

Club Guide

SURF LIFE SAVING NEW SOUTH WALES



VERSION 5

SURF LIFE SAVING
NEW SOUTH WALES



SLSC Leadership	14
SLSC Incorporation and Affiliation	21
SLSC Governance	23
Local Government and Community Requirements	27
SLSC Management	29
SLSC Finances	45
Fundraising, Grants and Sponsorship	49
SLSC Records and Reporting	52
Marketing and Communications	56
Information Technology	66
Work Health and Safety (WHS)	72
Membership	82
Junior Activities	93
Education	96
Lifesaving	108
Surf Sports	123
Water Safety	133
People Management	136
Awards and Recognition	140
SLSNSW Download Resources	144
Contact Summary	147

About This Club Guide

Foreword

Today Surf Life Saving New South Wales (SLSNSW) has volunteer officers across 129 Surf Life Saving SLSCs (SLSCs) and 11 branches. Together they support the 76,000+ volunteer members.

The latest edition of the *SLSNSW Club Guide* reflects SLSNSW's commitment to continually improve the support for SLSC management and leadership development and make our volunteer SLSC officers' lives easier through the increasing use of technology.

On behalf of SLSNSW, we sincerely thank all those who have made a positive contribution to the development of this Club Guide.

As proud patrolling surf lifesavers, we commend this publication to our fellow surf lifesavers and community members, who will benefit from the guidance it provides.



George Shales

George Shales OAM
SLSNSW President



Steven Pearce

Steven Pearce AFSM
SLSNSW Chief Executive Officer

© Surf Life Saving New South Wales

This work is copyright, but permission is given to SLS members to make copies for use within their own SLSC environment. This permission does not extend to making copies for use outside the immediate SLSC environment for which they are made, or the making of copies for hire or resale to third parties.

For written permission outside these guidelines, contact SLSNSW:

EMAIL info@surflifesaving.com.au

WEBSITE www.surflifesaving.com.au

POSTAL ADDRESS PO BOX 307, Belrose, NSW 2085

OFFICE ADDRESS 3 Narabang Way, Belrose, NSW 2085

All resources developed by SLSNSW are reviewed regularly and updated as required, therefore, once printed or downloaded, resources are considered out of date. The most current version of SLSNSW resources are located within the SLSNSW [website](#). Feedback on resources can be supplied by contacting SLSNSW using the details above.

How to Use This Guide

This Club Guide is for Club Management Team (CMT) members, their supporting volunteer officers and SLS staff at all levels of the SLS organisation. It helps them honour their legal and ethical duties and work effectively together to ensure the successful management of SLSCs in NSW.

Each section of this Club Guide provides a high-level overview of the key areas for consideration by CMT members and provides the answers to the following key questions where appropriate:

1. Who needs to know this information?
2. Why is this information important and relevant?
3. What is this topic about, and what are the main things that you need to know about it?
4. How do you action any requirements associated with this topic?
5. Where can you go for more information and further support on this topic?

SLSNSW recommends all SLS members in SLSC officer positions frequently review this Club Guide, with close attention to matters applicable to their role as a volunteer or paid worker within their SLSC. Depending on your role within your SLSC, you may find yourself referring to some chapters more often than others. You can also revisit this Club Guide as often as you like, at any time, to achieve a greater understanding of its topics.

Each section will refer you to the SLSNSW website, the SLS Members Area Document Library and other relevant websites via hyperlinks for more information on specific topics. The guidance within each section provides you with the most up-to-date information that applies to your SLSC. It is important to note that the information contained within this Club Guide was accurate at the time of publishing and is subject to regular review.

If you have any questions or feedback to provide after reading this Club Guide, please refer them to the appropriate SLSNSW team using the contact details within this Club Guide's [Contact Summary](#) section.

Note:

There are many acronyms used within the SLS organisation to keep communications short. Within this Club Guide, you will see a complete phrase followed by its acronym in brackets the first time it appears under a section heading. After that, you will only see its acronym for all other mentions.

Use the search function within the SLSA Publications app to find the first and all other references of any acronym.

Keep in mind that some acronyms may have multiple meanings, e.g., 'SSC' can mean 'Safer Surf Clubs' within the work health and safety context or 'Surf Survival Certificate' within the community education context.

Estimated Reading Time

The below table contains an overview of each section of this Club Guide and its estimated minimum review time. It is estimated to take up to 17+ hours to read the entire document. You are not expected to read the entire document, but you are of course most welcome to!

Section	Section heading	Relevant to	Est. minimum review time
1	About This Club Guide	All CMT members	10 mins
2	Surf Life Saving Organisation	All CMT members	30 mins
3	SLSC Leadership	All CMT members	30 mins
4	SLSC Incorporation and Affiliation	All CMT & SLSC Board members	15 mins
5	SLSC Governance	All CMT & SLSC Board members	30 mins
6	Local Government and Community Requirements	All CMT & SLSC Board members	15 mins
7	SLSC Management	All CMT & SLSC Board members	120 mins
8	SLSC Finances	All CMT & SLSC Board members	45 mins
9	Fundraising, Grants and Sponsorship	All CMT & SLSC Board members	20 mins
10	SLSC Records and Reporting	SLSC Privacy Officer & all CMT members	30 mins
11	Marketing and Communications	SLSC Media and Communications Officer & all CMT members	80 mins
12	Information Technology	SLSC Administrator, Privacy Officer & all CMT members	60 mins
13	Work Health and Safety	SLSC Safety Officer & all CMT members	60 mins
14	Membership	SLSC Membership Officer & all CMT members	80 mins
15	Junior Activities	Junior Activity Chair & all members involved in the delivery of junior and youth activities	30 mins
16	Education	SLSC Chief Training Officer & all CMT members	80 mins
17	Lifesaving	SLSC Director of Lifesaving & all CMT members	120 mins
18	Surf Sports	SLSC Surf Sports Officer, Junior Activity Chair & all members involved in the delivery of participation or competitive surf sports	60 mins
19	Water Safety	All CMT members	15 mins
20	People Management	All CMT members	30 mins
21	Awards and Recognition	All CMT members	20 mins
22	SLSNSW Download Resources	All CMT members	20 mins
23	Contact Summary	All CMT members	10 mins
24	Glossary and Key Terms	All CMT members	As required
			TOTAL 17+ hours

Reflection Questions

At the end of each section will be a set of up to five reflection questions. These questions encourage each CMT member to develop the habit of reflecting on the questions concerning their role within the SLS organisation and their SLSC environment. They also encourage each CMT member to develop a deeper understanding of the best-practice guidance outlined within this document in relation to themselves and their personal experiences with managing an SLSC.

For example:

1. When and how often should you refer to this SLSC guide?
2. What sections of this Club Guide are relevant to your role in your SLSC and the SLS organisation?
3. How are you preparing for continual improvement and changing technologies?
4. How can you provide constructive feedback to have this Club Guide updated as required?
5. How are you following and effectively communicating the best-practice guidelines for managing an SLSC as per the SLSNSW Club Guide?

Surf Life Saving Organisation

Surf Life Saving (SLS)

SLS is a unique, not-for-profit (NFP) cause that exists to save lives and build better communities. SLS is funded by donations, fundraising, corporate sponsorship and government grants.

International Life Saving Federation (ILS)

The ILS leads the global effort and establishes international best-practice strategies for improving drowning prevention, water safety, lifesaving and lifesaving sports. Surf Life Saving Australia (SLSA) is one of many national aquatic lifesaving organisations worldwide that collectively form the ILS.

The ILS develops the International Life Saving Federation Drowning Prevention Strategies, conducts research to inform international position statements for best-practice lifesaving standards, publishes international drowning reports, offers the World Conference on Drowning Prevention, organises the Lifesaving World Championships (LWC) and more.

The ILS endorses several lifesaving awards, such as the SLSA Bronze Medallion for SLS members wanting international recognition of their knowledge and skills. Refer to the ILS website for more information and refer to the Member Education section of this Club Guide for more international lifesaving award recognition information.

