment at your club will be of enormous benefit to your members and the community at large. Some of the benefits of being involved in this program include:

- Increasing credibility with local council, the public and government bodies
- Providing recognition for the work that is undertaken in the running of clubs
- Providing recognition for efforts to improve the quality of administration, management and member wellbeing
- Creating an environment where quality is highly valued and acknowledged
- Providing the resources to enable clubs to achieve and conduct events and programs
- Identifying trends and areas of need that may exist in club operations and services to members and the community
- Identifying club management and administration training needs
- Providing direction and a pathway forward to ensure the future viability of clubs
- Ensuring quick and easy reference and identification of best practice operations in both financial management administration and members services
- Ensuring that clubs are fulfilling the requirements under Fair Trading NSW, OLGR and the ACNC

The Process

The program consists of three levels which divide the Club operations and management into different sections. In each section templates have been created which are required to be completed, and forwarded to SLSNSW. SLSNSW staff will verify items by checking club records, website, club documentation and compliance documents.

The program is completely voluntary but highly recommended to ensure that your club is following best practice and compliance to be assured of a bright and successful future.

To be involved in the Quality Club Program contact SLSNSW on 02 9471 8000, email

memberservices@surflifesaving.com.au or register the clubs interest at the SLSNSW webpage listed below.

Quality Club Program Levels

Bronze – Covers the basic operational components of a Surf Life Saving Club

Silver – Covers the intermediate operational components of a Surf Life Saving Club

Gold – Covers the high level operational components of a Surf Life Saving Club

References

SLSNSW – Quality Club Program - <http://www.surflifesaving.com.au/members/development-programs/quality-club-program>

10. LIFESAVING SERVICES



10.1 LIFESAVING OPERATIONS – PHASES

Lifesaving operations are split into 3 phases under an emergency management structure.

These phases have relevance at both a wider club/season level and also on a daily patrol level; they are:

1. Planning/Preparation Phase

This phase involves the most activity to ensure lifesaving services are always prepared and ready-to-go.

Example (equipment): Pre-season equipment checks/ servicing by the Club Captain, and daily patrol equipment checks and inductions led by the Patrol Captain.

2. Response (Operational) Phase

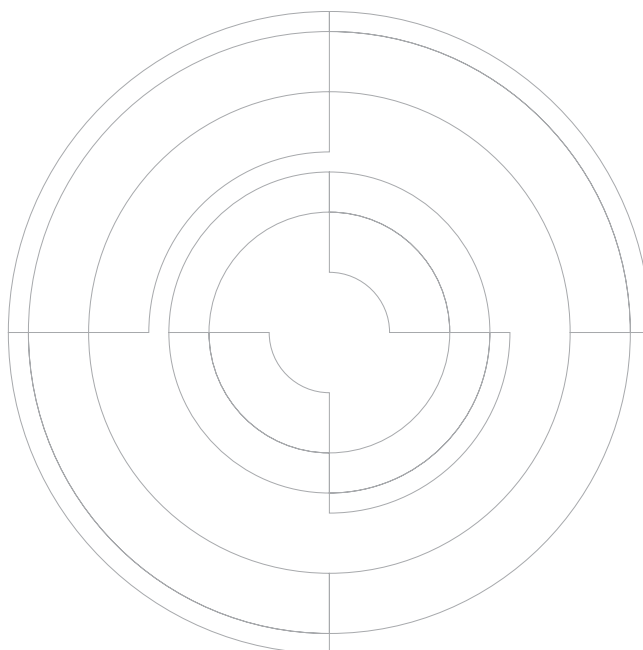
This phase involves delivery of lifesaving operations.

At a club/service level this encompasses the commencement of the patrol season and 'call outs' throughout the year. At a patrol level this involves responding as per SOP's to an incident (search, rescue, medical emergency). Within the response phase the adequacy of a club and patrols planning/preparation pays off.

3. Recovery Phase

This phase involves post-event activities. At a club/ service level this involves actions undertaken at the end of the patrol season to ensure appropriate wrap-up and input into next-season planning (note the cycle back to #1).

For a daily patrol, the recovery phase involves post patrol/incident operations, including ensuring member welfare (all persons safely back at base), re-establishing service capacity (back to full patrol or callout ready again), documenting/debriefing (incl counseling if required).



10.2 OBLIGATIONS AND EXPECTATIONS

As a core public safety organisation, surf lifesaving sets minimum standards for all clubs/services and communicates these to the public and other key stakeholders. These minimum standards are fundamental to public safety, member safety and the integrity of the organisation.

These minimum standards include:

- Minimum patrol season length/dates
- Minimum patrol hours
- Minimum patrol member numbers
- Minimum patrol member qualifications
- Minimum lifesaving equipment
- Policy/procedures

The agreements/documents in which these minimum standards are set include:

Lifesaving Service Agreements (LS 4.1)

All Clubs/Services shall have a SLSNSW endorsed Lifesaving Service Agreement (LSA). The LSA set minimum patrol dates/times/service for each Club/Service (determined and agreed to by Club/Branch/State). LSA's shall form the basis of annual patrol roster planning.

Standard Operating Procedures (SOP's) (Lifesaving Services)

This manual outlines policies, procedures and guidelines to assist lifesaving services in the management and delivery of their operations.

SOP's shall be available to all on-duty patrols at the club and members should familiarize themselves with it.

Patrol Operations Manuals (POM's)

All Clubs/Services shall have a specific POM that outlines specific local beach management/response plans are essential for appropriate planning/preparation, response and recovery operations for Clubs.

All Clubs/Services should have developed, implemented and endorsed a POM. As part of the annual season planning, these manuals should be reviewed, updated and communicated to the patrolling membership.

Setting and adhering to minimum standards requires consistent coordination and support.

Gear and Equipment Inspections (LS 4.8)

All Club/Services gear and equipment shall be inspected through a Branch administered inspection process prior to each lifesaving season. Guidelines for this are contained within the SOP's and outlined in the relevant Circular.

The purpose of Gear & Equipment Inspections is to ensure that each service has the appropriate amount of equipment in a safe & working order to fulfill their Lifesaving Service Agreement.

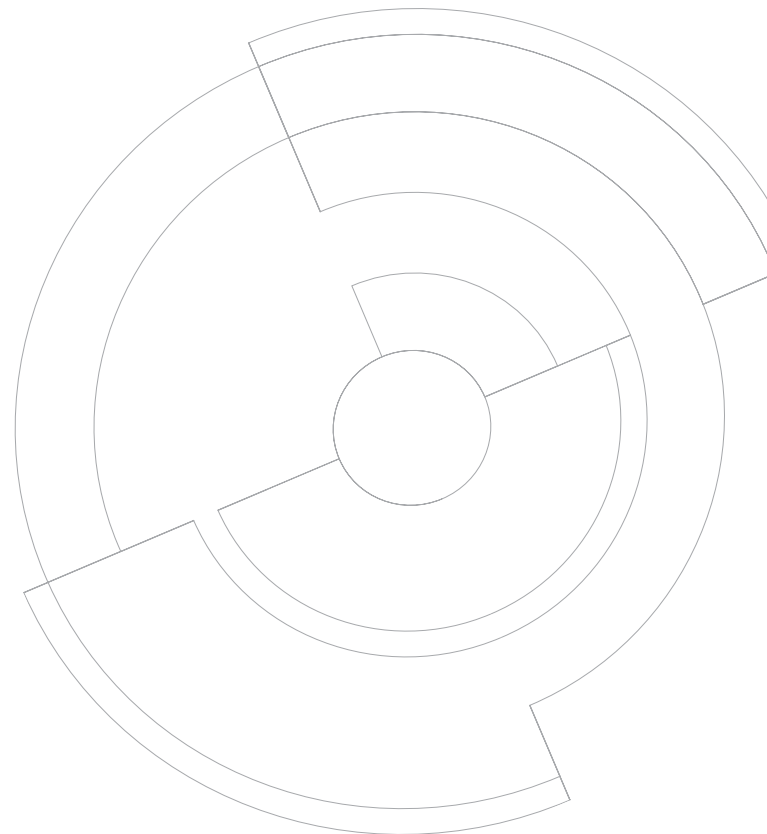
Patrol Audits (LS 4.7)

The Patrol Audit Program delivered by branches aims to assist Clubs/Services to standardise the process of assessing the compliance of patrols/services to LSA and operations policies/procedures.

All clubs shall have at least 4 Patrol Audits delivered by the Branch per lifesaving season (on average 1 every 5-6 weeks).

Breaches of Minimum Lifesaving Standards

The 'Guide to Dealing with Breaches of Minimum Lifesaving Standards' is a document which outlines the process/pathway for clubs/services to resolving breaches of minimum lifesaving standards in a consistent and supportive way.



10.3 PERFORMANCE MANAGEMENT AND RECOGNITION

Recognition

Excellence in lifesaving operations deserves to be recognised, not only to reward those involved, but also to highlight to the membership examples to strive for.

There are a number of recognition options available to Clubs/ Services, these include:

Rescue of the Month (ROM) Program

A Branch/State level program, which identifies and rewards excellence in lifesaving operations on a monthly basis. 11 Branch winners and 1 State winner are selected as per the schedule – with worthwhile prizes available. The State winner is forwarded to SLSA for National consideration of ROM.

Appropriate nominations may also be eligible for the Meritorious Awards Program.

Meritorious Awards Program

This prestigious long-standing program is run through SLSA and recognises those less common incidences of exceptional conduct and heroics in the effort to save a life.

National Medal

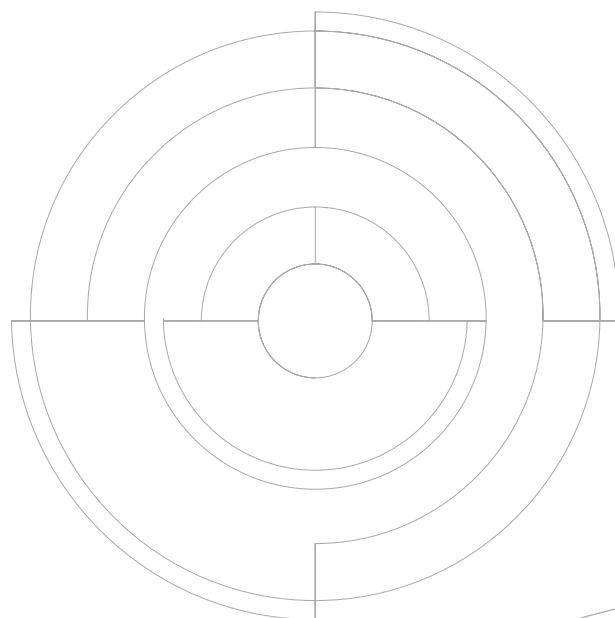
The National Medal is a distinctive part of the Australian Honours system and is available to SLSA volunteers and employees who have eligible (and proficient) service post September 1986 for a minimum of 30 hours each year for a period of 15 years or longer. SLSA submits application to government twice a year.

Eligibility and period of service eligibility -

- A. This award recognises the long service (minimum 15 years) of members/employees of SLSA as:
- Rescue Helicopter Pilots; or
 - Rescue Helicopter Aircrew; or
 - Jet/Offshore Rescue Boat Skippers; or
 - Jet/Offshore Rescue Boat Drivers; or
 - Jet/Offshore Rescue Boat Crew; or
 - Operational Members of Emergency Response Groups; or
 - Patrol Members

- B. "Patrol Members" for the purposes of the determination will be active members (including Reserve Active and Long Service) and Lifeguards of SLSA who:

- Meet the requirements of the annual proficiency test for SLSA Bronze Medallion for each year of eligible service; and
- Have completed the minimum rostered beach patrol hours / lifeguarding for each year of service or as a minimum 30 hours in each year of service.
- Service by a member of SLSA as a Cadet member or Junior Activities member will not be recognised as eligible service for the medal.
- Years of service in another approved organisation may be aggregated with service to SLSA in line with the medal guidelines.



10.4 MANAGING LIFESAVING RECORDS

The importance in the quality management of records should never be underestimated by a surf lifesaving club. The following information contains a snapshot of the required information for each club which is contained within the SLSNSW SOP's.

Managing your Records

Club Captains and Patrol Captains need to ensure that the appropriate and current forms/logs are used at all times and that information is being recorded:

- In pen (not pencil)
- Neatly and easy to read
- Professionally
- Accurately
- Completely

Lifesaving forms/logs are legal documents and can/have been required within a Coroner's court.

Patrol Logs

Club Captains need to ensure that a patrol log book is available for each patrol day and shall monitor these on a regular basis (weekly) to ensure that records are being maintained appropriately. Patrol Logs are to be entered into SurfGuard no later than two weeks from the date of occurrence.

Incident Report Logs

Clubs/services need to ensure that Incident Report Logs are being used as per the SOP's. Incident Report Logs are to be entered into SurfGuard no later than two weeks from the date of occurrence.

IRB Logs

The Surf Life Saving Inflatable Rescue Boat (IRB) Log is to be used every time an IRB is in operation. Club Captains need to ensure that the log is maintained and the information recorded is accurate.

SurfGuard

SurfGuard is a SLSA database that manages and stores surf lifesaving records. All Club Captains should have a username and password for SurfGuard. Club Captains (or delegate) are responsible for recording the following information through SurfGuard as part of their role:

- Patrol logs (and statistics)
- Incident reports (IRD)
- Proficiency information
- Gear and equipment
- Lifesaver qualifications
- Patrol rosters
- Lifesaving officer positions (i.e. Club Radio Officer)
- Club contacts (general)
- Emergency Callout contacts

Lifesaver Qualifications

Club Captains are responsible for ensuring that all lifesavers within their area of supervision have the required qualifications at all times. Lifesaver qualifications must be current at all times of patrol.

Proficiencies

SLSNSW will annually distribute a 'Pre-Season Information Pack' specific to lifesavers prior to the season. This will provide a detailed description of the proficiency requirements for all awards and Lifesaving Operational information. The most recent version of this can be obtained from the SLSNSW Website.

References

SLSNSW – Pre-Season Information Pack -
<http://www.surflifesaving.com.au/members/resources/administration>

10.5 MANAGING YOUR BEACH

The following information contains a snapshot of the required information, policies and procedures for each Club which is contained within the SLSNSW SOP's (Lifesaving Services).

New Member Inductions

All new members (new Bronze Medallion recruits or transferred members) should undertake an induction of the Club/Service and its specific activities, either prior to or on the first day of patrol. The 'induction' should include/reference at a minimum:

- POM (how the club/service patrols)
- Lifesaving Service Agreement (minimum service obligations of the club/service)
- SLSNSW (SOPs)
- Radio operations (ref SOPs)
- Public image/uniform (ref SOPs)
- Facility/equipment/WHS risks/issues

Start of Season Briefings (with patrol captains)

The Club Captain should deliver a pre-season briefing with all Patrol Captains. Items to discuss should include:

- POM (how the club/service patrols)
- Lifesaving Service Agreement (minimum service obligations of the club/service)
- SLSNSW SOPs
- Radio operations (ref SOPs)
- Public image/uniform (ref SOPs)
- Powercraft safety/image
- Local regulations/rules
- Facility/equipment WHS risks/issues
- Emergency call out preparedness
- Liaising with Emergency Services in the area
- Proactive community education
- Training activities on patrol (scenarios)

Season Debriefs (with patrol captains)

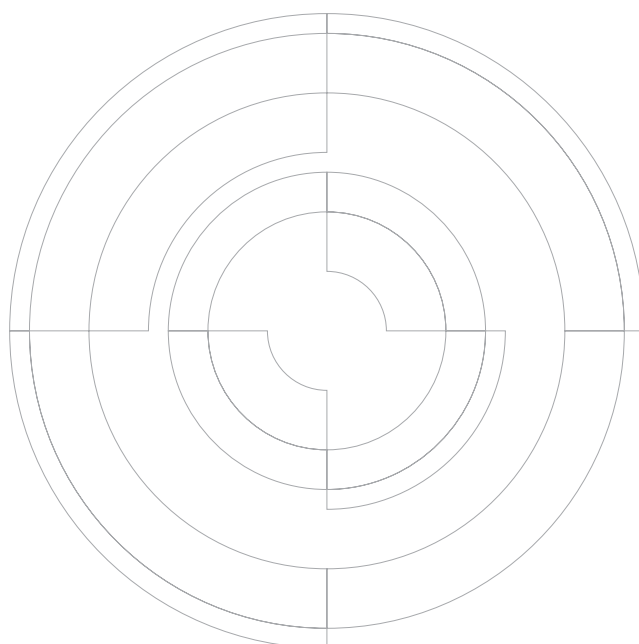
The Club Captain should deliver a season debriefing with all Patrol Captains. Items to discuss should include:

- Successes/recognition opportunities
- Challenges/issues to resolve
- Equipment needs (repairs/new)
- Uniform needs
- Qualification shortfalls/needs (for action in off-season)
- Emergency callout preparedness (team established/equipment rescue-ready/drills + exercises)
- Membership number shortfalls
- Continued/Future Patrol Captain identification
- Roster needs/changes for next season
- Statistics

References

SLSNSW – SOP –

<https://www.surflifesaving.com.au/resources/lifesaving-sops>



10.6 MANAGING YOUR EQUIPMENT

It is important to ensure all lifesaving equipment is maintained. The following information is a guide for Club Captains and Gear Stewards, detailing gear and equipment responsibilities.