SLS Australia (SLSA)

SLSA is Australia's peak coastal water safety, drowning prevention and rescue authority that exists to save lives, create great Australians and build better communities. With over 180,000 members and 314 affiliated Surf Life Saving Clubs (SLSCs), SLSA represents the largest volunteer movement of its kind in the world. Since SLSA was established in 1907, over 660,000 people have been rescued by volunteer surf lifesavers. Through its coastal safety, lifesaving, education, sport and recreation programs and services, SLSA also generates significant social and economic benefits for the Australian community each year. Its principal stakeholders are people using the Australian coastline and those directly or indirectly impacted by our actions.

SLSA has developed a 'total service plan' that outlines some initiatives for addressing each aspect of the International Life Saving Drowning Prevention Chain [REF]. This plan recognises that lifesavers need to be skilled in prevention, recognition, rescue and recovery strategies to effectively prevent drowning. Each element of the [SLSA Strategic Plan](#) links to one or more aspects of the drowning prevention chain.

PICTORIAL REPRESENTATION OF THE DROWNING PREVENTION CHAIN

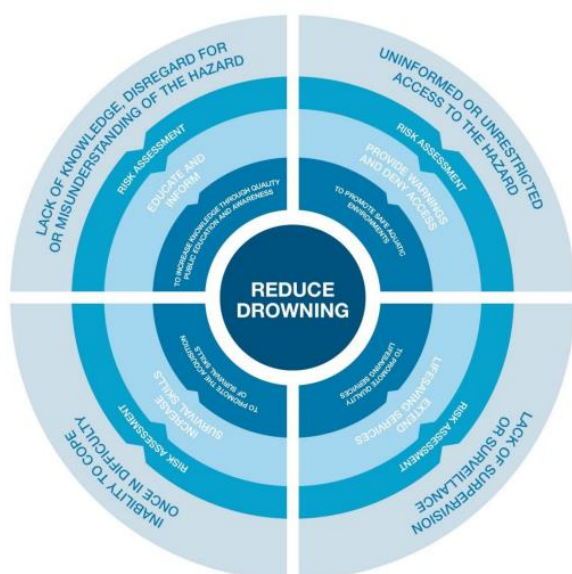
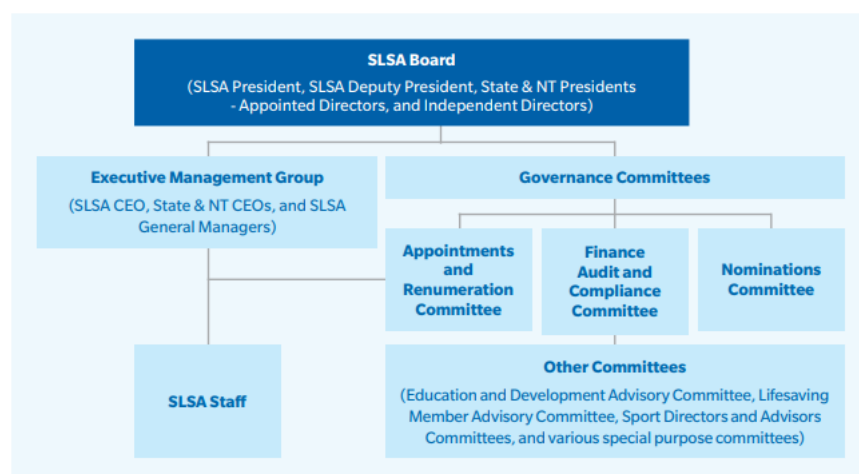


Figure 1: The Drowning Prevention Chain and strategies to reduce drowning.

SLSA is also the peak policy and decision-making body for the lifesaving movement that governs the many SLS affiliated branches in NSW and QLD and the 314 affiliated SLSCs in Australia, each with their own legal and reporting structures. As one of Australia's largest volunteer organisations, SLSA depends on the contribution of its volunteer members for everything from patrolling beaches to providing input for the strategic direction for the SLS organisation. The SLSA Constitution identifies various SLS entities and committees with or without voting rights to provide advice and direction as they represent the SLS membership in Australia.

SLSA also aligns with two subsidiaries, [Westpac Life Saver Rescue Helicopter Service](#) providing helicopter services through their respective SLS state centres and the Surf Life Saving Foundation to undertake national fundraising on behalf of the movement.

The [SLSA Board of Directors](#) (SLSA Board) consists of the President of SLSA, seven appointed directors from each state and the Northern Territory, four independent directors and the Chief Executive Officer (CEO) of SLSA.



Refer to the latest [SLSA Annual Report](#) and the SLSA Constitution for more information about SLSA, such as its key roles and responsibilities, governance, strategic direction, services and activities. You may also like to read the '[Between the red and yellow flags: The social and economical value of Surf Life Saving Australia](#)' publication from August 2020 to see what value your SLSC helps bring to the Australian community.

SLS New South Wales (SLSNSW)

SLSNSW is an entity of SLS that exists to save lives, create great Australians and build better communities within NSW. Formerly known as the Surf Life Saving Association of Australia (NSW State Centre), SLSNSW has operated within the boundaries of NSW to fulfil the mission and goals of the Association since 1907.

Today, SLSNSW has volunteer officers across 129 SLSCs and 11 branches. Together they support the 76,000+ volunteer members who have performed over 375,000 rescues since the beginning of SLSNSW.

The role of SLSNSW is as a state body over-arching across the branch and club structure. It sets and oversees policy relating to the key operating environment for SLS clubs and branches. It seeks to develop these policies so as to ensure consistency and continual improvement of operations across all affiliated entities. It has a key role in advocacy, government relations and fundraising for the movement broadly within NSW.

The [SLSNSW Strategic Plan](#) provides a foundation for SLSNSW stakeholders and members to understand what SLSNSW's priorities are, areas of development it is seeking to achieve, how we can best reach our vision and the things SLSNSW wants to do for its members and communities. It includes the SLSNSW's:

- **Vision**—the future we want
- **Mission**—our role in making that future happen
- **Purpose**—the reason we exist
- **Beliefs**—the beliefs that drive our values and behaviours
- **Priorities**—what we focus on to help achieve our vision, mission and objectives
- **Objectives**—what we want to achieve in this specified strategic period
- **Measures**—how we measure our achievement
- **Strategic enablers**.

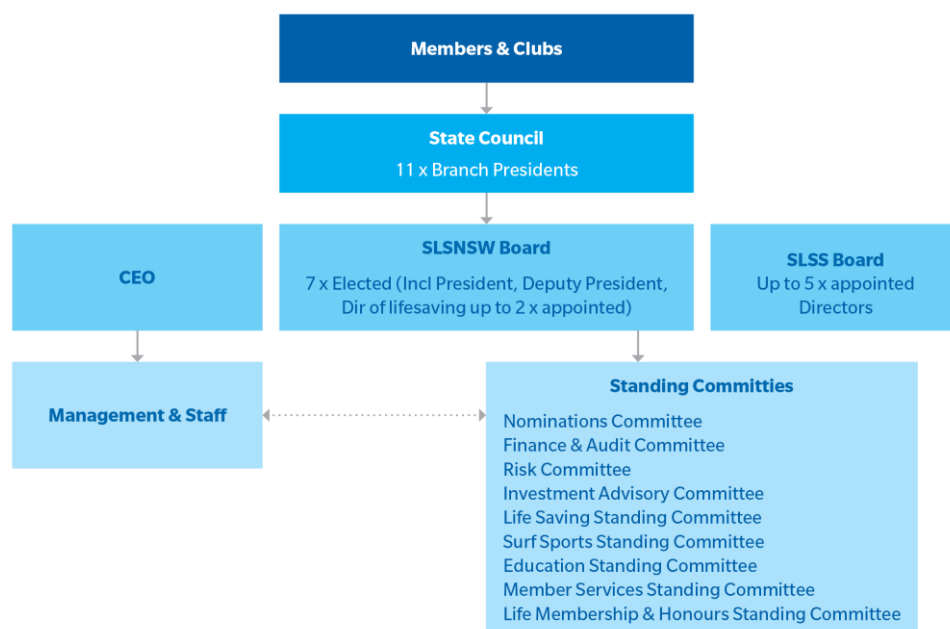
SLSNs are encouraged to align their strategic plans with those within this document as its components articulate the aspiration, purpose and approach of SLS in NSW. Refer to the latest [SLSNSW Strategic Plan](#) for more information on how SLSNSW is building on our strengths and extending through innovation and new opportunities, as well as what clubs can do to support the SLSNSW Strategic Plan.

Also refer to the latest [SLSNSW Annual Report](#) and the [SLSNSW Constitution](#) for more information about SLSNSW, such as its key roles and responsibilities, governance, strategic direction, services and activities.

SLSNSW Governance

SLSNSW is both a membership-based organisation built on a history of volunteerism encompassing a multitude of diverse and complex activities and an evolving entity responding to operational, economic and public factors. It is governed by the SLSNSW Board of Directors (SLSNSW Board), with significant input from the SLSNSW State Council and various Board Standing Committees. Through direction and oversight from the Board, the SLSNSW CEO manages SLSNSW. Different focuses and scopes of responsibilities are required from each group within SLSNSW to ensure a dynamic, contemporary and success-driven organisation.

The [SLSNSW Constitution](#) identifies various SLS entities and committees with or without voting rights to provide advice and direction as they represent the SLS membership in NSW.



SLSNSW State Council

The SLSNSW State Council consists of the 11 Branch Presidents (representing their respective branches) and the SLSNSW President.

The State Council consists of the voting members of SLSNSW as an entity. Through an election process articulated in the SLSNSW Constitution, SLSNSW State Council members elect the SLSNSW Board, following formalised voting by individual clubs at the SLSNSW branch level.

They hold meetings twice a year that coincide with the SLSNSW Election Meeting and the Annual General Meeting (AGM). In addition, they can meet informally for workshops and operational updates.

The key duties of the SLSNSW State Council are:

- To approve any amendments to the Constitution
- To assist the SLSNSW Board and SLSNSW Management in their deliberations on strategic direction and major policy formulation of such issues that affect their respective memberships
- To discuss NSW state-wide issues
- To inform the Board of significant issues affecting the membership

- To provide a conduit for the SLSNSW Board and management teams to interact with the views of the membership on operational matters, new concepts, initiatives, policies or programs it is considering
- To provide feedback to the SLSNSW Board on results of its governance decisions in practice at member level
- To elect the SLSNSW Board as per the [SLSNSW Constitution](#).

Refer to the latest [SLSNSW Constitution](#) and [SLSNSW Annual Report](#) for information on the SLSNSW state council and their members.

SLSNSW Board of Directors

The SLSNSW Board implements SLS national and state policies and provides the services necessary to support the activities of SLSNSW branches and SLSCs. It does this through its relationship with SLSNSW management via the CEO.

The SLSNSW Board's role is to have the primary responsibility to SLS members for the sustainability and relevance of SLSNSW through the delivery of the SLSNSW Strategic Plan. The [SLSNSW Board Charter](#) governs its activities.

The SLSNSW Board serves the SLS community by actively participating in good governance, , upholding its responsibility to various stakeholders and maintaining SLSNSW's stature in the Sport and Emergency Services Sectors.

The Board must oversee SLSNSW's compliance and performance, ensuring:

Compliance

That the organisation:

- a. Is a good and responsible corporate citizen, including in relation to prudent solvency and risk principles
- b. Complies with its Constitution and with all relevant laws, codes of conduct and appropriate standards of behaviour
- c. Encourages all Directors to comply with their responsibilities as directors and leaders, both internally and externally, maintaining a focus on the organisation as a whole
- d. Acts in the best interests of its members, its other stakeholders and the public
- e. Ensures that it has appropriate corporate governance structures in place, including standards of ethical behaviour and promoting a culture of corporate and social responsibility.

Performance

That the organisation:

- a. Determines and regularly reviews the strategic direction of the organisation, including its vision, mission values and strategies
- b. Reviews and approves the strategic plan, risk management planning, any business plans and the annual budget such that these support the agreed strategic objectives
- c. Appoints and reviews the performance of the CEO, including succession planning for the CEO role
- d. Approves, monitors and is accountable for the financial and non-financial performance of the organisation, including setting fees
- e. Ensures policies on key issues are in place and appropriate and that these can be applied effectively and legally to those participants or persons for whom they are intended
- f. Provides an avenue for key stakeholder input into the strategic direction of the organisation, including the review and appropriate ratification of recommendations from committees, management, panels and working groups
- g. Ensures Director, Board and Chairperson performance evaluation and professional development occurs regularly.

The SLSNSW Board is represented by up to nine individuals (seven elected and up to two members may be appointed) to oversee the governance and strategic direction of SLSNSW. Each of its members has fiduciary responsibilities and accountabilities for the SLSNSW organisation's activities. There are three Specified Directors, and the remaining six members are considered Unspecified Directors:

- President
- Vice President
- Director of Lifesaving.

The Board meets a minimum of six times per year. Each Director has a tenure of 3 years, to a maximum of 6 years (noting the transitional arrangements as part of the SLSNSW Constitution, September 2020). Directors fulfil a role as Chair or member of various [SLSNSW Standing Committees](#), which provide input and guidance to the SLSNSW Board on matters specific to their respective portfolio areas.

The SLSNSW President sits on the SLSA Board, representing all SLSNSW members' views at a national level.

Refer to the latest [SLSNSW Constitution](#) and [SLSNSW Annual Report](#) for more information on the SLSNSW board and its members.

SLSNSW Chief Executive Officer

The SLSNSW CEO manages SLSNSW. They are accountable to the SLSNSW Board for all authority delegated to SLSNSW Senior Leadership Team and broader management and staff. The SLSNSW CEO is responsible for managing the day-to-day operations of SLSNSW and has authority for implementing the strategic direction following the SLSNSW Board's decisions. The SLSNSW CEO meets regularly with and reports to the SLSNSW Board on progress against the Strategic Plan and identifies other key issues for the Board's visibility, awareness and decision-making.

With the Senior Leadership Team, the CEO:

- Advises the SLSNSW Board of key issues and matters as and when required
- Implements the SLSNSW Business Plan
- Investigates, reviews and makes recommendations to the SLSNSW Board as required
- Manages all administrative and operational matters relating to SLSNSW
- Manages the day-to-day operations of SLSNSW
- Oversees the financial management of SLSNSW through annual budgeting and reporting processes
- Undertakes strategic decision-making and issues management
- Supports the strategic direction of SLSNSW.

Refer to the latest [SLSNSW Constitution](#) and [SLSNSW Annual Report](#) for more information on the SLSNSW CEO.

Senior Leadership Team (SLT)

The primary objectives of the SLT are to ensure the management of SLSNSW by:

- Advising the SLSNSW Board when required
- Implementing the SLSNSW Business Plan
- Investigating, reviewing and making recommendations to the SLSNSW Board as required
- Managing all administrative and operational matters relating to SLSNSW
- Managing the day-to-day operations of SLSNSW
- Overseeing the financial management of SLSNSW through annual budgeting and reporting processes
- Supporting the CEO with strategic decision-making and issues management
- Supporting the strategic direction of SLSNSW.

SLSNSW Standing Committees

The SLSNSW standing committees' fundamental role is to provide subject matter advice and expertise to the SLSNSW Board and CEO related to their respective portfolios. Most standing committees meet at least four times a year and as required.