Standard Operation Procedures

The SOP's is the minimum level that Surf Lifesaving Clubs should operate at in regards to equipment. A Club leaves themselves open to insurance issues if they are not using the specified equipment and/or not using equipment in the correct way.

Preventative Maintenance

Clubs/services should have a regular preventative maintenance program to ensure that all equipment is at its optimum operating level, meeting Work Health and Safety Guidelines.

At a minimum, the following equipment should be serviced annually:

- Radios (handhelds + basesets)
- Defibrillators (AED)
- Oxygen Resuscitation Equipment
- ATV
- IRB Motors

Approved Gear and Equipment

Only equipment approved by SLSA/SLSNSW shall be utilised for lifesaving operations in NSW. The use of non-approved equipment falls outside the SOP's and SLS insurance. Any supplier or club/member wishing to propose a new make/model or modify an approved item of lifesaving equipment should contact SLSNSW.

Annual Gear and Equipment Inspections

As a minimum, Clubs and Services are required to annually inspect and update the following lifesaving equipment on SurfGuard: Beach Vehicles/ATV's, Rescue Boards, Defibrillators, First Aid Equipment, IRB's, IRB Motors, Oxygen Kits, Radio's, Rescue Tubes and Spinal Equipment.

Branch Gear Inspectors will mark all approved lifesaving equipment with a SLSNSW gear inspections sticker each year. Equipment that is not 'passed by' the Gear Inspectors is to be recorded and must not be used by members on patrol until the equipment has been passed.

For more information refer to SLSNSW Circulars -

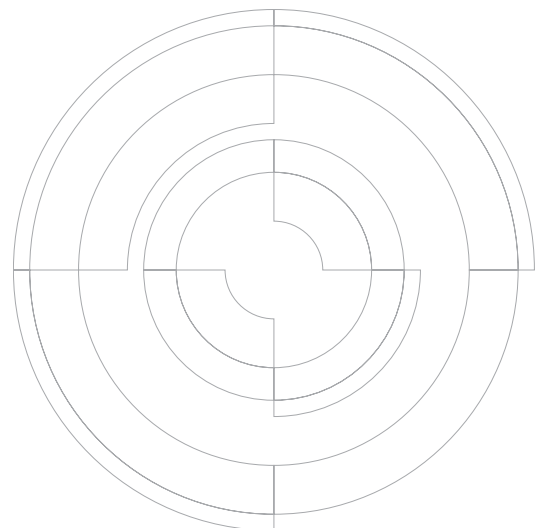
<http://www.surflifesaving.com.au/members/circulars-and-memos>

For Vessel Registrations please refer to LS SOP 5.3 Rescue Vessel Regulations/Exemptions

References

SLSNSW – SOP -

<https://www.surflifesaving.com.au/resources/lifesaving-sops>



11. EDUCATION & TRAINING



11.1 COMMUNITY EDUCATION

Overview

Community education is an integral element of aquatic safety. SLSNSW provides a number of courses and programs that help promote surf safety.

School education programs provide an important introduction to the surf environment for many children. SLSNSW currently provide primary schools with the surf safety education program Beach to Bush and the SLSA Surf's Up classroom teaching resource. We also offer Schools Junior First Aid and Surf Survival courses.

Surf Life Saving clubs play a vital role in providing the public with surf safety information. It is important for clubs to know that information and resources are available to assist them in providing surf safety education and courses to the general public as, and when it is requested.

General Community Education Presentation Enquiries

In the first instance, clubs should always contact SLSNSW for Community Education resources. We have available DVD's, Foreign National collateral, Beach to Bush collateral, RIP awareness, FLAGS message and Flip Charts and PowerPoint Presentations for all age groups and backgrounds.

You are also able to borrow an Education Kit which can assist you with surf safety education presentations to the general public. These kits are situated throughout the State and contain our Flags, signage, a rescue tube, sun safety gear and uniforms. You may also like to borrow the SLSNSW Education Trailer.

Please contact SLSNSW if you wish to borrow an Education Kit or the Education Trailer.

Beach to Bush

The Beach to Bush program is the largest educational initiative ever undertaken by Surf Life Saving. The program began as a result of research conducted by SLSA, which highlighted that 50% of people rescued from the surf live more than 50km from the beach. The program has been running successfully in New South Wales since 1991 and went national in 2003.

Surf lifesavers present the program each year targeting different geographical areas with the aim of revisiting each area every three to four years. The program is delivered in NSW in one week during November. The presentation lasts for one hour, and primarily focuses on beach and surf safety, however also touches on safety around home pools, dams and inland waterways. If you are interested in being a presenter of the program, look out in Club Mail for our call for presenters.

Surf's Up

Surf's Up is an engaging classroom resource for primary schools containing a range of cross-curricular activities associated with surf lifesaving, water safety and the beach. These teaching aides can be adopted by teachers and integrated into their lesson plans.

Within the program there are four key learning areas which raise student awareness of issues relating to beach safety and the coastal environment, as well as enhancing the understanding of the role that surf lifesavers play in the community.

A hardcopy of this resource has been sent to every Primary School in Australia, free of charge, through Scholastic Australia Book Club members. If you would like a copy, please contact the SLSNSW office.

Reference

SLSNSW - <http://www.surflifesaving.com.au/>

11.2 AUSTRALIAN LIFESAVING ACADEMY (ALA)

The ALA is a brand which incorporates all of the accredited and non-accredited training delivered by Surf Life Saving Clubs, Branches and Commercially trainers Australia-wide. The aim of the New South Wales arm of the ALA is to provide high quality cost effective vocational education and training to our members, employees and commercial clients to develop practices in education, prevention, emergency care and rescue in order to ultimately meet our vision of **'zero preventable deaths and injuries on NSW beaches'**.

SLSNSW is a Registered Training Organisation (RTO) approved to deliver a number of nationally recognised training programs. In Australia, only RTOs can deliver this type of training and must meet rigorous national standards to qualify for and maintain this registration.

Benefits of the ALA

- Brings uniformity to current and future Surf Life Saving Awards
- Increases the availability of relevant training to members and non-members through a centralised sustainable community resource
- Attracts more surf lifesavers to the movement
- Increases the proportion of our training and education that is Vocational Education and Training (VET) accredited, therefore increasing its value to the community and to participants
- Sustains itself and contributes financial resources to SLSNSW
- Improves current resources, and develops new resources, resulting in an improved structure of awards available
- Increases the qualification levels, and therefore the effectiveness of surf lifesavers

Courses Delivered

The ALA delivers a number of accredited and non-accredited courses. Please refer to the SLSNSW Awards and Qualifications Chart on our website.

Who delivers the courses?

Facilitators

Holding an industry recognised Certificate IV in Training and Assessment; SLSNSW Facilitators deliver our advanced awards, and can train and assess the same group of participants.

Assessors

Having completed the industry recognised Assessor course, SLSNSW Assessors are an integral part in deeming whether students are competent or not yet competent in their lifesaving activities.

Training Officers

Having completed the industry recognised Training Officer course, SLSNSW Trainers are responsible for the transfer of vital lifesaving experience, knowledge and skills.

How to become a trainer or assessor

- You must hold, and have significant experience in the award in which you want to train and/or assess
- Complete the Training Officer and/or Assessors course, or the Certificate IV in Training and Assessment
- Receive one-on-one mentoring with an experienced Trainer/Assessor/Facilitator

For more information, please speak with your Branch Director of Education or consult the SLSNSW website.

Reference

SLSNSW -
www.surflifesaving.com.au

11.3 COMMERCIAL TRAINING

Overview

In addition to the training of volunteer members, SLSNSW also delivers commercial fee for service First Aid training and First Aid services at events across the state. The aim of the commercial training arm is to generate employment opportunities for members and revenue for Surf Life Saving whilst promoting other facets of our movement to a broader community throughout New South Wales.

Courses Delivered

The commercial training arm of the ALA delivers both accredited and non-accredited training through public courses as well as on-site customised courses to schools, childcare centres, private industry and government agencies. These courses include Apply First Aid, CPR, Childcare Essentials First Aid, Spinal Management, Defibrillation, Advanced Resuscitation, Remote Area First Aid, Emergency Care, Asthma and Anaphylaxis.

A comprehensive list of our current commercial training product suite can be obtained via the SLSNSW website or contacting a SLSNSW Academy Business Officer.

Course Costs

The cost of commercial courses may vary. Surf Life Saving members receive a great discount on the course prices and we also offer discounts to large groups and students. Please contact a SLSNSW Academy Business Officer for specific course costs.

Who can become a Commercial Trainer?

Commercial Trainer positions available can be full-time, casual or through licensed training agreements. As a RTO, SLSNSW is required to ensure that all trainers hold sufficient qualifications and experience for the courses they deliver under our scope of registration. Specific qualifications and experience necessary to become a SLSNSW Commercial Trainer can be found by contacting the Academy Business Manager. SLSNSW volunteer members are encouraged to apply for these trainer roles, as significant training and professional development opportunities are available.

Other Business Activities

In addition to Commercial First Aid Training, the commercial training arm also supplies first aid equipment including Defibrillators, Oxygen Kits, CPR charts and training resources. Details of current and future training products and services can be found by visiting the website, or contacting the Commercial Training Division on 1 300 766 257.

The ALA also provides fee for services frontline First Aid Services. Some of the recent events include V8 Supercars Sydney Telstra 500, Foo Fighters concert, Roller Derby, X Factor and the One Direction appearance on Sunrise. If you have experience in First Aid services and hold sufficient First Aid qualifications and would be interested in working at events please contact the SLSNSW Academy Business Manager.

Reference

ALA – New South Wales

<https://www.surflifesaving.com.au/what-we-do>

12. SURF SPORTS



12.1 SURF SPORTS STRUCTURE

SLSA Structure

The SLSA Surf Sports structure is comprised of various sub-committees and working groups including the Sport Development, sport partnerships, sport selection, sports technical and rules, surf boat and a sports advisory forum. These are supported by SLSA Staff.

NSW Structure

NSW structure comprises of the Director of Surf Sports, who sits as a Director on the SLSNSW Board of Directors and reports to the State Council. The Director of Surf Sports sits on the SLSA Surf Sports Advisory Panel with the SLSNSW Sports Manager.

The Director of Surf Sports is supported by the Surf Sports Adviser, Technical Adviser and other Advisers and/or Advisory Panels which includes:

- Surf Sports Selection Committee
- NSW Surf Boat Commission

Various Working Groups are established for specific needs and disbanded at the completion of the project.

SLSNSW sport staff provide support throughout this structure.

Club and Branch Structure

Individual Clubs should have a Club Director of Surf Sports (title may vary from Club to Club, for example Competition Director as per the Club constitution). Branch requires a Branch Director of Surf Sports who is invited to consult with SLSNSW as part of Branch Directors of Surf Sports meetings and is the key Branch contact for all surf sports matters.

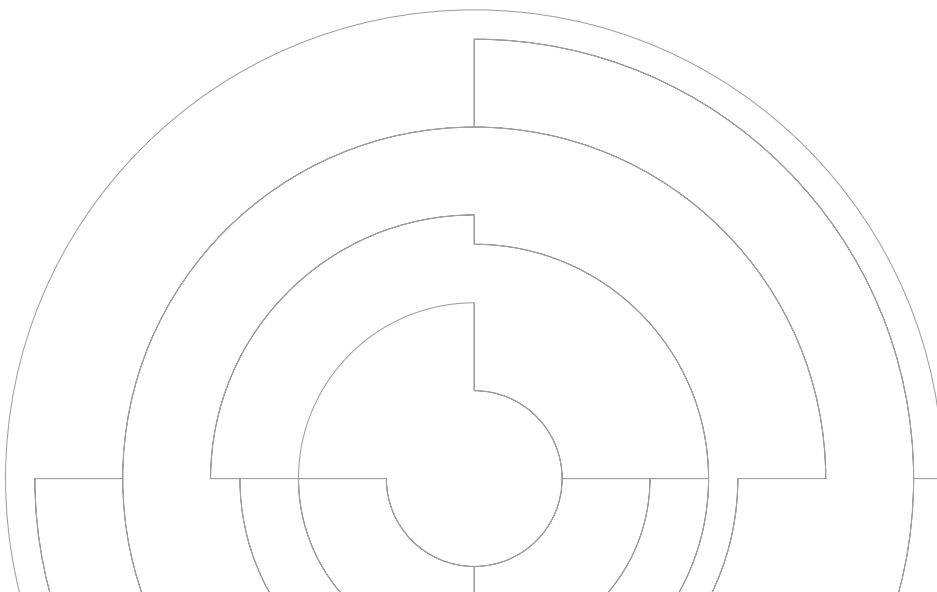
Meetings

NSW Branch Directors of Surf Sports meetings are conducted annually, where the Branch Directors of Surf Sports and the Advisers, It is through these meetings that member ideas and feedback on surf sports issues should be raised through the relevant Branch Director of Surf Sports as the member representative.

Communication

Surf Sports makes it a priority to communicate pertinent issues to Branch representatives and Clubs. The method of communication utilised is generally in the form of circulars, memos uploaded to the SLSNSW website (and SLSA Members Portal) and promoted via social media as well as direct communication to Branch Directors. It is vital that the Branch Director of Surf Sports is the key Branch contact and is responsible for relevant communication to be passed onto the membership which is summarised in a monthly Sport email newsletter.

Reports collated from Surf Sports related meetings will be distributed to the appropriate persons for their reference.



12.2 CLUB SURF SPORTS ACTIVITIES GUIDELINES

SLSNSW encourages all Club members to experience the fun and fitness benefits of Surf Sports. Developing Club Surf Sports Activities to suit your Club is pivotal to its success. Management systems which are well-organised and operate effectively result in the smooth running of activities with procedures adhered to, creating satisfaction amongst members and great Club Surf Sports results.

Identifying Club Needs

The following principles may assist your Club to categorise its Surf Sports needs:

- Vision and objectives of the Club
- Values that drive the Club – issues to be considered may include financial impacts, junior development (and retention strategy), team selection policy and priority of Surf Sports
- The Plan – this can start with a SWOT analysis, highlighting the Club's strengths and weaknesses, opportunities and threats

Surf Sports Objectives

The following steps may be used when creating Surf Sports Activities plans for your Club:

- Form a Surf Sports committee
- Analyse the strengths and weaknesses within your Club to evaluate the priority of Surf Sports and begin to set Surf Sports goals and objectives ensuring they align with the Club vision
- Construct strategies that will achieve the identified Surf Sports goals and objectives and prepare an Action Plan with designated responsibilities and accountabilities
- Execute the plan within the Club environment
- Evaluate the plan, assessing strategies and objectives to ensure future success

Surf Sports Participation

Surf Sports evolved to continually develop members' skills and fitness. Participation in Club activities should be focused on encouraging fun and participation. For those members who are more competitive, a structure should be developed to assist with training, coaching and competition.

Clubs are encouraged to conduct Surf Sport activities that are accessible, enjoyable and continually develop the skills/fitness of members. These may include ocean swims, Sunday surf races, Club training sessions and Club Championship events. Many events can be modified/adapted to suit the Club's needs and ensure that every individual has the opportunity to participate in Surf Sports.