SLSNSW has the following standing committees who report through to the SLSNSW Board:

- Education Committee (EC)
- Finance and Audit and Compliance Committee (FACC)
- Investment Advisory Committee (IAC)
- Life Membership and Honours Committee (LMHC)
- Lifesaving Committee (LC)
- Member Services Committee (MSC)
- Risk Committee (RC)
- Surf Sports Committee (SSC)

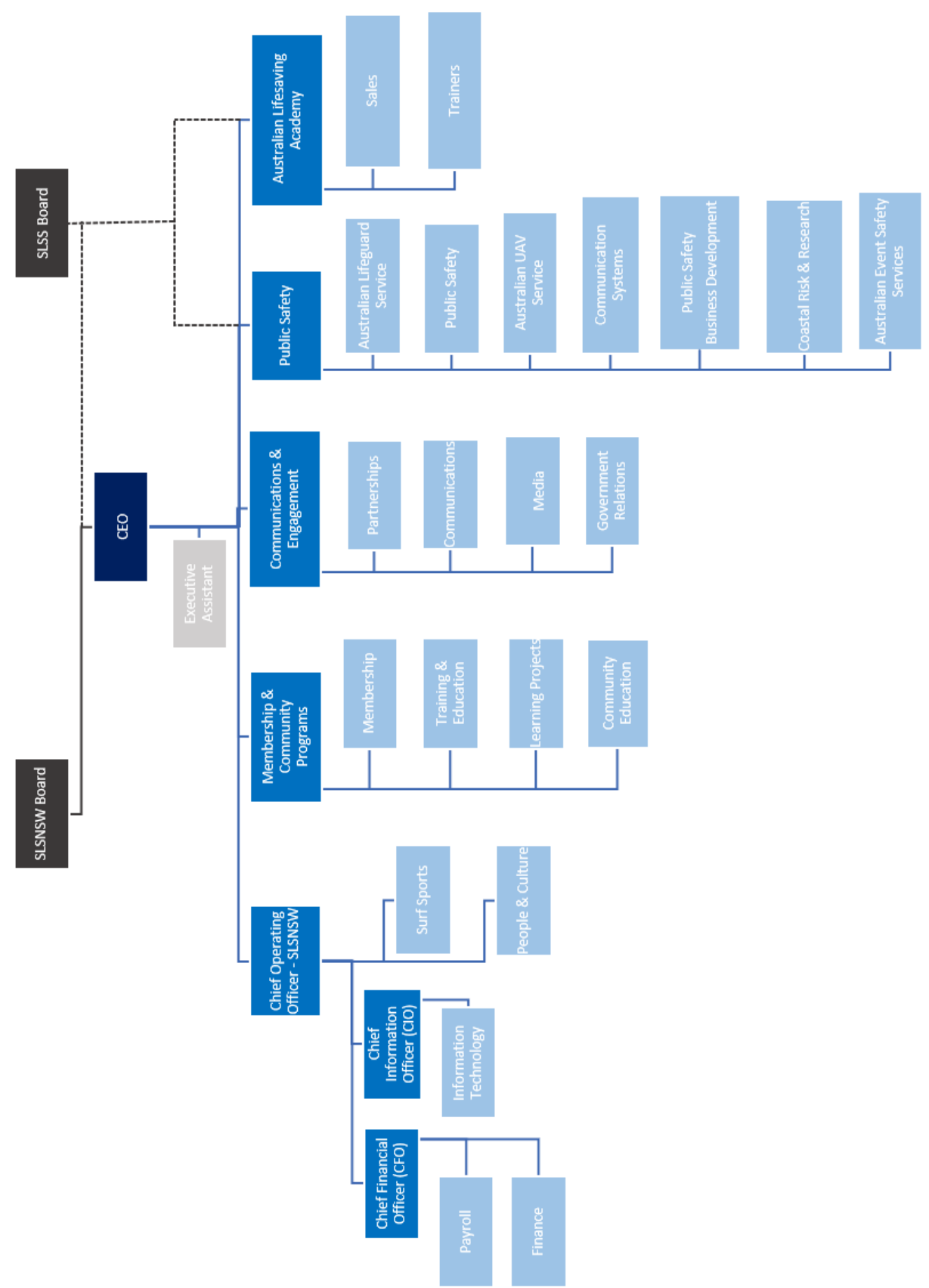
Refer to the latest [SLSNSW Constitution](#) and [SLSNSW Standing Committees Charter](#) for more information on the SLSNSW standing committees, such as their composition, tenure, SLSNSW Board delegated powers and limitations, meetings and specific duties. Also, refer to the [SLSNSW Annual Report](#) for information on members of the SLSNSW standing committees.

Your local SLSNSW branch or SLSC may also have committees, panels or advisers similar to those at SLSNSW to help manage and develop operations, standards, communications and resources at a local level. They are all supported by the respective SLSNSW portfolio area/department.

Refer to the different sections of this Club Guide to learn more about SLSNSW advisory committees and advisers supporting different SLSNSW portfolio managers and their staff.

SLSNSW Staff

The organisational chart below provides a current overview of the relationships of the CEO and the SLSNSW staff.



SLSNSW Branches

SLSNSW Branches are SLS entities that play a crucial role in providing local administration and ground-level support for SLSCs in NSW as well as guiding SLSNSW on issues within their local region.

For example, volunteer SLSNSW branch members play a part in informing the SLSNSW Board and SLSNSW management of significant SLS membership issues. They assist SLSNSW with developing strategic directions and policies for SLS in NSW as well as provide feedback and guidance on operational matters, new concepts, initiatives policies or programs under consideration. As previously mentioned, SLSNSW branch presidents also make up the SLSNSW State Council.

As the role and responsibilities assumed by each of the current 11 SLSNSW branches are slightly different, SLSNSW recommends visiting your local SLSNSW branch's website if you are not already familiar with their support and services available.

Refer to your local SLSNSW branch's annual report and their website for more information on their Board of Directors and standing committees. Also, refer to the [SLS Club and Branch Directory](#) to speak with your SLSNSW branch about their strategic plans or express your interest in volunteering.

SLSNSW Clubs

SLSNSW Clubs (SLSCs) are SLS entities that exist to save lives, create great Australians, and help build better communities within specific communities of NSW. It is important to remember that SLSCs come in all shapes and sizes, and no two are the same. Each SLSC has its own history and backstory regarding their formation and evolution to the SLSC they are today.

The primary role of SLSCs in NSW is to provide a lifesaving service to the public who visit beaches in NSW. Some SLSCs also respond to incidents 'out of hours' when called out by the police or other emergency services.

Every year, SLSCs provide aquatic rescue, emergency care, vocational education and beach management training to SLS members from all over Australia. They also offer community education programs to help achieve the mission of the SLS organisation. In addition to this, SLSCs offer surf sports and/or junior development programs or provide community facilities.

SLSNSW provides a professional lifeguard service on behalf of a significant number of local government councils, and SLSCs often assist SLSNSW by providing equipment and facilities for lifeguard use. Many SLSCs also provide water safety at special events such as those relating to surf sports, community events (e.g., triathlons, fun runs, local fetes) and other community programs with coastal and beach safety as their theme.


























































































Feedback from your SLSC members to SLSNSW branches, SLSNSW and SLA, shapes the SLS organisation within Australia and helps advance the SLS movement on a global scale.

Refer to the relevant information in the following sections in this Club Guide to learn more about the different considerations involved in running and managing an SLSC.

Refer to your SLSC's annual report and their website for more information on their Board of Directors, SLS CMT members and standing committees. Also, speak with other CMT members about collaboration opportunities to strengthen inter-SLSC relationships and present a united front with other organisations in your area, e.g., when approaching your same local government council members. You may also refer to your SLSNSW branch's website for more information about SLSC and inter-SLSC events in your area.

Reflection Questions

1. How does your SLSC's strategic plan align with that of SLA, SLSNSW and your SLSNSW branch?
2. Who are the various SLSC Board members elected to have personal and legal accountability for the different SLS entities?
3. What is the difference between your SLSC's Board and SLSC Management Team?
4. What are the terms of reference or charters for your SLSC and other SLS entities' standing committees?
5. How do you collaborate with other SLS entities to help save lives and build better communities?

Far North Coast	Hunter	Sydney Northern Beaches	Illawarra
 Fingal Rovers	 Tea Gardens-Hawks Nest	 North Palm Beach	 Helensburgh-Stanwell Park
 Cudgen Headland	 Fingal Beach	 Palm Beach	 Coalcliff
 Salt	 Birubi Point	 Whale Beach	 Scarborough-Wombarra
 Cabarita Beach	 Stockton	 Avalon Beach	 Coledale
 Brunswick	 Nobbys	 Bilgola	 Austinmer
 Byron Bay	 Newcastle	 Newport	 Thirroul
 Lennox Head-Alstonville	 Cooks Hill	 Bungan Beach	 Sandon Point
 Ballina Lighthouse & Lismore	 Dixon Park	 Mona Vale	 Bulli
 Evans Head-Casino	 Merewether	 Warriewood	 Woonona
 Yamba	 Redhead	 North Narrabeen	 Bellambi
North Coast	 Swansea Belmont	 Narrabeen Beach	 Corrimal
 Minnie Water-Wooli	 Caves Beach	 South Narrabeen	 Towradgi
 Red Rock-Corindi	 Catherine Hill Bay	 Collaroy	 Fairy Meadow
 Woolgoolga	Central Coast	 Long Reef	 North Wollongong
 Coffs Harbour	 The Lakes	 Dee Why	 Wollongong City
 Sawtell	 Soldiers Beach	 North Curl Curl	 Port Kembla
 Bellinger Valley-North Beach	 North Entrance	 South Curl Curl	 Windang
 Urunga	 The Entrance	 Freshwater	South Coast
 Nambucca Heads	 Toowoyn Bay	 Queenscliff	 Warilla-Barrack Point
Mid North Coast	 Shelly Beach	 North Steyne	 Shellharbour
 Macksville-Scotts Head	 Wamberal	 Manly	 Kiama Downs
 South West Rocks	 Terrigal	Sydney	 Kiama
 Hat Head	 North Avoca Beach	 North Bondi	 Gerringong
 Kempsey-Crescent Head	 Avoca Beach	 Bondi Surf Bathers	 Shoalhaven Heads
 Port Macquarie	 Copacabana	 Tamarama	 Nowra-Culburra
 Tacking Point	 MacMasters Beach	 Bronte	 Sussex Inlet
 Wauchope-Bonny Hills	 Killcare	 Clovelly	 Mollymook
 Camden Haven	 Ocean Beach	 Coogee	Far South Coast
Lower North Coast	 Umina Beach	 Maroubra	 Batemans Bay
 Crowdy Head		 South Maroubra	 Broulee Surfers
 Taree-Old Bar		 Wanda	 Moruya
 Black Head		 Elouera	 Narooma
 Forster		 North Cronulla	 Bermagui
 Cape Hawke		 Cronulla	 Tathra
 Pacific Palms		 Garie	 Pambula
		 Era	
		 Burning Palms	

SLSC Leadership

SLSC Leadership

One of the key drivers of increased retention and volunteer satisfaction is effective leadership. Leadership sets the tone and foundation for our culture, our SLS members' experience and who we aspire to be. Without effective leadership in all elements of surf lifesaving, we will lose that attraction for people to stay and join.

SLSNSW leaders:

- Are future-focused, positive and resilient
- Respect the organisation's past, and embrace the opportunities presented in changing times
- Are responsible leaders who embrace the role they have taken on
- Make it their business to understand their role, do what they say they will do and value the contributions of others
- Are member-focused and their behaviour is driven by the SLSNSW beliefs
- Value inclusion and diversity, work well with others, promote wellbeing and constructively address conflict.

The examples set by your SLSC's Club Management Team (CMT) as well other SLS members in a position of leadership largely determines the culture of your SLSC. All SLS members need to know about their CMTs, their roles and responsibilities, how to consult with them and what leadership skills and personal attributes they should expect from their fellow volunteer members in leadership positions.

It is also important for all SLS members to know that leadership training opportunities are available to them should they be interested in gaining the latest best-practice knowledge and skills in leadership. SLSNSW and SLSA offer leadership development training to help SLSC leaders support their SLSC members in a leadership role. Refer to the [SLSNSW website](#) for more information on SLSC leadership opportunities.

Club Management Teams

The CMT (aka SLSC's Executive Management Team) is a collective term referred to by SLSNSW to encompass members who hold a managerial decision-making position within an SLSC and lead its members. CMT members may or may not also be members of the SLSC's Board of Directors (SLSC Board), which is responsible for SLSC governance (See the SLSC Governance section of this Club Guide for more information on the SLSC Board).

Each SLSC has a Constitution that governs the make-up of the CMT and the SLSC's decision-making processes. Our members trust that each member of their CMT will act in good faith and always in the SLSC's interest.

The primary role of a CMT is to:

- Ensure that the SLSC's financial assets are well managed
- Mitigate any risks to the SLSC, its members and its reputation
- Provide leadership and direction for the SLSC.

An effective, well-functioning CMT is the key to a strong and sustainable SLSC. Whatever the size of your SLSC, your SLS members expect to see a management team that works positively together to set strategy and ensure a safe environment—one in which members can effectively and transparently deliver the SLSC's services to the community. Essentially, they expect good governance, and for CMT members to set the example of positive SLSC culture.

Note:

- The details of the current CMT members must be updated within the SurfGuard Officers Menu each time there is a change of officer, e.g., following an Annual General Meeting (AGM) or when a casual vacancy is filled. Accurate officer details in SurfGuard ensure the appropriate CMT member receives relevant communications from SLSNSW and their local SLSNSW branch.
- The CMT at medium and larger SLSCs may also have teams of volunteer support officers and advisory and/or executive committees to support them to perform the responsibilities of their role effectively.

CMT Responsibilities

While every CMT will be different, some responsibilities are common to most. These include:

- **Accountability**—making sure that the SLSC meets its obligations, manages its finances and operates transparently
- **Advocacy**—representing the SLSC to the community and to its members and stakeholders
- **Compliance**—making sure that the SLSC operates as required under its Constitution and the law across all areas of operation
- **Resourcing**—securing funding and other resources to support the work of the SLSC
- **Strategy**—setting the SLSC’s long-term goals and making sure it pursues its charitable purpose.

The Australian Charities and Not-for-profits Commission (ACNC) sets out six main duties and responsibilities of CMTs. They are to:

1. Act with reasonable care and diligence
2. Act in the best interest of your charity and for a proper charitable purpose
3. Not improperly use information or your position
4. Manage financial affairs responsibly
5. Disclose and manage conflicts of interest
6. Not allow a charity to operate while insolvent.

Examples of the CMT members upholding these responsibilities include them:

- Carrying out succession planning
- Carrying out the recommendations of members
- Conducting long-term planning of activities to fulfil the aims and objectives of the SLSC, e.g., strategic and business planning
- Developing policy and procedures in line with both SLSA and SLSNSW policies and procedures
- Ensuring that all SLSC officers and members in leadership positions act as leadership role models
- Evaluating the performance of trainers, coaches, officials, employees (if any), committee members and themselves
- Managing external relations and advocacy issues
- Obtaining resources and ensuring that all financial and legal matters are properly managed
- Providing handover notes, how-to guides, detailed written records and job descriptions to any newly elected SLSC officer or committee member to facilitate the transition into their roles
- Regularly communicating with and providing information to SLS members about the management of their SLSC and other SLS entities, e.g., SLSNSW and SLSA.

Leadership Positions

Although each SLSC may call their leadership positions something slightly different at a local SLSC level, there are standard terms for key leadership positions within an SLSC. Each of these roles has a job description template available in the [Club Management Induction resource](#).

Key CMT leadership positions within your SLSC are noted in the default SurfGuard officer positions to receive important communications from their SLSNSW branch and state centre. These default key CMT positions include:

- [Chief Training Officer](#)
- [Director of Lifesaving](#)
- [SLSC President](#)
- [SLSC Treasurer](#)
- [SLSC Administrator](#)
- [Junior Activities Chair](#)
- [Surf Sports Officer](#)

SLSC members may also take on the following roles to meet SLSC policy and external legislation requirements:

- SLSC Safety Officer (WHS)
- [Complaints Manager](#)
- [Member Protection Information Officer](#)
- Member Services Officer
- Public Officer
- Privacy Officer
- [Child Safe Coordinator](#)

Note: Member Protection Information Officer and Complaints Manager may be shared between clubs at branch level.

Other leadership positions within your SLSC may include:

- | | | |
|---|---------------------------------|-----------------------------|
| • Age Manager | • Patrol Captain | • Surf Sports Team Manager |
| • Assessor | • Powercraft Officer | • Trainer |
| • SLSC Vice-captain | • Radio Officer | • SLSC Vice-president |
| • Facilitator | • Secretary | • Volunteer Coordinator |
| • First Aid Officer | • Surf Sports Coach Adviser | • Youth Development Officer |
| • Gear and Equipment Coordinator/Gear Steward | • Surf Sports Officials Adviser | |

These additional officer positions can be included in SurfGuard Officer's Menu. SLSNSW recommends noting them within an SLSC contact sheet that only SLSC members can link to within the SLS Members Area Document Library for your SLSC organisation level. Names of the position holders may also be noted on your SLSC website in a way that does not breach the Privacy Act.