Five aims have been identified to maximise the benefits of Surf Sports within a Surf Life Saving Club:

1. To develop lifesavers who possess the skills and knowledge to respond more effectively in rescue situations
2. To increase the retention rates of members in Surf Life Saving Clubs in NSW
3. To provide Club activities to help create a sense of belonging to the Club for all members
4. To increase participation of Club members, coaches and officials within SLSNSW
5. Club Surf Sports Activities will provide a pathway for participation into Surf Sports competition

It is important to remember that any person may become a 'competitive member', irrespective of their stage of development, skill and fitness level. Competitors benefit from an environment that is enjoyable and motivating, as it enhances personal skill development, thus creating a sense of achievement.

Club Surf Sports Activities

Club Surf Sports Activities have been developed to encourage participation from members of all skill and ability levels.

The activities developed aim to provide opportunities for Club competition committees to identify talented athletes and members committed to competitive development and club representation at interclub; branch; state; national and international competitions.

The program may be scheduled to begin on either Saturday or Sunday mornings with a variety of individual activities. This may include weekly surf races/ocean swims, beach sprint, flags, board, ski or first aid competition in rotating weeks. In the event of poor surf conditions a soft sand beach run may replace the surf race.

Surf Sports Activities

Events that may be held are:

- Surf Race/Ocean Swim
- Board and Ski races
- Sprint/Flags/Soft Sand or Beach Runs
- First Aid Competition

The events can be conducted on a handicapped basis with a time/distance allocated based on successful results. Each event can be run in one or two divisions (open male/open female) with an option to further separate these into specific age groups if necessary.

12.2 CONTINUED

Pointscore for Club Activities can be determined by individual Clubs but it is recommended that each competitor receives one (1) point for starting an event and will gain points after successfully completing each event.

Bonus points (e.g. 10 bonus points for completing more than 10 rounds) may be awarded to encourage continual participation with prizes and rewards for top weekly/seasonal pointscorers.

It is important to remember the focus for Club Surf Sports Activities is participation by all Club members in a relaxed and enjoyable sporting environment.

Rules

It is important to advise members of rules prior to activities and inform relevant parties to ensure the safety of competitors, officials, event organisers and spectators. Club Surf Sport Activities are to be conducted as per the event rules in the SLSA 35th Edition Surf Sports Manual.

Please also refer to the SLSA Water Safety Policy and SLSA 35th Edition Surf Sports Manual as the mandatory risk management document regarding all water activity.

Water Safety Supervisor

The Water Safety Supervisor is responsible for the safe conduct of the Club Surf Sports Activities in the water. Refer to the SLSA Water Safety Policy for detailed responsibilities.

Recorder and Activities Organizer

If a Club wishes to adopt a competitive framework it is important that a Club Surf Sports Activities Recorder is responsible for the accurate and timely upkeep of records.

A Club may also wish to assign a Surf Sports Activities Organiser who along with other members should coordinate the various tasks outlined below. Duties include:

- Pre-and post-activities briefings
- Implement rules and regulations
- Advertising details of Club activities
- Recruit officials/other members and assign tasks
- Entries
- Timetables
- Safety arrangements
- Code of conduct
- Overall record keeping of pointscores and handicaps
- Consider and adjudicate protests
- Supervise timekeeping (as required)

Beach Coordinator

A 'beach' coordinator should assist the Activities Organiser with the following duties:

- Responsible for correct assembly of equipment for the competition
- Adjust, replace, repair and return equipment when required
- Maintain a record of Club Surf Sports Activities equipment
- Ensure all equipment of the Club Surf Sports Activities if accounted for, hosed down and properly stored at the conclusion of activities
- Be responsible for the safety of competition while water events are in progress
- Coordinate the setting of the courses
- Coordinate the positioning of rescue craft for water safety
- Direct the deployment of appropriate first aid (when required)

Resources

Various resources are required for the successful execution of Club Surf Sports Activities. For example:

- Flyers on Club notice boards
- Templates for record keeping
- Certificates (Milestones e.g. 10 swims/Winners/Certificate of Appreciation)
- Prizes (if desired)
- Weekly prizes (e.g. pizza/movie vouchers)
- Trophies
- Perpetual trophies

Surf Sports Club Competition

Countless variations of point scores and competitions exist for Club members to participate in. It is important to remember some members participate for enjoyment and others participate for competition and representation.

Various intra-club, interclub, and non-traditional competition can be utilised by Clubs to enhance member participation and allow for varying levels of competitiveness.

Handicap swims

These are widely used for surf races in Club point scores and are open to all ages.

Rules: Each swimmer starts off a handicap or must swim to a nominated time.

Handicaps can be judged on a weekly basis or carried over a number of weeks to gauge improvement throughout the season.

12.2 CONTINUED

Pointscore Competition

Pointscore competition can be based over a few weeks, a month or the season. The most gruelling Club challenge is the 'One Day Pointscore Challenge' aimed at finding the best all-round athlete in the Club. This is open to all ages, where members compete as individuals.

Rules

A selection of events are chosen and competition conditions advised

Events are run consecutively

Points are allocated for places

The most successful competitor wins

Alternative

The 'One Day Pointscore Challenge' can also be performed in teams

Teams events

Surf Teams, Board Relay, Wade Relay, Sprint Relay, Flags

Rules

- Participants are divided into teams based on age (for example: 1 x O/40, 2 x O/30, 2 x Open, 2 x U/19, 2 x U/17, 2 x U/15, 2 x Female)
- Points accrued are for relevant age groups
- Flag event only contested in relevant age groups for safety reasons
- Surf race is handicapped
- Board Relay distance is approximately 80m with Rescue Boards used
- Wade distance is 40m
- Sprint distance is 40m to a flag and return

Club Championships

Club Championships are generally held in a variety of events; usually towards the end of the surf season to determine the top performing members/teams in each age group/discipline or overall.

Examples of Club Championship formats include:

- A and B grade events for point scores and Club Championships
- 3-round Club Championship Competition
- Resuscitation Championship Event (including theory and practical)
- Marathon events
- Beach runs
- Twilight carnivals

Social Events and Competition

Competition is conducted in social events between Clubs for example; tug o' war, volleyball, wheelbarrow races, beach cricket and bowls.

Member Recruitment and Retention Activities

Open Equipment Competition Day

All members are invited to try different competition disciplines under the instruction of Club coaches and competition specialists. It provides an opportunity for members to try different events and expand their range of experience with different skills (only on equipment that is permitted i.e. no one under 16yrs can be in a surf boat or on a ski).

Guest Coaches

Coaching clinics may be held with specialist coaches and elite competitors to enhance members' skills and knowledge of their chosen disciplines. It is also a good way to introduce top-performing competitors to State coaches and other high profile coaches/leaders.

Twinning (Sister Club) Weekends

Sister Club relationships are formed by approaching local SLSC's in an alternate Branch to your own Club with opportunities for weekends to be held for the Clubs to introduce Club members to each other. These Sister Club weekends also provide the opportunity for competition and fun. A variety of events/activities are usually held over the weekend with social events held on a Saturday night.

High School Sports

Activities and Coaching Days at High Schools are an excellent way to introduce lifesaving and surf sports activities to the community, recruit new members and build Surf Club/school affiliations.

Non-Traditional Competition

Surf lifesavers enjoy rivalry, and a range of non-traditional activities enables members to participate for fun, competition and variety. These events may include:

Mystery Flags

Each participant is allocated a flag; however, one flag is marked with tape and buried – the person who grabs this flag is then eliminated. The traditional beach flags event is then determined by luck; not skill.

12.2 CONTINUED

Water Flags

As per Beach Flags but competitors start standing in waist deep water.

Race against the Clock

Events may be held where competitors race against their own personal best and results are not based on performance against other competitors. The competitor with the best percentage improvement wins.

Surf Board Challenge

The Surf Board Challenge is a surfboard riding challenge on surf boards. The basic concept:

- A surfer must get on their feet to score
- 15 minute heats (time dependent/number of competitors)

This challenge is a great way to introduce Nippers to senior members of the Club.

Short Course Events

Traditional Surf Sports events may be held in short course format to promote participation and involvement with a decreased focus on competitive performance and racing. Short course events are a great way to introduce new or younger members to Surf Sports Club Activities.

Obstacle Challenge

This event may begin with a shorter sprint swim course and progress to an obstacle course on the sand.

Brats, Brute's and Bruiser's Day

Brat's = New members

Brute's = Active members

Bruiser's = Active Reserves and Long Service members

This day provides an opportunity for members to have fun and compete in team events with a social pointscore – each participant receives one (1) point for competing in an activity.

Points for places are awarded from 1st – 10th place:

1st	10 points
2nd	9 points
3rd	8 points
4th	7 points
5th	6 points
6th	5 points
7th	4 points
8th	3 points
9th	2 points
10th +	1 point

An added incentive is a 'double point's joker' for each team to use. The 'double points joker' may be:

- A team member selected from a random draw
- An individual nominated by team members
- A particular event/activity selected by teams or organisers
- Events may include:
 - Surf teams
 - Board relay
 - Obstacle relay
 - First Aid competition

There is also an opportunity for older/non-active members to become involved in Club activities by volunteering as officials as well as the opportunity to create competitive teams. For example: Seniors vs. juniors or Boaties vs. others in lifesaving events.

12.2 CONTINUED

Other Beach Sports Activities

Novelty activities provide the opportunity for fun and socialising between members. These may include:

- Ultimate Frisbee
- Touch football
- Beach cricket
- Volleyball
- Beach baseball
- Beach soccer

Novelty Surf Sports activities may include:

- The Wheelbarrow Race
- The Snake Race
- Wade Races (for older Nippers and Seniors)
- Demonstration events - e.g. The Chariot Race and Pillow Fight

Social/Surf Sports Activities

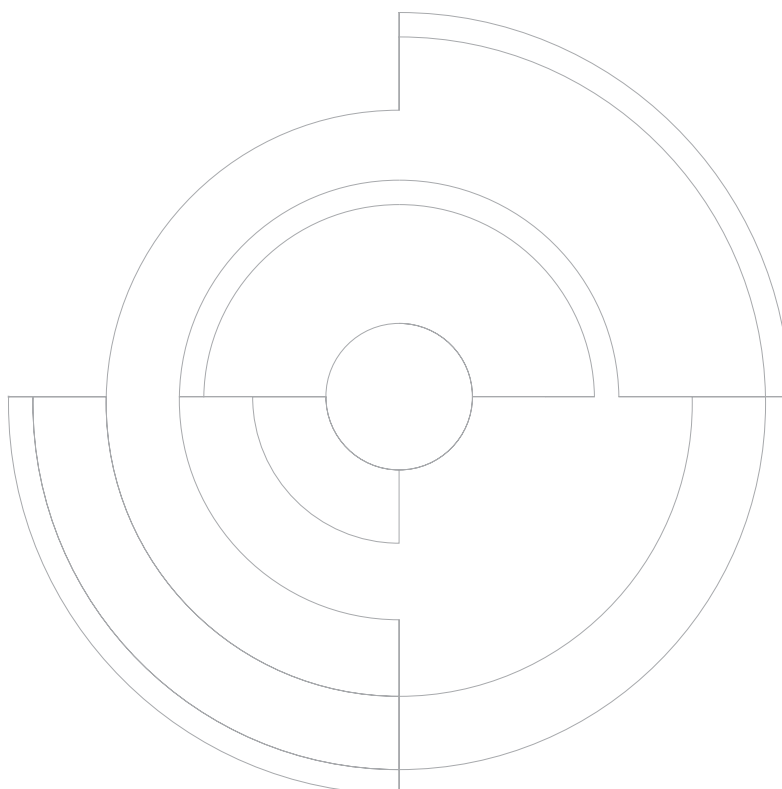
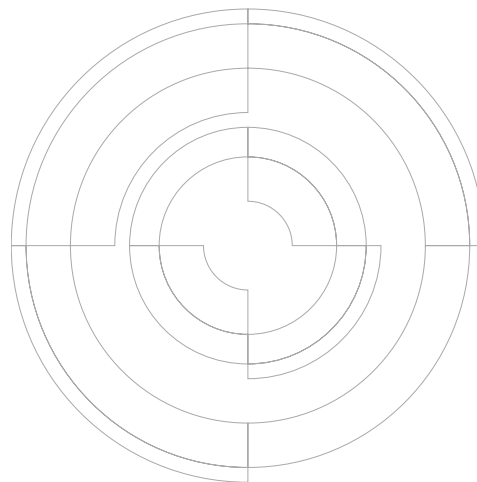
The Surf Club social network is one of the greatest assets in attracting and retaining members. Regular social and fun activities help to build camaraderie and friendship groups between Club members – they may be the difference between one Club and the next to attract and maintain members.

Surf Club BBQ

BBQ's can be used by the Club to introduce all members and build Club spirit and a sense of community and belonging. Regular BBQ's (e.g. last Sunday of each month), held to celebrate post-event (e.g. proficiency testing and pointscore events) and to recognise sporting achievements (e.g. surf carnivals, fundraisers and new member induction) all help to develop a sense of community within the Club.

Reference

SLSA Surf Sports Manual – 35th Edition - portal.sls.com.au



12.3 SURF SPORTS OPPORTUNITIES

Surf Sports offers many opportunities for members interested in coaching, officiating or general competition across a variety of disciplines and age categories from nippers through to masters. There are a range of tools and resources to assist members in understanding these opportunities and gaining more information on how to get involved.

SLSA Surf Sports Manual –35th Edition

The latest Surf Sports Manual can be downloaded from the SLSA website or purchased through your Club. The Surf Sports Manual is for the advancement, encouragement, management and administration of surf sports competition in Australia, providing general conditions and procedure for all competition events. The manual includes information on competition rules, competition safety, competition eligibility, transfers, competition categories, competition administration, officials and their duties, protests, appeals and competition disciplines.

SLSA often release additional ‘amending’ bulletins and circulars that can override what is published in the current edition of the manual. It is important that clubs and Branches are aware of such documents as it may affect them directly.

Development for Coaches

A Club Coach educates, trains and assists the development of members with an interest in Surf Sports. They provide advice on both tactical and technical surf sports skills. In many instances, the Club Coach will prepare an athlete or group of athletes for events and competitions.

Coaching development opportunities are offered by SLSNSW alongside most athlete development programs including the NSW Junior Development and NSW Performance Academies and various clinics and representative teams. Please contact the Sports staff if you wish to be involved in these programs.

Coaching development can provide:

- Opportunities for people to be involved and increase the quality of coaching delivered
- Avenues for a Club to develop and provide opportunities for athlete development
- A means by which competitors can develop
- Resources of which the whole Club and its members can benefit
- Improved lifesaving skills through education, training, junior development activities and coaching
- A member retention and recruitment tool

Coaching Courses

Following a comprehensive review of the SLSA Surf Sport Coaching Framework in 2012/13, SLSA has redesigned the way coaches are recruited, trained, supported, and retained. The result is a contemporary, flexible, interactive and purpose-built coach development framework, designed to ensure we are developing great coaches in all coaching environments and in all Surf Sport disciplines.

The new SLSA Coaching Framework has taken over what was formally known as the Junior Coaching, Level 1, Level 2, and Level 3 courses. The major change to the coaching framework is that it is now discipline specific.

SLSA Surf Sport Coach training sits under the umbrella of the National Coaching Accreditation Scheme (NCAS), which covers over 80 different sports throughout Australia and is managed by the Australian Sports Commission (ASC). SLSA has a 5-tiered Coaching Pathway which is outlined in the figure below.



Note: The Age Manager qualification is not part of the National Coach Accreditation Scheme.

Becoming an accredited coach is an important step in ensuring that you are providing a quality service to the participants you are working with and your accreditation will be endorsed by the Australian Sports Commission. NCAS is Australia’s system of training and accrediting coaches, which more than 70 sports participate in. The fundamentals learnt in the new coaching courses are easily transferrable to other sports which are also endorsed by the ASC NCAS.

If you wish to become an accredited coach, please visit the coaching page of the SLSNSW website at <http://www.surflifesaving.com.au/members/surfsports/coaching> for more coaching information, frequently asked questions, and course updates.

12.3 CONTINUED

Coaching Re-accreditation

To reaccredit as a Level 1/Foundation, Level 2/Development or Level 3 coach, a reaccreditation form must be completed and submitted to SLSNSW no later than 12 months after the expiry date. Failure to submit the reaccreditation form within this timeframe will result in having to complete the coaching course again. This can be downloaded from the coaching page on the SLSNSW website using the same link as above.