CMT Structure

As previously mentioned, SLSCs come in all shapes and sizes, and no two are the same. Best-practice governance regarding the CMT's structure and operations is vital in securing the SLSC's long-term future. No matter the size of an SLSC's membership, an SLSC's members want to see a CMT that:

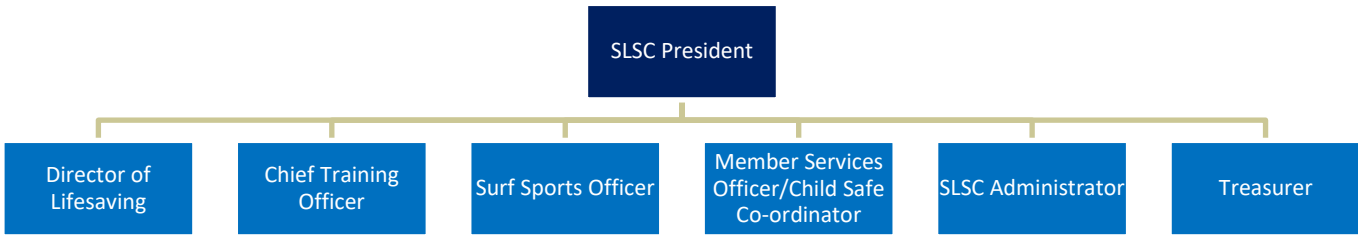
- Is happy and positive
- Is organised and efficient
- Communicates with the members
- Controls policies and operations standards
- Demonstrates leadership.

The following diagrams provide examples of different CMT structures for small to larger sized SLSCs.

Note:

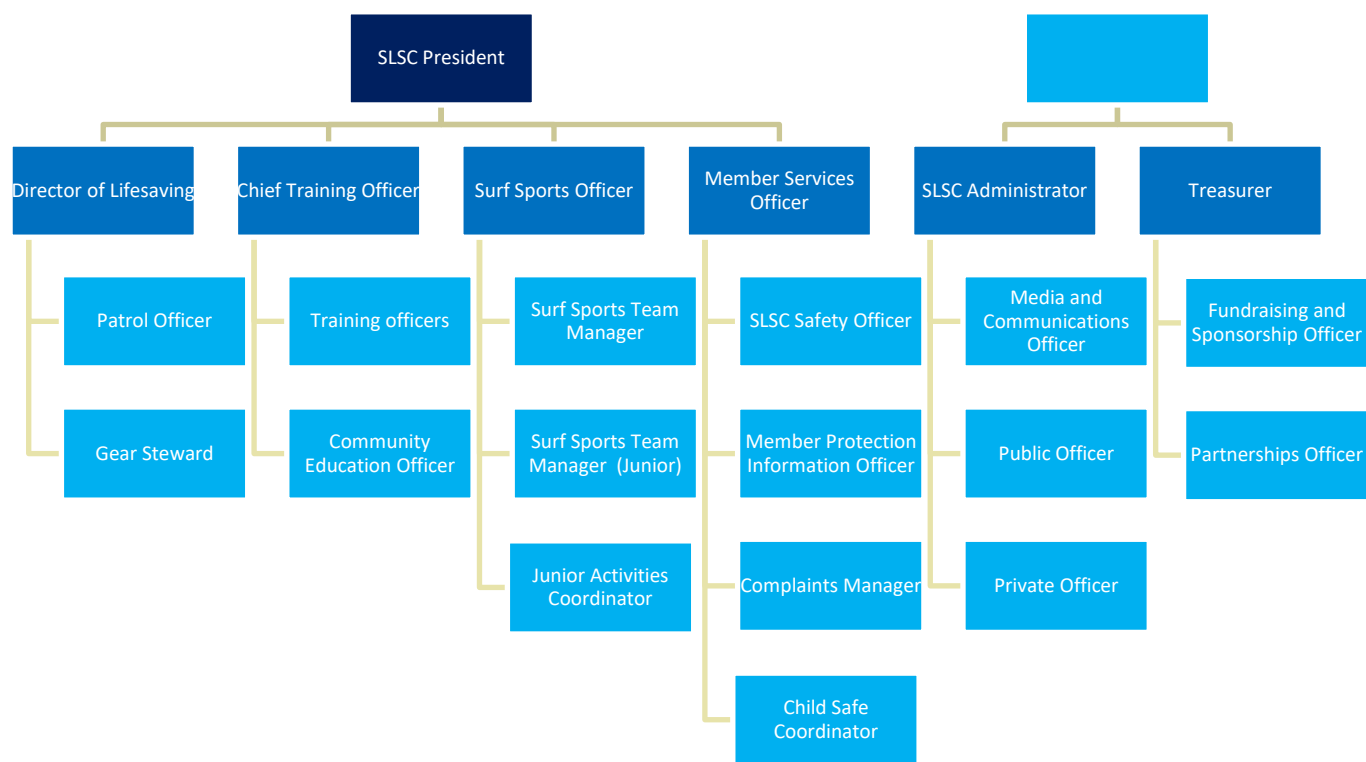
Each SLSC may call their leadership positions something slightly different at a local level.

Small SLSCs

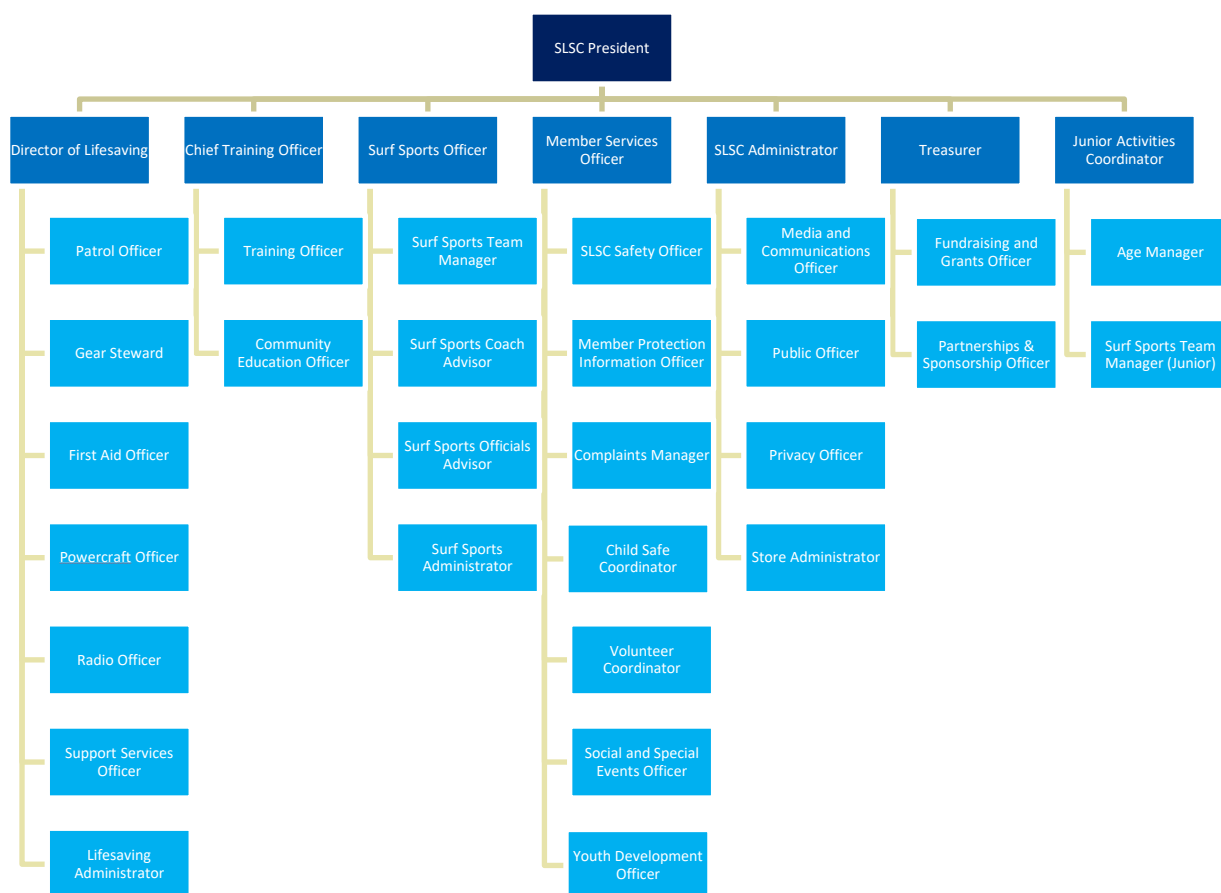


Memo:
These are the default officer positions in SurfGuard that receive important and role-specific communications from your local SLSNSW branch and SLSNSW.