Development for Officials

Accredited Surf Sports officials are essential to the success of any surf carnival or event. Officials are required at all levels of competition. Some Branches require Clubs participating in competition to fulfil a quota of officials in order to compete in a carnival. To officiate at competitions, individuals must nominate to the relevant Club, Branch, State or National representative.

There are four levels of officials' accreditation:

- Junior Officials Course
- Level One Officials Course, requiring re-licensing every four years
- Level Two Officials Course, requiring re-licensing every four years
- Level Three Officials Course, requiring re-licensing every four years

All levels of officials' accreditation share three basic objectives:

- To educate members to successfully administer their duties
- Ensure that each member who is appointed an official at any carnival, event or championship has the best understanding of Surf Sports
- Ensure that there are sufficient qualified officials available to conduct Surf Sports activities at all levels

Officials Relicensing

To relicense as a Level 1 and 2 Official, the applicant must complete the Surf Sports Officials Form and submit a copy of a completed Surf Sports Officials Log Book to Branch. This book shows the accumulation of a minimum of 100 points during the 4 year period of your participation at surf lifesaving sports and related personal development events.

If any members are interested in becoming accredited officials or their official qualifications need re-licensing, contact your Club, Branch Director of Surf Sports or refer to the SLSNSW website.

Development for Athletes

A variety of development opportunities exist for athletes of different levels of ability from entry level to elite athlete programs, club coaching programs, specialist clinics, branch athlete development programs, regional sport academy programs, athlete academies, and Australian High Performance programs and various representative teams at different levels of the organisation.

Athlete development opportunities exist in the following areas; Water, Beach, Boats, Pool, and IRB competition.

For further information on the surf sports development opportunities available, please contact the SLSNSW Sports portfolio or visit the SLSNSW website <http://www.surflifesaving.com.au/members/surfsports>

12.4 TOURING TEAMS

Being part of a touring team is a great experience and an effective way to retain members and create a sense of belonging to a Club. Opportunities to tour at Branch, State, National and International level may present themselves, with the same principles applying.

There are a number of issues to be considered before taking a team away, especially when there are members under the age of 18 years. The following components will create a balanced and well managed team and tour.

Selection

A clear document detailing the selection criteria for the team and process should be made readily available for athletes, coaches and officials reference. This will allow members the opportunity to review set criteria and establish goals to meet. Each member interested in team selection should be provided with a copy of the selection criteria and afforded the opportunity to ask any questions prior to any criteria process commencing.

The selection policy provides the selectors with a point of reference from which they can make their decisions. It is advised that when forming a Panel, a minimum of three people should be appointed to allow balanced discussions to reach a decision. It may not be always practical, but where possible avoid having parents of competitors on the Panel to avoid perceived conflicts of interest.

The selection criteria can be dependent on many factors including team size, team configurations, age groups, types of events and venue. The SLSNSW Selection Policy can be used as a guide for clubs.

Behaviour

A minimum standard of behaviour is to be maintained by all members of the team, reflecting the SLSA Code of Conduct. A code of conduct for touring teams ensures that members, friends and family agree to a certain standard of behaviour. If an incident arises that breaches this agreement whilst travelling, team management may reference the Code of Conduct to ascertain whether further action is required.

The SLSA Codes of Conduct include leadership, team manager, coach, officials, administrator and parents can be found on the SLSA Website. A copy should be provided to all team members prior to touring with agreement to abide by recorded by signature.

Prior to team departure please ensure all travelling members are aware and compliant of SLSNSW Child safe practices as outlined in the Members section of the SLSNSW website –

<https://www.surflifesaving.com.au/resources/administration>

Team Manager

The key tasks of the Team Manager include organising travel, accommodation, entries, supervising team conduct and general tour coordination. The Team Manager should be issued with a clear job description stating their role and responsibilities.

Example Job Descriptions for Team Managers, Coach Advisor and Officials Advisor can be found in the Club Guide Appendices.

Head Coach

Duties:

- Prepare the Team for competition by delivering a structured and holistic coaching program commensurate with the physical, technical, tactical and mental requirements of competition
- Liaise and communicate with team members and their existing coaches as to current programs, goals and requirements
- Ensure the protection of team members at all team activities
- Communicate regularly with those listed under 'Functional Relationships' particularly, team members
- Attend meetings and provide progress reports as required

Chaperones

Chaperones are an essential part of the team when touring with members under the age of 18 years. The chaperone ensures these members are well looked after and are conducting themselves in an appropriate manner. It is beneficial to have chaperones reflecting the genders represented by the team.

Duties:

- Understand and ensure adherence to relevant SLSA & SLSNSW policy, particularly to SLSA Competition, WH&S and Administration policies, Athletes Agreement
- Ensure the protection of team members at all team activities
- Report promptly, as per SLSA guidelines, any breaches of policy
- Communicate regularly with those listed under 'Functional Relationships' particularly, the Team Manager
- Assist the Team Manager where required

Team Captain

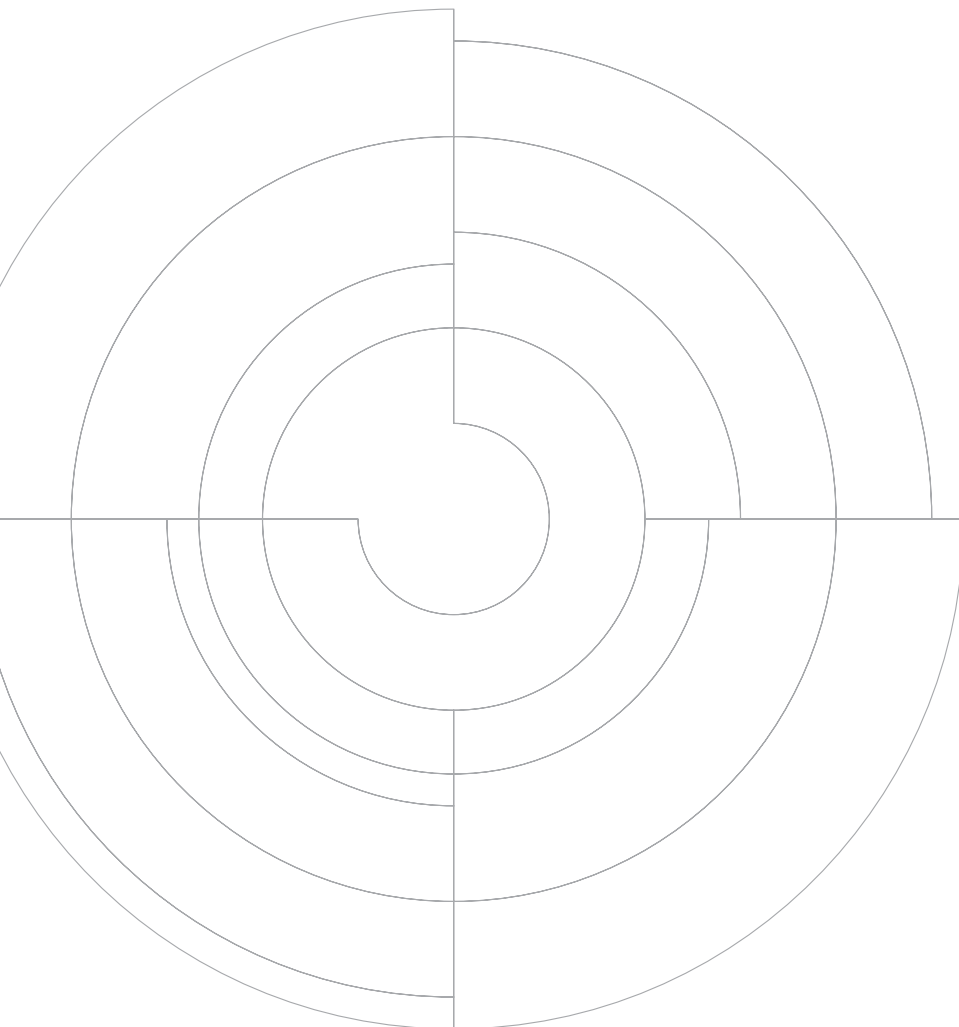
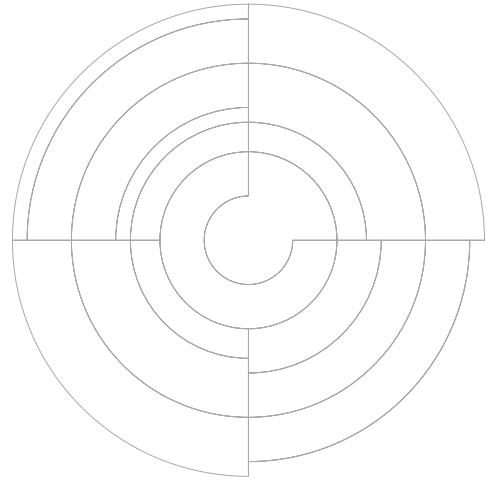
The appointment of a Team Captain ensures a strong relationship between athletes and team management, whilst providing opportunities for members to support the Club and team in a managerial capacity.

12.4 CONTINUED

References

SLSNSW - Selection Policy & Athlete Agreement - portal.sls.com.au

SLSA - Codes of Conduct - portal.sls.com.au



13. APPENDICES



APPENDIX 1 – ASSOCIATIONS INCORPORATION ACT 2009

Frequently Asked Questions Information Sheet

What is the Associations Incorporation Act 2009?

On 1st July 2010, a new law regulating incorporated associations in New South Wales came into force, known as the Associations Incorporation Act 2009. This law replaces the Associations Incorporation Act 1984. There is also a new regulation called the Associations Incorporation Regulation 2010 that provides further material related to the new Act.

What are the objects of the Associations Incorporation Act?

In simple terms, the objects of this Act are to provide a scheme for the registration of associations that are set up for the purpose of engaging in small-scale, non-profit and non-commercial activities. This Act makes provisions for the corporate governance and financial accountability of associations registered under this scheme.

What were the major changes between the old 1984 Act and the new 2009 Act?

Audit requirements

Under the new Act, it requires larger associations with an annual income exceeding \$250,000 or assets exceeding \$500,000 (Tier 1) to have their annual financial statements audited. Although the Act does not place an audit requirement on smaller associations (Tier 2), all Surf Life Saving Clubs in NSW still need to provide audited financial statements to meet their fundraising obligations under the Charitable Fundraising Act 1991.

SLSNSW holds an authority to fundraise on behalf of all affiliated Surf Life Saving entities in New South Wales. This authority is administered by the NSW OLGR and it is their requirement that all our entities must have their financial statements audited. All audited financial statements should also include statements by the auditor and Executive required by the Charitable Fundraising Act 1991. Club and Branch financial statements must be audited by a registered company auditor or a person approved by SLSNSW in conjunction with the NSW OLGR.

Extra Obligations on Committee members

Under the new Act, there are new obligations on committee members which are:

- To disclose any conflict of interest between their own affairs and the affairs of the association
- Not to use their position for a dishonest purpose
- Not to use information for a dishonest purpose

The new Act places extra legal obligations on committee members that if breached could result in significant penalties. Penalty notices and fines may be served for offences depending on the severity.

Obligations of office bearer and handover of documents

Within 14 days after vacating office, the former Public Officer must ensure that all documents in their possession that belong to the association are delivered to a committee member or the new public officer.

An association's committee must fill any vacancy in the public officer position within 28 days.

Penalty Notices

Under the old Act, offences could only be enforced by the Fair Trading taking court proceedings against the Association or its committee members, whereas the new Act enables Fair Trading to issue penalty notices for minor offences, such as the failure to keep a register of committee members, to notify the contact details of committee members.

APPENDIX 1 CONTINUED

Official Address

Under the new Act, there is greater flexibility as the official contact address for an association can be the address where the association is located or where the Public Officer's home or business address is.

Committee members

All committee members now must be at least 18 years age.

Common Seal

Under the new Act, the requirement for Association documents to be executed under common seal has been removed. Associations can determine whether or not they wish to have a common seal.

Provisions for dealing with postal ballots

Under the new Act, there is more flexibility for meeting and resolutions, as it allows for meetings to be held across multiple venues using any technology that gives each member a reasonable opportunity to participate. Your constitution must now include provisions for dealing with the kinds of resolutions that may be voted on by postal ballot.

Where can you find out more information?

- The Associations Incorporation Act 2009 can be viewed and downloaded here:
<http://www.legislation.nsw.gov.au/sessionalview/sessional/act/2009-7.pdf>
- The Associations Incorporation Regulation Act 2010 can be viewed and downloaded here:
<http://www.legislation.nsw.gov.au/sessionalview/sessional/sr/2010-238.pdf>
- For further information on the OLGR requirements, Branches and Clubs are able to download a free copy of the 'Best Practice Guidelines' from the OLGR website and by following this link:
http://www.olgr.nsw.gov.au/pdfs/char_fund_bpg.pdf
- Fair Trading has downloadable forms, details of fees and information sheets:
<http://www.fairtrading.nsw.gov.au>

APPENDIX 2 – REPORT EXAMPLES

These simple example reports should form the basis of what all Club executives should receive on a monthly basis from their treasurer. If they are reviewed properly all members of the executive should have a reasonable idea of the financial well being of their Club.

If using an accounting package such as MYOB it will be very easy to download a report to Excel and manipulate and send out to Executive members via email ahead of the meeting.

EXAMPLE BANK REGISTER:

SIMPLE SURF LIFE SAVING CLUB							
<i>PO Box 96 Happy Bay Happy Bay Parkway Happy Bay NSW 2101</i>							
Bank Register 1/04/2010 To 30/04/2010							
ID#	Src	Date	Memo/Payee	Deposit	Withdrawal	Balance	
1-2110	Cheque Account						
8861	CD	5/04/2010	Cash -reimbursement		\$210.00	\$92,376.92	
CR015303		5/04/2010	Cash Deposits	\$4,685.00		\$97,061.92	
CR015304	CR	5/04/2010	SLSNSW	\$9,500.00		\$106,561.92	
8862	CD	6/04/2010	SLSA		\$150.00	\$106,411.92	
8863	CD	6/04/2010	SLSNSW		\$1,800.00	\$104,611.92	
8864	CD	6/04/2010	Happy Bay Council		\$25.00	\$104,586.92	
8865	CD	6/04/2010	Vero Insurance		\$1,700.00	\$102,886.92	
8866	CD	6/04/2010	Sunny Beach RSL		\$3,000.00	\$99,886.92	
8867	CD	6/04/2010	Sport & Recreation		\$690.00	\$99,196.92	
8868	CD	13/04/2010	North Coast Boat services		\$832.00	\$98,364.92	
8869	CD	13/04/2010	Energy Australia		\$150.00	\$98,214.92	
8870	CD	13/04/2010	AAA Trophies		\$800.00	\$97,414.92	
8871	CD	18/04/2010	Boates Club Surfboats		\$26,146.84	\$71,268.08	
8872	CD	25/04/2010	RTA		\$460.00	\$70,808.08	
8873	CD	25/04/2010	SLSA		\$100.00	\$70,708.08	
8874	CD	25/04/2010	Sunny Beach Catering		\$775.00	\$69,933.08	
8875	CD	25/04/2010	Surf Lifesaving Services		\$100.00	\$69,833.08	
8876	CD	25/04/2010	Big Wave Caravan Park		\$1,330.00	\$68,503.08	
8877	CD	25/04/2010	ACME club uniforms		\$1,550.00	\$66,953.08	
Approved _____			Date _____				

APPENDIX 2 CONTINUED

EXAMPLE RECONCILIATION REPORT:

SIMPLE SURF LIFE SAVING CLUB				
PO Box 96 Happy Bay Happy Bay Parkway Happy Bay NSW 2101				
Bank Reconciliation Report				
ID#	Date	Memo/Payee	Deposit	Withdrawal
Date of Bank Statement: 30/04/2010				
Reconciled Cheques				
8846	8/03/2010	Burger Surfboards		\$1,017.78
8850	14/03/2010	Dave's Ding Repairs PT		\$800.24
8851	14/03/2010	Terry Sparks Motor Electrician		\$552.05
8854	15/04/2010	Surf Lifesaving NSW State Champs		\$398.00
8855	20/03/2010	Big Surf Caravan Park		\$770.00
8859	22/03/2010	Jetstar		\$1,174.65
		Total:	\$0.00	\$4,712.72
Reconciled Deposits				
CR015223	27/04/2010	Donation: Happy Bay Gym	\$640.00	
CR015241	27/04/2010	Donation	\$50.00	
CR015233	28/04/2010	Refund	\$6.50	
CR015240	28/04/2010	Fees D.Hoff	\$66.00	
CR015242	30/04/2010	Payment Happy Bay Yoga	\$150.00	
		Total:	\$912.50	\$0.00
Outstanding Cheques				
8460	12/02/2010	Rural Fire Service		\$250.00
8661	5/04/2010	Cash -reimbursement		\$210.00
8662	6/04/2010	SLSA		\$150.00
8663	6/04/2010	SLSNSW		\$1,800.00
8664	6/04/2010	Happy Bay Council		\$25.00
8665	6/04/2010	Vero Insurance		\$1,700.00
8666	6/04/2010	Sunny Beach RSL		\$3,000.00
8667	6/04/2010	Sport & Recreation		\$690.00
8668	13/04/2010	North Coast Boat services		\$832.00
8669	13/04/2010	Energy Australia		\$150.00
8670	13/04/2010	AAA Trophies		\$800.00
8671	18/04/2010	Boaties Club Surfboats		\$26,146.84
8672	25/04/2010	RTA		\$460.00
8673	25/04/2010	SLSA		\$100.00
8674	25/04/2010	Sunny Beach Catering		\$775.00
8675	25/04/2010	Surf Lifesaving Services		\$100.00
8676	25/04/2010	Big Wave Caravan Park		\$1,330.00
8677	25/04/2010	ACME club uniforms		\$1,550.00
		Total:	\$0.00	\$40,068.84
Reconciliation			MYOB Balance on 30/04/2010:	\$66,953.08
			Add: Outstanding Cheques:	\$40,068.84
			Subtotal:	\$107,021.92
			Deduct: Outstanding Deposits:	\$0.00
			Expected Balance on Statement:	\$107,021.92

APPENDIX 2 CONTINUED

EXAMPLE PROFIT & LOSS STATEMENT:

SIMPLE SURF LIFE SAVING CLUB		
<i>PO Box 96 Happy Bay Happy Bay Parkway Happy Bay NSW 2101</i>		
Profit & Loss Statement		
April 2010		
	April	YTD
INCOME		
Other Income		
Donations	1,250	10,000
Funraising	470	3,500
Grants	9,500	15,500
Interest Received	160	1,500
Sponsorship	300	1,500
Subscriptions	500	3,500
Hire of Clubhouse	150	1,200
Caretakers Contribution	750	900
Fuel Tax Credit (on ATVs/Jetskis/IRBs)	105	105
Proceeds on Sale of Assets	1,000	1,000
Total Income	14,185	38,705
EXPENDITURE		
Affiliation & Carnival Fees	150	493
Bank Charges	20	100
Capitation Fees	1,800	1,800
Depreciation	130	12,000
Electricity	150	1,400
Funraising & Presentation Night	3,000	3,000
First Aid	690	900
Filing Fees	25	40
Insurance	1,700	1,700
Postage	50	200
Printing and Stationery	30	250
Registration Fees	460	650
Repairs & Maintenance	832	6,000
SLSA Awards	100	270
Social Event Catering	775	1,110
Training Expenses	100	100
Telephone	30	270
Trophies	800	800
Travelling Expenses	1,330	3,275
Uniforms	1,550	1,550
Website Maintenance	100	1,000
Total Expenses	13,822	37,108
Surplus / (Deficit)	363	1,597

APPENDIX 2 CONTINUED

EXAMPLE SUMMARY:

SIMPLE SURF LIFE SAVING CLUB			
<i>PO Box 96 Happy Bay Happy Bay Parkway Happy Bay NSW 2101</i>			
Summary			
April-10			
Balance Sheet		Apr-10	May-09
Assets			
	Cash at Bank	\$26,953	\$21,050
	Accounts Receivable	\$4,300	\$5,200
	Inventory	\$620	\$500
	Prepaid Insurance	\$600	\$300
	Interest Receivable	\$150	\$100
	Investments	\$20,000	\$20,000
	Plant & Equipment	\$176,718	\$170,572
	Less Accum. Depreciation	(\$62,000)	(\$50,000)
		\$167,141	\$167,722
Liabilities			
	Accounts Payable	\$38,000	\$40,428
	Caretaker Bond	\$400	\$400
	BAS Liability	\$250	\$0
		\$38,650	\$40,828
Members Funds			
	Retained Earnings	\$128,491	\$126,894
		\$167,141	\$167,722

APPENDIX 2 CONTINUED

EXAMPLE CASHFLOW:

SIMPLE SURF LIFE SAVING CLUB													
Cashflow													
Description	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	TOTAL
Pre Start Up Balance	\$21,050	\$21,050	\$22,564	\$22,200	\$20,434	\$21,376	\$27,422	\$28,366	\$29,601	\$32,587	\$26,953	\$26,953	\$322,509
Cash on Hand (Beginning of Month)													
Cash Receipts													
Donations	\$0	\$750	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,250			\$10,000
Grants					\$6,000					\$9,500			\$15,500
Fundraising									\$3,030	\$470			\$3,500
Sponsorship								\$1,200		\$300			\$1,500
Other		\$150	\$240	\$1,000	\$1,000	\$2,000	\$2,000	\$1,000	\$2,000	\$2,000			\$8,200
TOTAL CASH RECEIPTS	\$0	\$900	\$1,950	\$2,000	\$2,000	\$7,000	\$3,000	\$3,200	\$4,030	\$14,185	\$0	\$0	\$38,700
Total Cash Available (Before Cash Out)	\$21,050	\$23,100	\$23,804	\$24,200	\$22,434	\$28,376	\$30,422	\$31,566	\$33,631	\$46,772	\$26,953	\$26,953	\$381,214
Cash Paid Out													
Attrition / Carnival Fees								\$343		\$150			\$493
Capitalization Fees										\$1,800			\$1,800
Purchases - Equipment			\$800		\$600		\$400	\$66		\$6,147			\$8,613
Fundraising Events										\$3,775			\$3,775
Purchases - Other													\$0
First Aid Supplies				\$210						\$690			\$900
Repairs & Maintenance			\$168	\$3,000			\$1,000	\$1,000		\$832			\$6,000
Postage				\$30	\$20	\$20	\$20	\$20	\$50	\$50			\$200
Travel										\$1,330			\$1,330
Utilities			\$400					\$450	\$450	\$150			\$1,400
Insurance										\$1,700			\$1,700
Taxes													\$0
Trophies										\$800			\$800
Uniforms										\$1,550			\$1,550
Other		\$530	\$530	\$530	\$530	\$530	\$530	\$530	\$544	\$945			\$5,141
Other (Specify)													\$0
SUBTOTAL	\$0	\$536	\$1,904	\$3,768	\$1,356	\$556	\$2,366	\$1,965	\$1,044	\$19,819	\$0	\$0	\$33,702
Loan Repayments													\$0
Capital Purchase (Specify)													\$0
Reduction in debtors													(\$900)
Other (Specify)													\$0
TOTAL Cash Paid Out	\$0	\$536	\$1,904	\$3,768	\$1,656	\$556	\$2,066	\$1,965	\$1,044	\$19,819	\$0	\$0	\$32,802
Cash Position (End of Month)	\$21,050	\$23,564	\$22,200	\$20,434	\$21,376	\$27,422	\$28,366	\$29,601	\$32,587	\$26,953	\$26,953	\$26,953	\$328,412

APPENDIX 3 – AUTHORITY CONDITIONS

Definitions

In these authority conditions:

- A receipt is taken to include a ticket.
- Authorised fundraiser means a person or organisation that holds an authority to conduct an appeal.
- Child means a person under the age of 15 years.
- Face-to-face collector means a person who participates in a fundraising appeal by face-to-face solicitation.
- Same family means spouse, defacto partner, children, siblings, parents and grandparents.
- Financial year, in relation to an organisation, means the financial year fixed for the organisation by its constitution or, if no financial year is fixed, the year commencing 1 July.
- Supply of goods does not include giving a person who donates to a fundraising appeal a badge, sticker, token or other thing in acknowledgement of the person's donation.
- The Act means the Charitable Fundraising Act 1991.
- Trader means a trader within the meaning of section 11 of the Act.

SCHEDULE 1

PART 1 - GENERAL CONDITIONS

1. Internal controls

Proper and effective controls must be exercised by an authorised fund raiser over the conduct of all fundraising appeals, including accountability for the gross income and all articles obtained from any appeal and expenditure incurred. (OLGR Page 24 Item 3-400)

2. Safeguarding of assets

An authorised fundraiser must ensure that all assets obtained during, or as a result of, a fundraising appeal are safeguarded and properly accounted for.

3. Maintenance of proper books of account and records

1. An authorised fundraiser must, in relation to each fundraising appeal it conducts, maintain such books of account and records as are necessary to correctly record and explain its transactions, financial position and financial performance, including the following documents:
 - a. A cash book for each account (including any passbook acco.mt), into which the gross income obtained from a fundraising appeal is paid in accordance with section 20(6) of the Act,
 - b. A register of assets,
 - c. A register recording details of receipt books or computerised receipt stationery,
 - d. A register recording details of tickets or computerised ticket stationery,
 - e. A petty cash book (if petty cash is used).
2. If the authorised fundraiser is an organisation, a minute book must be kept containing minutes of all business relating to fundraising appeals that is transacted by the governing body of the organisation (or by any committee of that governing body) and any general or extraordinary meeting of its general membership.
3. If the authorised fundraiser engages persons to participate (whether on a paid or voluntary basis) in a fundraising appeal, it must keep a register of participants.

APPENDIX 3 CONTINUED

4. Report on outcome of appeal or appeals

1. An authorised fundraiser that is an unincorporated organisation must send to the Minister a return referred to in section 23 of the Act:
 - a. (a) If the organisation ceases to conduct appeals, within 2 months after it ceases to conduct appeals, and
 - b. (b) If in any financial year the gross income obtained from any appeals conducted by it exceeds \$1 00, 000: -
 - c. (i) Within 3 months after the audited financial statements are adopted at its annual general meeting, or
 - d. (ii) Within 7 months after the conclusion of the financial year concerned, whichever occurs sooner.
2. An authorised fundraiser that is a natural person must send to the Minister, within one month after the close of each appeal conducted by the person, a return referred to in section 23 of the Act.

5. Maintenance of an account (modified)

1. Subject to condition 5(5), the title of the account into which the gross income obtained from any fundraising appeal is to be paid in accordance with section 20(6) of the Act must include the name of the authorised fundraiser.
2. Subject to condition 5(5), if a fundraising appeal is conducted jointly by the authorised fundraiser and a trader, and the trader maintains an account for the purposes of section 20(6) of the Act, the account is to consist only of money raised in this fundraising appeal conducted on behalf of that fundraiser.
3. Disbursement from the account in amounts of \$260 or more must be either by crossed cheque or by electronic funds transfer.
4. For the purposes of section 20(6) of the Act, money is not required to be paid into an account consisting only of money raised in the fund raising appeals conducted by the same authorised fundraiser in the following circumstances:
 - a. The money is paid into a general account of the authorised fundraiser held at an authorised deposit-taking institution and accounting procedures are in place to ensure that money received in the course of a particular fundraising appeal can be clearly distinguished,
 - b. The money is collected by a branch or auxiliary of the authorised fundraiser and the money is paid into a general account bearing the name of the branch or auxiliary held at an authorised deposit-taking institution and accounting procedures are in place to ensure that money received in the course of a particular fundraising appeal can be clearly distinguished,
 - c. The money is collected by volunteers on behalf of the authorised fundraiser and is paid into a general account of the authorised fundraiser held at an authorised deposit-taking institution by way of credit card, cheque or electronic funds transfer and the authorised fundraiser obtains each volunteer's receipt book and reconciles it with any deposit made by that volunteer.
5. In relation to any appeals that are conducted for the authorised fundraiser by a trader nominated to the OLGR, the gross income from those fundraising appeals must in the first instance be paid into the account of the trader, provided this income is clearly identifiable in the banking and accounting records of the trader and is distributed to the authorised fundraiser in accordance with a written agreement between the trader and the authorised fundraiser.

6. Annual financial accounts

1. The annual financial accounts (also known as financial reports) of an authorised fundraiser that is an organisation must contain:
 - a. An income statement (also known as a statement of financial performance, a statement of income and expenditure or a profit and loss statement) that summarises the income and expenditure of each fundraising appeal conducted during the financial year, and
 - b. A balance sheet (also known as a statement of financial position) that summarises all assets and liabilities resulting from the conduct of fundraising appeals as at the end of the financial year.

APPENDIX 3 CONTINUED

2. The annual financial accounts of an authorised fundraiser that is an organisation must also contain the following information as notes accompanying the income statement and the balance sheet if, in the financial year concerned, the aggregate gross income obtained from any fundraising appeals conducted by it exceeds \$100,000:
 - a. Details of the accounting principles and methods adopted in the presentation of the financial statements,
 - b. Information on any material matter or occurrence, including those of an adverse nature such as an operating loss from fund raising appeals,
 - c. A statement that describes the manner in which the net surplus or deficit obtained from fundraising appeals for the period was applied,
 - d. Details of aggregate gross income and aggregate direct expenditure incurred in appeals in which traders were engaged.
3. The annual financial accounts of an authorised fundraiser that is an organisation are to include a declaration by the president or principal officer or some other responsible member of the governing body of the organisation stating whether, in his or her opinion:
 - a. The income statement gives a true and fair view of all income and expenditure of the organisation with respect to fundraising appeals, and;
 - b. The balance sheet gives a true and fair view of the state of affairs of the organisation with respect to fundraising appeals conducted by the organisation, and;
 - c. The provisions of the Act, the regulations under the Act and the conditions attached to the authority have been complied with by the organisation and;
 - d. The internal controls exercised by the organisation are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals.
4. If the organisation is a company incorporated under the Corporations Act 2001 of the Commonwealth, the declaration above is required in addition to the directors' declaration provided under section 295 of that Act.
5. The annual financial accounts of an authorised fundraiser that is an organisation, after being audited in accordance with the provisions of section 24 of the Act or otherwise according to law, are to be submitted to an annual general meeting of the membership of the organisation within 6 months after the conclusion of the financial year.

7. Ratio of expenses to receipts

1. An authorised fundraiser conducting a fundraising appeal for donations only (that is, without any associated supply of goods or services) must take all reasonable steps to ensure that the expenses payable in respect of the appeal do not exceed 50 per cent of the gross income obtained, whether the appeal is conducted house-to-house, in a public place, by telephone canvassing or in any other manner.
2. An authorised fundraiser conducting a fundraising appeal otherwise than for donations only (that is, with associated supply of goods or services) must take all reasonable steps to ensure that the expenses payable in respect of the appeal do not exceed a fair and reasonable proportion of the gross income obtained.

8. Receipting requirements (modified)

1. Receipts are to be written or issued immediately for all money received, even when not requested by the donor, except where:
 - a. the money is received through a collection box or similar device, or
 - b. the money is received through the supply of goods or services, or
 - c. the money is received through a payroll deduction scheme, or
 - d. the money is deposited directly into an account into which the gross income obtained from a fundraising appeal is paid in accordance with section 20(6) of the Act.
2. Subject to condition 8(8), receipts used by a trader must be only those authorised and issued to the trader by the authorised fundraiser, details of which must be recorded in registers maintained by the trader and the authorised fundraiser.

APPENDIX 3 CONTINUED

3. Effective controls must be exercised over the custody and accountability of receipts, including the following controls:
 - a. Each receipt must be consecutively numbered as part of an ongoing series,
 - b. Each receipt (not being a ticket) must have the name of the authorised fundraiser printed on it.
4. If collection boxes or similar devices are employed for monetary donations, it is sufficient to issue a single receipt for the gross money cleared from each such box or device.
5. If money is received by direct debit from the donor's account into an account into which the gross income obtained from a fund raising appeal is paid in accordance with section 20(6) of the Act, it is sufficient for the authorised fundraiser to issue a receipt to the donor, for the aggregate amounts received through the periodical payment, at intervals of not greater than 12 months.
6. The gross money received by any participant in a fund raising appeal must be counted in the presence of the participant and a receipt must then be issued to the participant for that amount.
7. In relation to online appeals conducted by a trader through the trader's website for an authorised fundraiser and other authorised fund raisers, the first mentioned authorised fundraiser must ensure that the trader issues receipts in accordance with the agreement between the trader and that authorised fundraiser.

9. Record systems for items used in fundraising appeals

A record system must be instituted and maintained for:

1. all identification cards or badges issued to participants in a fundraising appeal, by which a number assigned to and shown on each card or badge is correlated with the name of the person to whom it was issued, the date of issue and the date it was returned, and;
2. all receipt books used in a fundraising appeal, by which a number assigned to and shown on each book is correlated with the name of the person to whom it was issued, the date of issue and the date it was returned, and;
3. all collection boxes or similar devices used in a fundraising appeal for monetary donations, by which a number assigned to and shown on each box or device is correlated with the name of the person to whom it was issued, the location of the box or other device, the date of issue and the date it was returned.

10. Persons conducting or participating in a fundraising appeal on behalf of an authority holder (modified)

1. The authorisation given by an authorised fundraiser to a person who conducts or participates in a fundraising appeal otherwise than as a face-to-face collector:
 - a. Must be in writing, and;
 - b. Must include the person's name, and;
 - c. Must include the terms and conditions under which the authorisation is granted, and;
 - d. Must include a description of the appeal or appeals to be undertaken, and;
 - e. Must indicate the specific period for which the authorisation will apply, including the issue and expiry dates, and;
 - f. Must be signed and dated by the authorised fundraiser (or a delegate of the authorised fundraiser or its governing body), and;
2. The authorisation given by an authorised fundraiser to a person who participates in a fundraising appeal as a face-to-face collector:
 - a. Must be in the form of an identification card or badge
 - b. Must be consecutively numbered
 - c. Must include the name of the authorised fundraiser and a contact telephone number
 - d. Must include the name of the face-to-face collector
 - e. If the face-to-face collector receives a wage, commission or fee for services, the identification card or badge must include the words "paid collector" and the name of the collector's employer
 - f. Must indicate its issue and expiry dates
 - g. Must be of sufficient size to ensure that the particulars on it may be easily read by members of the public, and;
 - h. Must be recovered by the authorised fundraiser from the face-to-face collector as soon as the face-to-face collector's authorised involvement in the appeal is ended.

APPENDIX 3 CONTINUED

3. In an appeal conducted jointly with a trader, the person signing the authorisation for the purposes of condition 10(2) (f) or 10(2)(g) may be the trader, but only if the trader is 'authorised to do so under a written agreement between the trader and the authorised fund raiser.
4. Despite condition 10(3), the authorisation by Apex, the Country Women's Association, Lions, Quota, Rotary, Soroptimist or UHA of NSW Incorporated (being community service organisations) of a member as a face-to-face collector may be in the form of the organisation's membership badge if:
 - a. The appeal concerned is of a type generally associated with the organisation
 - b. The name and contact telephone number of the organisation is clearly shown at the place of solicitation on a banner or sign or similar display
 - c. The organisation maintains a register of membership badges on which is entered, in relation to each badge issued, a number assigned to and shown on the badge, the name of the person to whom it was issued, the date of issue and the date it was returned, and;
 - d. The organisation recovers any membership badge it issues to a person as soon as the person ceases to be a member of the organisation.
5. In relation to online appeals conducted through a trader's website for an authorised fundraiser, the trader will issue authorities and/or identification badges to persons conducting or participating in a fundraising appeal via email on behalf of the authorised fundraiser provided the authorizations comply with authority conditions 10(1) & 10(2) respectively and this arrangement is detailed in the written agreement between the authorised fundraiser and the trader.

11. Fundraising through direct marketing

If a fundraising appeal involves solicitation by way of direct marketing (including by telephone, electronic device such as a facsimile machine, the website or direct mailing), the authorised fundraiser must ensure that:

1. the content of all direct marketing communications is not misleading or deceptive or likely to mislead or deceive, and;
2. if requested by the person being solicited, the person is informed of the source from which the authorized fundraiser obtained the person's name and other details, and;
3. if requested by the person being solicited, the person's name and other details are removed as soon as practicable from the source of names or contacts used for the purposes of the appeal (or if removal of the name and details is not practicable, the name and details are to be rendered unusable), and;
4. the name and other details of a person are not provided or sold to any other person or organisation, without the express consent of the person to whom the information relates, and;
5. each contract (entered into as a result of direct marketing) for the purchase of goods or services to the value of more than \$100, provides that the purchaser has the right to cancel the contract within a period of time that is not less than 5 business days (excluding weekends and public holidays), and;
6. a purchaser that enters a contract referred to in paragraph (e) is notified, at the time of entering the contract, of the purchaser's right to cancel the contract and the time within that Right must be exercised, and;
7. all direct marketing by phone complies with the Telecommunications (Do Not Call Register) (Telemarketing and Research Calls) Industry Standard 2007 of the Commonwealth.
8. in relation to fund raising appeals involving telemarketing operations, a telemarketer who receives a wage, commission or fee, whether or not requested to do so by the person being solicited, is required to disclose to that person at the beginning of the conversation the fact that he or she is so employed and the name of his or her employer for the purposes of the appeal. OLG&R BPG Page 159 chapter 28.

APPENDIX 3 CONTINUED

12. Use of collection boxes for monetary donations

1. If a collection box or similar device is used for monetary donations, it must be:
 - a. Securely constructed, and;
 - b. Properly sealed, and;
 - c. Consecutively numbered, and;
 - d. Clearly labeled with the name of the authorised fund raiser.
 2. Proper supervision, security and control must be exercised over the use and clearance of the box or device.
- OLGR BPG Page 163 chapter 30

13. Authorisation of expenditure

If the authorised fundraiser is an organisation, all payments made in connection with:

1. Any expenditure involved with the conduct of a fundraising appeal, and;
2. Any disposition of funds and profits resulting from a fundraising appeal, must be properly authorised by or on behalf of the organisation.

14. Advertisements, notices and information

1. Any advertisement, notice or information provided as part of a fund raising appeal must:
 - a. Clearly and prominently disclose the name of the authorised fundraiser, and;
 - b. Not be reasonably likely to cause offence to a person, and;
 - c. Be based on fact and must not be false or misleading.
2. A person conducting or participating in a fundraising appeal must use his or her best endeavours, at all times, to answer honestly any question directed to the person in relation to the purpose of the appeal or the details of the appeal, or to arrange to find answers to questions that he or she is unable to answer. In particular, if it is requested, information is to be given as to how the gross income and any articles obtained from the appeal will be distributed and on the other matters referred to in sub-paragraphs (3)(a) and (4).
3. If a fundraising appeal is jointly conducted with a trader or if a person, in the course of a trade or business, provides services directly related to the fundraising appeal, such as telemarketing services, the following additional requirements must be complied with:
 - a. Any written or printed advertisement, notice or information must include:
 - i. The full name under which the trader or person operates for purposes of the appeal, and;
 - ii. The normal place of business, the telephone number, the facsimile number, the e-mail address and the website address of the trader or person, and;
 - iii. The benefit to be received by the authorised fundraiser must be expressed as a percentage of the gross proceeds of the appeal or an actual dollar amount. The disclosure can not be expressed as a percentage of the "net" income of the appeal or a percentage of the "wholesale" price of a product, and;
 - iv. The benefit to be received by the trader or business from the appeal must be expressed as a percentage of the gross proceeds of the appeal or an actual dollar amount. The disclosure can not be expressed as a percentage of the "net" income of the appeal, and;
 - v. The date on which the appeal commenced, or will commence, and the date on which it will end,
 - b. In respect of any advertisement, notice or information provided or displayed:
 - i. The format and text of any advertisement or any notice must be approved by the authorised fund raiser, and;
 - ii. If the name of the trader or person is shown, it must be in the same print size as the name of the authorised fundraiser, and;
 - iii. If the logo of the authorised fundraiser is displayed (including any such logo in the form of a graphic or watermark), it must appear once only, and represent not more than 10 per cent of the surface area.

APPENDIX 3 CONTINUED

4. If a fundraising appeal involves the collection of donated goods or material, any advertisement, notice or information must also include particulars of what is to happen to any goods and materials collected any goods and material collected.
5. If a fundraising appeal referred to in condition 14(3) involves the collection of donated goods and material:
 - a. Details of the basis for calculating or providing the benefit to be received by the authorised fundraiser, as referred to in condition 14(3) (a) (iii), must be expressed in the advertisement, notice or information as:
 - i. A percentage of the average gross income derived or expected to be derived from all goods and material collected over a specified period of the appeal, and;
 - ii. If the collection device is a bin, an average dollar amount derived or expected to be derived from each bin for each month over a specified period of the appeal, and;
 - b. If the advertisement, notice or information is continuously displayed:
 - i. The details referred to in condition 14(5) (a) must be reviewed at least once every 12 months (starting from the date the advertisement, notice or information is first displayed), and the advertisement, notice or information updated if the review reveals a significant change in those details, and;
 - ii. The advertisement, notice or information must be updated if at any other time there is a significant change in those details.
6. The requirements of condition 14 do not apply in relation to a notice referred to in conditions 15(1) (e) (i) or (3) (a).

APPENDIX 4.1

JOB DESCRIPTION – CLUB PRESIDENT

Responsible to: Club Executive Committee

RESPONSIBILITIES AND DUTIES

- Act as the principal leader with overall responsibility for the Club’s administration
- Set the overall committee agenda and help the committee prioritise its goals and ensure office bearers work within this framework
- Facilitate meetings, including: committee, executive and AGM
- Represent the surf Club appropriately at local, regional, state and national levels
- Act as a facilitator for Club activities and voice members views at appropriate forums
- Ensure planning and budgeting is completed in accordance with the needs of the Club and members wishes
- Ensure all rules and regulations of the Club are upheld
- Engage sponsors and supporters
- Ensure financial, social and structural viability of the Club is established and maintained
- Identify and communicate to members opportunities available at Club, branch, state and national levels
- Be responsible for Club planning, including succession and business planning
- Ensure all Club activities are carried out within the laws of NSW
- Introduce the Club Management Plan and ongoing review and management of this plan

KNOWLEDGE AND SKILLS REQUIRED

- Communicate effectively
- Well informed of the organisations activities
- Aware of future directions and plans of members
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
- Maintain a policy of loyalty to the Surf Club and it’s activities whilst maintaining confidentiality and respect towards members
- Maintain effective and efficient administration
- Have a good working knowledge of the constitution, rules and the duties of all office holders and subcommittees
- Must be a supportive leader for all organisations members
- Have a good knowledge of organisational governance

APPENDIX 4.2

JOB DESCRIPTION – DIRECTOR OF ADMINISTRATION

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Make arrangements for club meetings including agenda, venue, date, etc, in consultations with the Chairperson and advise members accordingly
- Take minutes of meetings and maintain a copy for records
- Ensure circulation of minutes to committee members within 7 working days to the next meeting
- Collect and collate reports from office bearers
- Call for and receive nominations for committees and other positions for the club Annual General Meeting
- Receive, record, read, reply and file correspondence promptly
- Provide a copy of all correspondence in and out to the monthly meetings
- Collate and arrange printing of the annual report
- Maintain data entry SurfGuard and ensure records are current
- Maintain files, including (but not limited to) legal documents, constitutions, leases and titles
- Ensure that the Public officer of the club carries out their duties and assist them where needed.
- Perform the general routine administration of the club
- Ensure achievement of relevant sections of the club management plan

KNOWLEDGE AND SKILLS REQUIRED

- Communicate effectively
- Well-organised and can delegate tasks
- Maintain confidentiality on relevant matters
- Have a good working knowledge of the Club constitution
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
- A good business sense
- A practical knowledge of computer systems and programs such as SurfGuard and Microsoft Office applications.

APPENDIX 4.3

JOB DESCRIPTION – DIRECTOR OF FINANCE

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Is the Chief Financial Management Officer for the Surf Club
- Drive the Executive/Management Committee to prepare annual budgets with assumptions for their respective areas
- Collate and consolidate the area/divisional budgets into an overall Club budget
- Produce relevant and timely financial reports and submit these to each Management Committee meeting as required and ensure they are understood
- Monthly preparation of bank reconciliation and Profit & Loss comparing actual to budget
- Monitor the actual v budget results monthly seeking explanation for material variation >10% so the Executive can be advised
- Maintain the Surf Club's accounting records including detailed records of all payments and monies received ensuring it is logically filed with authorised supporting documentation
- Liaise with Club auditor regarding the annual audit and preparation of compliant financial statements for presentation to members at the AGM
- Cause the preparation of statutory returns and reports as required, specifically Activity Statement for the ATO (www.ato.gov.au)
- Liaise with Director Administration to ensure the entity is compliant with relevant Legislation and Regulations, particularly Associations Incorporation Act NSW (1984) (www.fairtrading.nsw.gov.au) and the Charitable Fundraising Act (1991) (www.dgr.nsw.gov.au) and various taxation requirements

KNOWLEDGE AND SKILLS REQUIRED

- Prior bookkeeping experience essential
- Prior experience in the preparation of bank reconciliations essential
- Prior experience in the preparation of balance sheet and Profit & Loss statements highly desirable
- Computer skills in Excel and MYOB (or like) highly desirable
- Well organised and able to work unsupervised and be self motivated
- Understanding of the need for proper controls and governance over Club finances i.e.
- Purchase orders (properly authorised with supporting documentation)
- Payment/Cheque requisitions (properly authorised with supporting documentation)
- Cheques & EFTs authorised by two authorised executive members
- Ability to allocate regular time periods to maintain the books
- Ability to keep correct up-to-date records
- Able to work in a logical orderly manner
- Time management skills
- Maintain a Policy of Loyalty to the Surf Club and its activities whilst also maintaining confidentiality and respect towards members
- Awareness of information, needed for the Annual Audit.

APPENDIX 4.4

JOB DESCRIPTION – MEMBER SERVICES OFFICER

Responsible to: Club Executive Committee

RESPONSIBILITIES AND DUTIES

- Manage the programs, policies and resources relating to Member Services as determined by SLSNSW
- Develop and maintain youth and development programs
- Develop and maintain leadership programs that positively contribute to the future of SLSNSW
- Develop and maintain recruitment and retention programs in consultation with relevant personnel, Branch and SLSNSW
- Develop and maintain peer support programs in consultation with relevant personnel, Branch and SLSNSW
- Coordinate Member Protection Information Officer training and maintain database as required
- Liaise with Support Officers to monitor member services programs
- Provide timely reports to Executive Committee on member services programs as required
- Assist in grant proposals and other funding opportunities to support member services programs
- Other duties may be assigned

KNOWLEDGE AND SKILLS REQUIRED

- Communicate effectively
- Well-informed of the SLSNSW and Branch activities
- Be aware of future directions and plans of members
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
- Maintain a policy of loyalty to the Surf Club and its activities whilst maintaining confidentiality and respect towards members
- Maintain effective and efficient administration
- Have a good working knowledge of the constitution, rules and the duties of all office holders and sub-committees
- Must be a supportive leader for all members

APPENDIX 4.5

JOB DESCRIPTION – MEMBER PROTECTION INFORMATION OFFICER

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Ensure the safety and welfare for Club members
- Assist in grievance and complaints resolution
- Act as an impartial body, offering a sounding board to bounce ideas off
- Identify options for resolution of conflicts and grievances
- Refer complaints and grievances to other bodies in conjunction with the complaints and grievance flow chart
- Awareness of Child Protection, Anti-Harassment and Discrimination, Codes of Conduct, Member Protection and other relevant policies
- Liaise with members of the Club, President and other bodies
- Ensure completion of Member protection Declaration forms by all members
- Ensure that members who require a WWCC have them and they are cleared as per the guidelines from the Office of the Children’s Guardian.
-

KNOWLEDGE AND SKILLS REQUIRED

- Possess good interpersonal and communication skills
- Possess a good understanding of Club, State and National Surf Life Saving policies and Procedures
- Good organisational skills
- Undertake training for the role as provided by the state Government through the “Play by the Rules” web page.

APPENDIX 4.6

JOB DESCRIPTION – VOLUNTEER COORDINATOR

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Ability to assess the human resource needs for the Club for general running and special events
- Recruit and recommend the appointment of volunteers to roles that suit them
- Organise the orientation and the induction of volunteers
- Work in conjunction with the Director of Administration to organising volunteer rosters and to maintain records
- Identify and organise the training and education opportunities for volunteers
- Ensure that volunteers are reimbursed for their approved out-of-pocket expenses
- Ensure all volunteers are recognised for their efforts
- Submit regular reports to the Club Executive Committee.