Medium SLSCs



Large SLSCs



CMT Member Induction Training

All CMT members need to understand their responsibilities to provide a good example of leadership, SLSC governance and compliance.

All should also access the [SLSNSW CMT Induction Program](#) to learn more about SLSC management roles, the expectations that come with them and the support and resources available to help you fulfil your responsibilities.

The Club Management Team Induction Program consists of three parts.

1. SLSNSW Club Management Team Induction Pack
2. Local induction
3. CMT role-specific information

SLSNSW's Portfolio Managers and Branch Administration and Development Officers (staff) are there to help with all things related to managing an SLSC. With a focus on supporting CMT members, Branch Administration and Development Officers:

- Engage CMT members by being an intermediary between SLSNSW and SLSNSW branches and SLSCs
- Promote the activities of SLSCs internally and externally, sharing best practice and helping to connect SLSCs to their communities
- Support new and existing CMT members to understand and fulfil their responsibilities.

Visit SLSNSW Club Management webpage to explore your support options relating to:

- Local SLSC projects
- CMT inductions
- SLSC compliance support
- Club Health and Sustainability

- Club Management Templates and Resources
- Safer Surf Clubs
- Compliance Surf Life Saving updates.

Also, visit the [SLSNSW Members Area](#) to familiarise yourself with the documents that can assist you in running an SLSC.

Developing Our Leaders

SLSNSW Leadership Training

SLSNSW has a framework of leadership training available to help SLSCs retain members through effective leadership. Refer to some of the following examples and contact the [SLSNSW Membership Team](#) for more information about leadership training opportunities within your local region, NSW and Australia.

SLSNSW 'Inspire. Retain. Engage' Program

The 'Inspire. Retain. Engage' program is for people who lead and manage volunteers. Researchers initially designed the program at the University of Wollongong (UoW) to give leaders tools to improve volunteer retention and commitment in the Australian Emergency Services.

This program aims to provide SLS leaders of volunteers with an evidence-based approach for engaging and motivating people and to support them in applying this learning with their teams at an SLSC, branch and state organisational level. The program explores the leadership skills necessary to create optimally motivating and supportive environments for volunteers. It teaches evidence-based approaches to leadership shown by research to improve commitment, wellbeing, job satisfaction and retention of volunteers.

The transferable skills taught in this program are highly desired by employers and valuable in your work and personal lives.

Other Leadership Programs

Other leadership programs are currently under development. SLSNSW will communicate their details through the appropriate internal SLSNSW communication channels.

SLSA Leadership Training

SLSA also acknowledges the importance of investing in the future leaders of the SLS organisation and offering leadership development opportunities.

National Leadership College

The National Leadership College is an annual leadership and development program recognising young leaders in Surf Life Saving aged between 20 and 30 years. The week-long intensive course provides an exciting opportunity for members within the movement to develop their leadership skills further and continue to contribute positively to the success of Surf Life Saving. By teaching new skills and creating opportunities for personal growth, the program will open new networks with other like-minded and passionate SLS members across Australia, who are also committed to making a difference within the movement. The National Leadership College design challenges participants intellectually, socially, emotionally and physically. The skills gained are designed to be taken back to SLSCs and into other areas of the participant's daily life to contribute to SLSA's mission statement of saving lives, creating great Australians and building better communities.

Apply for the National Leadership College by downloading and completing the latest application form in the SLS Members Area. Refer to the [SLSA Leadership College](#) webpage for more information.

Reflection Questions

1. What SLS leadership development opportunities currently exist that you can explore?
2. What were the outcomes of the last evaluation of your SLSC leadership and SLSC management teams?
3. How effectively are your SLSC leaders currently communicating with their SLSC members?
4. When was the last time your SLSC Board reviewed the effectiveness of their CMT structure?
5. How is your SLSC accessing the support of the SLSNSW Development Team and their local SLSNSW branch to induct new and ongoing CMT members into your current SLSC status?

SLSC Incorporation and Affiliation

Incorporation

If you are involved in managing a Surf Life Saving Club (SLSC), you must understand your SLSC incorporation and compliance responsibilities. Compliance is about making sure that the SLSC operates as required under its Constitution and the law.

The first time an SLSC opens in NSW, it needs to register as an Incorporated Association with NSW Fair Trading to carry on business in NSW under the [Associations Incorporation Act 2009](#).

An SLSC needs to register as an Incorporated Association so that it has its own legal identity (a 'legal person') separate from its members. Incorporation provides members, and importantly the club executive, protection in legal transactions and allows the SLSC to operate even though its members may change. As an incorporated association, the SLSC may also enter and enforce contracts in its name, open a bank account, borrow money, receive a bequest or gift from a will and hold, acquire or deal with land and property in its name. It can also indemnify its office-bearers and members, which provides personal protection to the extent that decisions or actions are not criminally wilful or negligent.

As a legal entity, an SLSC can also sue or be sued. The SLSC is responsible for any claims made against the SLSC, either as debts or compensation for negligence. At the same time, members are liable only for any debts they owe the SLSC relating to their membership, e.g., their membership fees. Club Management Team members and other office-bearers also have limited liability for the SLSC's debts, if they follow accepted business and community standards. Office-bearers should always seek their own legal advice regarding indemnification and insurances that cover them personally.

An SLSC cannot distribute any profits among its members. They must be used for the objectives of the SLSC as stated in its Constitution. See the '[SLSC Finances](#)' section of this SLSC guide for more information about the financial implications of incorporation.

By registering the SLSC with NSW Fair Trading as an Incorporated Association, it receives the legal benefits of incorporation and commits to meeting its incorporation obligations to:

- Act under all the rules of NSW legislation
- Have a committee that manages the association (e.g., Club Management Team)
- Have a common seal (e.g., SLSC logo)
- Have a minimum of five members (but no maximum limit)
- Have a public officer as per the [NSW Fair Trading Public Officer website](#)
- Have a registered office in its state of incorporation (e.g., registered SLSC venue/address)
- Have registers of members and all committee members (e.g., SLSC member and officer details in SurfGuard)
- Hold an annual general meeting once a year (e.g., SLSC AGM)
- Keep minutes of all committee and general meetings (e.g., records of meeting minutes)
- Keep proper accounting records (electronic and/or hard copy)
- Lodge an annual statement every year (e.g., SLSC Annual Report).

For more information about running or starting an Incorporation, refer to the [NSW Fair Trading Associations](#) website. For information about the NSW associations Incorporation Act 2009, refer to the FAQ document found here:

<https://www.ncoss.org.au/sector-hub/sector-resources/q-and-a-nsw-associations-incorporation-act-2009/>

Also, refer to the current [SLSNSW Constitution](#) for information on forming new SLSCs in NSW.

Affiliation with SLSNSW

If you are involved in managing an SLSC, you must understand how your SLSC affiliates with SLSNSW and its compliance responsibilities as an affiliated organisation.

By affiliating with your respective branch, and SLSNSW, SLSCs and branches in NSW agree to abide by the Constitution and regulations of **both** SLSC and SLSNSW.