KNOWLEDGE AND SKILLS REQUIRED

- Ability to organise and delegate tasks
- Maintain confidentiality on relevant matters
- Communicate effectively and possess good interpersonal skills
- Is positive and enthusiastic

APPENDIX 4.7

JOB DESCRIPTION – YOUTH DEVELOPMENT OFFICER

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Coordinate all youth related applications for programs within the Club
- Act as primary contact for all youth related matters within the Club
- Coordinate junior and U14-U17 year old activities
- Liaise with Club committee members and Club Youth
- Coordinate participants for National, State and Branch run leadership and other development programs
- Organise the Club Junior Lifesaver of the Year award and any related applications for state and regional programs
- Coordinate the Club Youth committee
- Club contact for all Youth and Branch members
- Club contact for Youth Development and Memberships SLSNSW and SLSA

KNOWLEDGE AND SKILLS REQUIRED

- Competent computer skills
- Organised and able to delegate tasks
- Possess good communication and interpersonal skills
- Friendly and approachable
- Aware of Member Protection and other State, Branch and Club policies
- Have a completed WWCC, if not exempt.

APPENDIX 4.8

JOB DESCRIPTION – JUNIOR CHAIRPERSON

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Assist with the coordination of Youth Activities
- Identify issues and potential solutions to recommend to the Management Committee
- Responsible for providing advice, direction and coordination for Age Managers
- Monitoring the implementation of new initiatives
- To work with Management to set the agenda for each season's activities
- Chair the Age Managers meetings and regularly report to the Management Committee on the progress of the junior groups
- Work as required with the Training Officer, Coaching Coordinator, March Past, Surf and Beach Coaches, Water Safety Coordinator and the Membership Coordinator to ensure satisfactory outcomes for the Club
- Distribute relevant correspondence to the Age Managers
- Submit reports to the Surf Club committee

KNOWLEDGE AND SKILLS RECOMMENDED

- SLSA Bronze Medallion
- SLSA Level 1 Official Course
- SLSA Level 1 Coaching Course
- Identify situations that require Member Protection policy and procedure
- Capacity to negotiate and resolve issues with a range of people
- Good organisation and problem solving skills with the ability to delegate tasks
- Excellent communication and interpersonal
- Ability to work as part of a team
- Maintain confidentiality and discretion on relevant matters
- Friendly, positive and enthusiastic
- Good time management
- Have a completed WWCC, if not exempt.

APPENDIX 4.9

JOB DESCRIPTION – AGE MANAGER

Responsible to: Club President and Junior Chairperson

RESPONSIBILITIES AND DUTIES

- Ensure the safety and well-being of the group
- Take responsibility for the education of a group
- Establish, coordinate and report all operational aspects relating to the age group
- Reference the Age Managers Course to educate junior lifesavers in surf lifesaving, surf awareness, personal, leadership and teamwork skills
- Plan creative, educational and fun lessons
- Be a positive role model
- Be willing to further their knowledge of surf lifesaving
- Liaise with Youth Development Officer and Club Committee
- Complete Age Managers course

KNOWLEDGE AND SKILLS REQUIRED

- Ability to work as part of a team
- Friendly, positive and enthusiastic
- Awareness of State, Branch and Club policy and procedure
- Good communication and interpersonal skills
- Undertake training and obtain the Age manager award,
- Have a completed WWCC, if not exempt.

APPENDIX 4.10

JOB DESCRIPTION – CLUB CAPTAIN

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Administer and organise patrols (rosters, experience/qualification spread)
- Manage adherence to requirements as per LSA and SOP (quality assurance)
- Ongoing management or service deliver standards and issue resolution
- Coordinate pre-season preparation phase (equipment/uniforms, rostering, communication etc)
- Responsible for the conduct of members in the Club
- Oversee the Gear Steward/Powercraft Officer concerning lifesaving gear, ensuring it is well maintained and managed, including the annual gear and equipment inspection
- Provide regular communication and support to PC's and members
- Work with Chief Training Officer to address training requirements and deficiencies
- Recommend actions to Club Committee
- Liaise with Branch Director of Lifesaving
- Communicate with patrol defaulters to maintain efficiency of patrols
- Keep a record of member re-qualifications each season - SurfGuard
- Keep a record of members performances at patrol duties
- Submit regular reports to the Club Executive Committee
- Develop and maintain the Club's POM
- Manage, in consultation with others, the annual lifesaving equipment grant (applications and acquittal)

KNOWLEDGE AND SKILLS REQUIRED

- Current Bronze Medallion and Silver Medallion: Beach Management
- Good understanding of club culture and lifesaving operations
- Ability to organise and delegate tasks
- Proficient computer skills and administration
- Aware of Work Health & Safety policy
- Accreditation in Training Small Groups (TSG) - desirable
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Positive and enthusiastic

APPENDIX 4.11

JOB DESCRIPTION – CLUB VICE CAPTAIN

Responsible to: Club Captain

RESPONSIBILITIES AND DUTIES

- Develop skills/attributes and understanding of the Club Captain role (succession planning)
- Assist and support the Club Captain (as delegated too)

Examples:

- Oversee the Gear Steward in relation to all lifesaving equipment
- Roster development and administration
- Communicate with patrol defaulters to maintain efficiency of patrols
- Exercise Club Captains role in the absence of Club Captain
- Submit regular reports to the Club Captain

KNOWLEDGE AND SKILLS REQUIRED

- SLSA Bronze Medallion
- Good understanding of Club culture and operations
- Ability to organise and delegate tasks
- Proficient computer skills
- Aware of Work Health & Safety policy
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Positive and enthusiastic

APPENDIX 4.12

JOB DESCRIPTION – CHIEF TRAINING OFFICER

Responsible to: Club Executive Committee

RESPONSIBILITIES AND DUTIES

- Lead and develop a team of trainers who will develop personnel to meet the operational needs of the Club
- Assist in development of youth within the Club
- Coordinate all instruction squads, their trainer/s and the resources
- Assess, develop and coordinate delivery of training solutions to meet the Club's POM and service quality issues
- Positively support the policies, culture, operation and management of the Club, Branch, SLSNSW and SLSA
- Follow procedures and protocols as outlined in SLSA and SOPs Training Division
- Ensure all training sessions are efficient, records completed and filed
- Develop training solutions for new resource implementation
- Ensure re-qualifications of awards and certificates are completed by required date and recorded
- Analyse skill mix throughout Club and develop training solutions where needed
- Submit reports to the Club Executive Committee
- Participate as a member of the Club Management Committee
- Arrange assessments through the Branch as required, ensuring follow-up as required
- Attend Branch meetings (as required) and report to Branch and/or Club all relevant information
- Liaise with Branch Education Officer

KNOWLEDGE AND SKILLS REQUIRED

- SLSA Training Officer Certificate
- Registered Training Organisation, Educational Qualification, i.e. Certificate IV in Workplace Training and Assessment or Certificate IV in Training and Assessment (preferred)
- Assessor Units of Competency (preferred)
- Proficient computer skills and administration
- Ability to organise and delegate tasks
- Aware of Work Health & Safety policy
- Hold a Bronze Medallion
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Friendly, positive and enthusiastic

APPENDIX 4.13

JOB DESCRIPTION – POWERCRAFT OFFICER

Responsible to: Club Captain/Club Vice-Captain

RESPONSIBILITIES AND DUTIES

- Coordinate pre-season servicing of all powercraft in preparation for annual gear and equipment inspections
- Ongoing coordination of servicing/repair of powercraft
- Administration of fuelling systems/processes
- Administration of defective equipment/fault reporting and resolution
- Support and promote powercraft training in consultation with Chief Training Officer
- Recommend purchases and asset management decisions to Club Committee
- Responsible for housing/storage of powercraft
- Ensure adherence of all powercraft to SOP (including complementary equipment)
- Provide regular communication to Patrol Captain's and members
- Submit reports to the Club Executive Committee – via Club Captain
- Promote and support the powercraft code of conduct

KNOWLEDGE AND SKILLS REQUIRED

- SLSA Bronze Medallion
- SLSA Silver Medallion IRB Driver Award
- Proactive communication and planning
- Aware of Work Health & Safety policy
- Communicate effectively and has good interpersonal skills
- Friendly, positive and enthusiastic
- Well-organised
- Maintain confidentiality on relevant matters
- Knowledge and interest in mechanics

APPENDIX 4.14

JOB DESCRIPTION – FIRST AID OFFICER

Responsible to: Club Captain

RESPONSIBILITIES AND DUTIES

- Maintain a fully-stocked First Aid/Oxygen/AED Kits and First Aid Room (plus backup supplies) as per SOPs
- Purchase and receive delivery of supplies when needed as approved
- Monitor adherence to cleaning and hygiene requirements of First Aid Room
- Monitor equipment quality and expiry details of supplies (i.e. AED Pads)
- Ensure training manikins are in good working order + have suitable hygiene supplies
- Provide regular communication to Patrol Captain's
- Promote and support first aid training in consultation with Chief Training Officer
- Submit reports to the Club Executive Committee via Club Captain
- Prepare first aid equipment and room for annual gear and equipment inspection

KNOWLEDGE AND SKILLS REQUIRED

- Nationally-recognised First Aid Certificate (current) e.g. Apply First Aid
- Patrolling experience (preferred) or experience in similar emergency care or health services environment
- Proactive communication and planning
- Aware of Work Health & Safety policy
- Maintain confidentiality on relevant matters
- Communicate effectively and possess good interpersonal skills
- Friendly, positive and enthusiastic
- Well-organised

APPENDIX 4.15

JOB DESCRIPTION – RADIO OFFICER

Responsible to: Club Captain

RESPONSIBILITIES AND DUTIES

- Pre-season servicing/programming check of all radios in preparation for annual gear and equipment inspection
- Ongoing coordination of radio servicing/repair in accordance with SOP LS 7
- Manage adherence to programming requirements and radio best practice
- Recommend the purchase and replacement of Club radios and radio-bags to Club Committee
- Support and promote radio procedure information and training (in consultation with the Chief Training Officer)
- Provide regular communication to Patrol Captain's and members direct and in Clubs newsletters
- Submit reports to the Club Executive Committee via Club Captain

KNOWLEDGE AND SKILLS REQUIRED

- SLSA Radio Operators Certificate
- Active patrol experience
- Awareness and understanding of SOPs (radio related)
- Communicate effectively and have good interpersonal skills
- Friendly, positive and enthusiastic
- Well-organised

APPENDIX 4.16

JOB DESCRIPTION – PATROL CAPTAIN

Responsible to: Club Captain

RESPONSIBILITIES AND DUTIES

- Good awareness and understanding of SLSNSW Lifesaving Standard Operation Procedures
- Operate and manage the lifesaving capability and response as per the Patrol Operations Manual
- To ensure that identified high risk areas along their beach are appropriately managed in a proactive capacity
- In the event of an incident, command available resources and update SurfCom
- Arrange with the Duty Officer for suitable de-briefings and/or CISD for Club members when required
- Take immediate steps to report any serious breach of Surf Life Saving policies and/or patrol deficiencies to the Club Captain
- Liaise with the previous Patrol Captain/Lifeguard to identify any issues or hazards present
- Ensure all Lifesaving equipment is checked for functionality and safety before duty
- Assess surf conditions/risk levels and select the safest area of beach to determine the flagged location
- Dependant on conditions, the Patrol Captain shall be responsible for the opening and closing of flagged areas and/or beaches
- Allocate responsibilities to patrol members
- Designate suitable areas for surfboard riders and/or boogie board riders
- Ensure a proper buffer zone exists between the surf craft area and the swimming area
- Ensure that all patrol members take a pro-active approach to lifesaving
- Co-ordinate any search and rescue situation that may occur
- Be aware of and abide by the Local Government Act
- Ensure the correct recording of information in log books, report forms etc
- Have with them a radio (hand held) at all times during patrol
- Public interface for general enquiries or media as approved by Club Captain

KNOWLEDGE AND SKILLS REQUIRED

- Bronze Medallion
- Silver Medallion Beach Management
- SLSA awards (ARTC, AFA, IRB, Spinal Management) - desirable
- Leadership and decision making qualities
- Sound communication skills
- Professionalism
- Customer orientated manner
- Ability to multi-task
- Ability of work under pressure

APPENDIX 4.17

JOB DESCRIPTION - BRANCH DIRECTOR OF SURF SPORTS

Responsible to: President and Board

RESPONSIBILITIES AND DUTIES

- Ensure implementation of relevant policies relating to Surf Sports
- Conduct regular communication with Club Surf sports representatives
- Ensure effective directorship of Surf Sports and its competition operations
- Prepare reports for presentation to Boards, Council Meetings and other meetings as required
- Provide leadership and strategic direction relating to Surf Sports
- Represent the Branch at meetings/conferences as required
- Contribute to the Business Plan relating to Surf Sports in consultation with appropriate staff
- Act as Chairperson of meetings, conferences, committees relating to Surf Sports matters
- Represent the Branch at State Surf Sports meetings
- Develop programs and reports as requested by the Council and/or Board
- Initiate visits to Clubs to discuss items of a strategic nature
- Oversee programs relating to Surf Sports
- Be prepared to forego role as carnival referee/official at Branch conducted events

KNOWLEDGE AND SKILLS REQUIRED

- Surf Sports Manual
- Understanding of the requirements for Coach and Official Accreditation
- Project Management skills
- Excellent communication and interpersonal skills
- Adequate computer skills including all Microsoft programs

APPENDIX 4.18

JOB DESCRIPTION- GEAR AND EQUIPMENT COORDINATOR

Responsible to:

Director, Surf Sports

RESPONSIBILITIES AND DUTIES

- Coordinate the correct assembly of gear and equipment for competition
- Supervise the workforce involved in assisting with gear and equipment
- Coordinate the maintenance and repair of gear and equipment
- Responsible for the security and return of all gear and equipment
- Maintain a record of gear and equipment issued to relevant sections
- Supervise the relocation of gear and equipment to alternative venues
- Report to the Referee any loss or damage of gear and equipment during the competition
- At the conclusion of the competition ensure all gear and equipment is accounted for, cleaned and properly stored
- Provide a report including recommendations to the Referee or relevant SLSNSW authority on the conduct of the gear and equipment area
- Conduct an audit of gear and equipment for end of financial year/asset register
- Purchase of repair, replacement of new gear under the direction of the Director, Surf Sports or relevant SLSNSW authority

KNOWLEDGE AND SKILLS REQUIRED

- Occupational Health and Safety
- Project management skills
- Ability to cope under stressful situations and meet deadlines
- Surf Sports Manual and course set-up and layout

APPENDIX 4.19

JOB DESCRIPTION – ADVISOR, SURF SPORTS

Responsible to:

Director Surf Sports

RESPONSIBILITIES AND DUTIES

- May be required to attend State Council Meetings without the right to vote
- May be invited to attend Executive Meetings for specific discussions
- Assist in volunteer management
- Chair relevant Surf Sports Advisory Panels
- Provide expert advice to Branch Directors of Surf Sports
- Assist Director, Surf Sports with technical expertise
- Identify emerging issues relating to Surf Sports
- Provide feedback on proposed Surf Sports resources, programs and policies
- Oversee the Gear & Equipment Coordinator
- Assist with providing information regarding set-up and course layouts
- Provides reports and recommendations relating to relevant areas of surf sports

KNOWLEDGE AND SKILLS REQUIRED

- Surf Sports Manual
- Understanding of requirements for Coach and Official Education
- Good communication skills

APPENDIX 4.20

JOB DESCRIPTION – SURF SPORTS OFFICER

Responsible to:

Director Surf Sports

RESPONSIBILITIES AND DUTIES

- Submit competition entries for all competitions in conjunction with Surf Sports Team Manager
- Coordinate competitions i.e. Club surf sports activities, Club championships, special Club events
- Maintain a record of all members' performances and results at all competitions
- Submit reports when required to relevant Club officers
- Develops, prioritizes, and implements project plans, including Surf Sports development programs and other meetings/conferences
- Prepare Surf Sports development proposals, reports and other communications for internal and external audiences
- Responsible for taking of notes of Surf Sports meetings and the distribution of subsequent reports
- Maintains surf sports correspondence in a professional, organised and accessible manner
- Updates website

KNOWLEDGE AND SKILLS REQUIRED

- Sound computer skills with knowledge of all Microsoft office programs
- Good communication skills
- Ability to meet deadlines
- Understanding of NSW policies and requirements relating to entry for events

APPENDIX 4.21

JOB DESCRIPTION– SURF SPORTS TEAM MANAGER

Responsible to:

Director Surf Sports

Club Executive Committee

RESPONSIBILITIES AND DUTIES

- Ensure competitors list is up to date and ensure they are aware of carnival dates, and procedures at interClub, Branch, State and National levels (including entry procedures and closing dates)
- Facilitate entries for all events
- Arrange accommodation for competitors at relevant carnivals
- Ensure any protests at carnivals are dealt with in an efficient and appropriate manner
- Ensure that any athletes under the age of 18 are chaperoned by their parents or a responsible adult who is willing to accept that role at events where an overnight stay occurs
- Ensure all travel arrangement details and accommodation of members on trips are detailed and appropriate transportation is organised where applicable
- Ensure all monies (i.e. membership, competition levy, accommodation etc) are paid in full by the required date
- Make sure all Club equipment (e.g. tents, reels, boards, skis etc) is transported to carnivals by start time
- Allocate responsibility of tent setup and dismantle

KNOWLEDGE AND SKILLS REQUIRED

- Knowledge of all SLSA Rules and Regulations including Surf Sports Manual 34th Edition and any related bulletins and circulars
- Ability to organise and delegate tasks
- Communicate effectively and possess good interpersonal skills

APPENDIX 4.22

JOB DESCRIPTION – SURF SPORTS COACH ADVISER

Responsible to:

Director Surf Sports

RESPONSIBILITIES AND DUTIES

- Maintain accurate and up-to-date contact details for coaches
- Convene with coaches at events
- Liaise with Director of Surf Sports in regards to any arising issues for Coaches
- Provide relevant Surf Sports advice for coaches
- Review performance of representative coaches
- Liaise with appropriate personnel on training programs and talent identification
- Design training programs for athletes where relevant
- Assist in High Performance program
- Act as spokesperson on behalf of all coaches
- Oversee the reaccreditation process for Level 1 and 2 Coaches
- Ensure the health and safety of coaches and athletes in competition and at carnivals
- Assist in delivering coaching development programs
- Identify Surf Sports Coaches pathways for future development
- Communicate with coaches regarding Surf Sports changes and updates
- Oversee the implementation of coaching courses across NSW
- Provide feedback on any changes that may be necessary for coaching courses

KNOWLEDGE AND SKILLS REQUIRED

- Surf Sports Manual
- Coach education requirements and Recognised Prior Learning process
- Coach level 1 and 2 course content

APPENDIX 4.23

JOB DESCRIPTION – SURF SPORTS OFFICIALS ADVISER

Responsible to:

Director Surf Sports

RESPONSIBILITIES AND DUTIES

- Maintain accurate and up-to-date contact details for Officials
- Convene with Officials at events
- Liaise with Director of Surf Sports in regards to any arising issues for Officials
- Provide relevant Surf Sports advice for Officials
- Review performance of Officials
- Assist in High Performance program
- Act as spokesperson on behalf of all Officials
- Oversee the reaccreditation process for Level 1 and 2 Officials
- Ensure the health and safety of Officials in competition and at carnivals
- Identify Surf Sports Officials pathways for future development
- Communicate with Officials regarding Surf Sports changes and updates
- Oversee the implementation of Officials courses across NSW
- Provide feedback on any changes that may be necessary for Officials education and conduct at events
- Coordinate, organise and control Officials at events
- Delegate, liaise with and assign Officials at events with roles and responsibilities
- into future roles
- Provides reports including recommendations to the referee or authority on the conduct of Officials at events as well as education processes

KNOWLEDGE AND SKILLS REQUIRED

- Surf Sports Manual
- Officials education requirements and RPL process
- Officials level 1 and 2 course content

APPENDIX 4.24

JOB DESCRIPTION – TRAINER

Responsible to: Chief Training Officer

RESPONSIBILITIES AND DUTIES

- Conduct training as directed by the Chief Training Officer
- Competently undertake training activities, ensuring a supportive training environment that meets all SLSNSW requirements and is conducive to learning
- Develop a stimulating learning environment by using a variety of styles, techniques and approaches to present subject matter and practical techniques
- Conduct training using SLSA/SLSNSW endorsed resources only
- Ensure course participants understand the training methods and the expected outcomes as per course requirements
- Ensure each participant of an accredited course completes a Training Enrolment Form in its entirety
- Maintain accurate attendance records in accordance with SLSNSW requirements
- Comply with all rules, regulations and requirements as documented in the Training Division SOP and/or relevant legislation
- Ensure each participant is made aware of the purpose and available of the SLSNSW Academy Handbook, in particular RPL opportunities and access and equity policies
- Ensure Participant Evaluation of Course forms are provided to all participants on completed of training and collected and returned to the Branch Education Officer
- Ensure a Training Course Report is completed at the end of each course and sent to the Branch Education Officer with course evaluation forms
- Conduct all activities in conformance with procedures, work instructions and/or specifications and advise others to stop any activity if it is determined that the activity is in breach of these requirements
- Ensure all activities are conducted in a manner that prevents and avoids risk to the occupational health and safety of any person and is in compliance with SLSNSW Work Health and Safety policy
- Ensure all course participants develop and adopt safe practices in the training environment
- Assist in the completion of Member Incident Reports for training activities
- Adopt a continuous improvement approach to carrying out all activities and contribute to continuous improvement activities by making improvement recommendations to SLSNSW when they become apparent
- Evaluate own performance on an on-going basis through continuous improvement and professional development activities
- Ensure your VET Logbook is maintained with details of all training activities undertaken and other associated activities
- Attend Club or Branch meetings (as required)
- Maintain a professional image of Surf Life Saving at all times

KNOWLEDGE AND SKILLS REQUIRED

- Knowledge of the principles of competency based training and the VET Industry
- Vocational competence in the award being delivered
- Trainer qualifications and pre-requisite requirements as outlined in the SOP training Division Human Resource Endorsement policy (HR 1.2)

APPENDIX 4.25

JOB DESCRIPTION – ASSESSOR

Responsible to: Branch Education Officer / District Supervisor

RESPONSIBILITIES AND DUTIES

- Competently undertake assessment activities to determine participant competence
- Ensure a supportive assessment environment that meets all SLSNSW requirements and is conducive to learning
- Ensure assessment complies with SLSNSW Assessment Policy, making certain assessment is fair, authentic, valid and sufficient to enable an accurate judgement of competence
- Conduct assessment using SLSA/SLSNSW endorsed resources only
- Maintain accurate attendance records in accordance with SLSNSW requirements
- Comply with all rules, regulations and requirements as documented in the SOP (Training Division) and/or relevant legislation
- Ensure course participants understand assessment activity requirements and expected outcomes as per course requirements
- Accurately mark all assessments and record all outcomes using all required documentation, returning them to the appropriate person within the required time frame as stated in SLSNSW policies
- Contribute to the completion of Training Course Reports for all courses
- Conduct all activities in conformance with procedures, instructions and/or specifications and advise others to stop any activity if it is determined that the activity is in breach of these requirements
- Ensure all activities are conducted in a manner that prevents and avoids risk to the work health and safety of any person and is in compliance with SLSNSW WH&S Policy
- Ensure all course participants develop and adopt safe practices in the assessment environment
- Assist in the completion of Member Incident Reports for assessment activities
- Adopt a continuous improvement approach to carrying out all activities and contribute to continuous improvement activities by making improvement recommendations to SLSNSW when they become apparent
- Evaluate own performance on an on-going basis through continuous improvement and professional development activities
- Ensure your VET Logbook is maintained with details of all assessment activities undertaken and other associated activities
- Attend Club or Branch meetings (as requested)
- Maintain a professional image of Surf Life Saving at all times

KNOWLEDGE AND SKILLS REQUIRED

- Knowledge of the principles of assessment, competency based assessment and the
- VET industry
- Vocational competence in the award being assessed
- Assessor qualifications and pre-requisite requirements as outlined in the SOP (Training Division) Human Resource Endorsement policy (HR 1.2)

APPENDIX 4.26

JOB DESCRIPTION – CLUB SAFETY OFFICER

Responsible to: Surf Club Management Committee

RESPONSIBILITIES AND DUTIES

- Ensure the Surf Club Work Health and Safety & Rehabilitation systems are up to date
- Implement and oversee risk management procedures
- Set up, implement and monitor injury reporting system
- Carry out investigations of Surf Club workplace incidents
- Set up, implement and monitor Work Health & Safety education and training systems
- Implement systems to review workplace stress and critical incidents
- Implement rehabilitation and “Return to Surf Club Duties” procedures

Please refer to SLSNSW Guidelines for Safer Surf Clubs for further procedures and details on how to implement this job description.

KNOWLEDGE AND SKILLS REQUIRED

- Certificate IV in Work Health and Safety (WH&S)
- Experience working as a WH&S Officer or similar role

APPENDIX 5

SURF LIFE SAVING AUSTRALIA POLICY REGISTER

To view complete policies, refer to the SLSA member portal:

portal.sls.com.au

SLSA POLICIES

- 1.01** Water Safety
- 1.01a** Water Safety procedure
- 1.02** Use of SLSA Equipment
- 1.03** Body Retrieval
- 1.04** Off-Duty Ambulance Officers on SLSA Rescue Craft
- 1.05** Patrol Uniforms
- 1.06** New & Modified Equipment
- 1.10** Shark Safety
- 1.11** Crocodile Safety
- 1.14** Sharps Policy
- 1.15** Peer Group Support
- 1.16** Tsunami Policy
- 2.01** Sun Safety
- 2.03** Occupational Health & Safety
- 2.04** Rehabilitation and Return to Duties
- 3.03** Pregnancy & the Surf Lifesaver - Competition & Patrols
- 3.06** Seizures and Epilepsy
- 3.07** Defibrillation Policy
- 3.09** Asthma
- 3.12** Pain Management
- 5.02** SLSA Anti-Doping Policy
- 5.04** Eligibility to Compete in SLSA Competition – November 2016/5.05 Rescue 2016 Australian Life Saving Team Selection Policy
- 5.05b** Australian Surf Boat Crew Selection Policy
- 5.07** Design and Manufacture of Surf Boats
- 5.08** Competition Sponsorship Policy
- 5.09** Masters Competition Policy
- 5.10** Transgender Transsexual athlete
- 5.11** National Policy on Match Fixing
- 6.01** Intellectual Property
- 6.02** Privacy Policy
- 6.03** Limiting and Permanent Disability Inclusion Form
- 6.05** Member Protection Policy
- 6.06** Grievance Procedure
- 6.07** Archives and Museum
- 6.08** SLSA Board Governance Charter
- 6.09** Risk Management
- 6.09a** Risk Management - Procedures
- 6.10** Australian Representative Recognition
- 6.11** Ecosurf
- 6.14** Electronic Acceptances
- 6.15** Youth Policy
- 6.16** Dealing with Police Investigations
- 6.17** Coronial Inquests
- 6.18** Change Management
- 6.19** SLSA IT Terms of Use
- 6.20** Use of Social media
- 6.21** Photography Policy
- 6.21a** Photography Policy sample form
- 6.22** Inclusive Organisation Policy
- 6.23** Illicit Drugs in Sport Policy
- 6.24** Competitive Rights and Transfers
- 6.25** Non-political and non-sectarian
- 6.26** Visits and Tours
- 6.27** Anti-corruption and Fraud
- 6.28** Sponsorship Policy

Annexure A – WADA Anti-Doping Code 2015

APPENDIX 6

Surf Life Saving Codes of Conduct

Surf Life Saving Code of Conduct

SLSA requires every individual and organisation bound by this policy to:

- Respect the rights, dignity and worth of others
- Be fair, considerate and honest in all dealing with others, and be a positive role model
- Make a commitment to providing quality service
- Be aware of, and maintain an uncompromising adherence to SLSA's standards, rules, regulations and policies
- Demonstrate a high degree of individual responsibility especially when dealing with persons under 18 years of age
- Contribute to the provision of a safe environment for the conduct of all activities within surf lifesaving
- Abide by the relevant Role-Specific Codes of Conduct outlined in Annexure 2 of the Member Safety and Wellbeing policy.

Surf Life Saving Team Leader Code of Conduct

An SLSA Team Leader (eg. Patrol Captain, ORB Skipper, etc.) will:

- Agree to abide by the code of conduct.
- Be responsible for the overall safety and well-being of the members of the patrol
- Maintain a 'duty of care' towards team members, an accountability for the management of the team and a responsibility for the actions of the team members
- Have a sound knowledge of SLSA policies, responsibilities and lifesaving techniques, and ensure that the conduct of the patrol is in accordance with these policies and guidelines.
- Foster a collaborative approach to the management of the patrol.
- Treat the general public with respect and communicate with them in a professional manner
- Be a positive role model for surf lifesavers and SLSA.

Surf Life Saving Team Manager Code of Conduct

An SLSA Team Manager will:

- agree to abide by the code of conduct.
- be responsible for the overall safety and well-being of team members and officials when travelling with a team.
- maintain a 'duty of care' towards team members and an accountability for the management of the team.
- have a sound knowledge of SLSA policies, responsibilities and competition rules, and ensure that the conduct of the affairs of the team is in accordance with these policies and guidelines.
- foster a collaborative approach to the management of the team.
- be a positive role model for surf lifesavers and SLSA.

Surf Life Saving Age Manager Code of Conduct

An SLSA Age Manager (junior activities) will:

- Agree to abide by the code of conduct.
- Be responsible for the overall safety and well-being of the group.
- Be responsible for the group's learning.
- Take time to plan and prepare the activities delivered to the group.
- Foster a collaborative approach to the management of the group.
- Instil enjoyment and fun in what they do.
- Be a positive role model for surf lifesavers and SLSA.

APPENDIX 6 CONTINUED

Surf Life Saving Coach Code of Conduct

An SLSA Coach will:

- Agree to abide by the code of conduct.
- Be responsible for matters concerning the coaching, training and development of surf lifesavers.
- Provide positive feedback to participants.
- Treat all participants equally.
- Maintain a 'duty of care' towards others and an accountability for matters relating to training and competition.
- Have a sound working knowledge of SLSA policies, rules and regulations and coaching techniques.
- Actively discourage the use of performance enhancing drugs, and the use of alcohol, tobacco and illegal substances
- Ensure that any physical contact with others is;
 - appropriate to the situation
 - necessary for the persons skill development
- Provide a safe environment for training and competition.
- Be a positive role model for surf lifesavers and SLSA.

SLSA Official Code of Conduct

An SLSA Official will:

- Agree to abide by the code of conduct.
- Be responsible for matters concerning the development of surf lifesavers and the conduct of competitions.
- Maintain a 'duty of care' towards others and an accountability for matters relating to training and competition.
- Have a sound working knowledge of SLSA policies, rules and regulations.
- Be impartial and accept the responsibility for all actions taken.
- Ensure that any physical contact with others is;
 - appropriate to the situation
 - necessary for the persons skill development
- Provide a safe environment for training and competition.
- Be a positive role model for surf lifesavers and SLSA.

Surf Life Saving Administrator/Director/Officer Code of Conduct

An SLSA Administrator/Director/Officer will:

- Agree to abide by the code of conduct.
- Be fair, considerate and honest with others.
- Operate within the rules of SLSA.
- Be professional in your actions. Your language, presentation, manner and punctuality should reflect high standards.
- Resolve conflicts fairly and promptly through established procedures.
- Maintain strict impartiality.
- Maintain a safe environment for others.
- Show concern and caution towards others.
- Be a positive role model for others.

Surf Life Saving Parent/Guardian Code of Conduct

A Parent/Guardian of an SLSA member will

- Remember that their child participate in surf lifesaving for their own enjoyment.
- Focus on their child's efforts and performance rather than winning and losing.
- Show appreciation for good performance by all participants.
- Never ridicule or yell at their child or other children for making a mistake.
- Respect officials decisions and teach their children to do likewise.
- Not physically or verbally abuse or harass anyone associated with the activities (eg. coach, official, age manager, etc.).
- Be a positive role model for others.

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