Affiliation is important for SLSCs as it offers benefits such as:

- Access to SLSNSW and SLSC applications and resources, including logos and branding (as per the respective policies)
- Access to SLS Members Area
- Access to SLSC SurfGuard database
- Attendance at courses

- Entry to branch, national and state championships
- Formal recognition as a Surf Life Saving SLSC
- Meeting the requirements for internal and external funding and grant programs
- Members' insurance through WorkCover
- Nominations for state/Australian teams
- Public liability insurance for both members and SLSCs
- Purchase of equipment with sales tax exemption
- Representation at Branch Council meetings
- Access to use of SLSNSW's Charitable Fundraising Number (CFN), which permits various fundraising activities to be undertaken and donations made to the SLSC tax deductible.

Every year around July, SLSNSW releases its annual circular notifying SLSCs of the requirements for their continued affiliation with both SLSNSW and their local SLSNSW branch, and <https://www.surflifesaving.com.au/members/members-info/club-management-templates-resources/>

Following the release of this circular and form, the SLSC must formally declare affiliation to SLSNSW and to the local SLSNSW branch within the minutes of a duly constituted meeting, such as their (AGM), and complete the form. An SLSC needs to lodge any changes to its Constitution or nominated representatives simultaneously.

As per the latest annual compliance circular, an SLSC should keep a copy of the completed form for SLSC records and send another copy to SLSNSW. The SLSC must send the original completed form to its local SLSNSW Branch Director of Administration to process the appropriate 'Branch Affiliation Fee'.

Below is a simple checklist of what to do each year:

- Read the annual circular released around July.
- Declare and minute your SLSC's affiliation to both your local SLSNSW branch and SLSNSW at the annual general meeting.
- Complete the current *Application for Annual Affiliation by Surf Life Saving SLSC or [Branch](#)* form.
- File a copy of the completed form at your SLSC.
- Send the original completed form to your local SLSNSW branch (they will forward a copy to SLSNSW).
- Pay affiliation fee to your local SLSNSW branch as required.

If you have any questions, please email the SLSNSW Membership Team, who can support you to meet these requirements.

Reflection Questions

1. How does your SLSC ensure indemnification to its office-bearers and members?
2. How is your SLSC currently monitoring and meeting its incorporation obligations?
3. How is your SLSC abiding by the Constitution and regulations of SLSNSW?
4. How are you preparing to meet the requirements of the annual compliance circular released each July?
5. What benefits would your SLSC lose if it were not affiliated with its local SLSNSW branch and SLSNSW?

SLSC Governance

Governance

Effective governance protects the rights of your members and stakeholders and assists the continued success and growth of your club or association. A club that demonstrates good governance:

- Develops strategic goals and direction
- Monitors the club's performance to ensure it achieves its strategic goals
- Has effective financial and non-financial systems in place
- Complies with its legal and regulatory obligations
- Acts in the best interests of its members.

As an affiliated member of SLSNSW and thereby SLA, the Regulations and Policies of these bodies apply across all SLS clubs, branches and members. This affiliation allows SLSCs that note this in their own Constitution and Regulations to defer to SLA and SLSNSW, and not need to have detailed regulation and policies where they already exist at a higher level. Referring to SLA and SLSNSW Regulations and Policies ensures consistency across the movement in the treatment of issues. SLSCs with their own Regulations and Policies for the same areas as SLA and SLSNSW can cause confusion and uncertainty.

Club Management Team (CMT) members should familiarise themselves with the SLA and SLSNSW Regulations, particularly SLSNSW Regulations related to rules around how clubs operate and interact with SLSNSW.

All CMT and SLSC members need solid guidelines from which to work to ensure continuity, consistency and easier decision-making. Effective governance protects the rights of SLSC members and assists the continued success and growth of your SLSC. The following tiered system of documents outlines the directives protecting members and guides effective governance and decisive change.

1. The Constitution
2. Regulations or By Laws
3. SLSC policy statements
4. SLSC guidelines
5. SLSC standard operating procedures (SOPs)

Governance is the system by which your organisation operates. It is about how your organisation can better manage its resources to good effect for both members and stakeholders. It allows an SLSC to provide overall direction to the organisation, controlling the executive actions of club management (even when they are volunteers) and satisfying legitimate expectations (of members) of accountability and regulation. Governance does not concern day-to-day operations of the organisation; it involves dealing with policy, strategy and direction. It is essentially a role of overall guidance, direction and supervision of an organisation.

SLSC governance concerns three key issues:

1. How an SLSC develops strategic goals and future direction
2. How the SLSC Board of Directors (SLSC Board) monitors the performance of the SLSC to ensure it achieves these strategic goals
3. Ensuring that the SLSC Board acts in the best interests of the SLS members.

Effective SLSC governance requires leadership, integrity and sound judgment and will ensure more effective decision-making. The SLSC Board demonstrates transparency, accountability and responsibility in the activities undertaken and resources expended. SLSC committee management processes must be approached strategically by the SLSC Board to plan for the SLSC's long-term future. A balanced and representative SLSC Board should facilitate smooth member transitions, coordinate external relations and implement appropriate accountability procedures.

Ineffective governance practices impact the SLSC where they are present and undermine confidence in the broader Surf Life Saving movement. Poor governance has various causes, including office-bearer inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls and generally poor internal business systems and reporting.

SLSC Board of Directors

The SLSC Board is responsible for the overall control and governance of the SLSC. Directors play a critical role in the efficient and effective structure, organisation and direction of an SLSC as they exist to manage decisions affecting the SLSC regulations and policies of the SLSC on behalf of its members.

With this responsibility, they are also subject to increasing SLSC performance scrutiny levels, especially regarding achieving funding outcomes from parent and external bodies and keeping up to date with organisational changes. There have been growing expectations that all not-for-profit (NFP) and Charity Boards, including SLSC Boards, should be more proactive in meeting their legal responsibilities and SLSC's individual needs in recent years.

In keeping with best governance practice, an SLSC's Board should operate and enact their role focusing on five major governance principles.

1. Clear delineation of governance roles
2. Effective governance processes
3. Effective governance controls
4. Governance improvement
5. Member responsiveness

Directors owe specific duties to the SLS organisation and its members under their fiduciary duty. Directors are bound to exercise rights and powers in good faith and for the organisation's benefit and are required to comply with both common law duties and statutory duties. If directors fail to satisfy their duties, they may be liable to compensate members of the organisation or third parties.

Legal obligations of an SLSC Board Director include:

- Ensuring confidential information remains protected and confidential
- Duty of care, skill and diligence
- Duty of good faith and honesty
- Duty to act for a proper purpose
- Duty to avoid conflict and disclose interests
- Those relating to incurring debt (insolvent trading).

The Australian Institute of Company Directors has provided written advice about [Good Governance Principles and Guidance for non-profit organisations](#) such as SLSCs. CMT members should refer to this advice for more information in addition to the [SLSNSW Governance and Compliance webpage](#) and members of the [SLSNSW Membership Team](#) who can provide you with support to address any governance concerns or queries.

Optional reading:

The following sources of linked information can also help you to achieve 'good governance' at your SLSC:

- [The Australian Charities and Not-for-profits Commission \(ACNC\) Governance standards](#)
- [The ACNC's Guide for Charity Board Members](#)
- [The ACNC's Self-Evaluation Tool](#)
- [Governance Institute of Australia](#)
- [The Australian Sports Commission \(ASC\) Sports Governance Principles](#)

Constitution

Each SLSC has its own 'SLSC Constitution', which governs the make-up of the CMT and the SLSC's decision-making processes.

Only at an Annual general meeting or Special General Meeting can the SLSC Constitution change. For this reason, the Constitution in organisations such as SLSCs should be kept relatively simple. It should contain only the usual unchanging elements of the SLSC. It should not extend to cover operational aspects of the SLSC. These are best covered by Regulations or Policies which the Board of Directors can vary at their discretion without going to a full general meeting of the club. This allows for more flexibility and a contemporary approach to club management. SLSNSW has produced a [SLSC Constitution Template](#) for SLSCs to use to make life easier for SLS members. This template is reflective of the requirements of the Act as well as SLSNSW's own Constitution.

The SLSC's Constitution must be consistent with the SLSNSW and SLSA Constitutions. The SLSC must have aligned purposes. It cannot have conflicting rules such as minimum ages, membership categories etc. SLSC members should consult the current [SLSNSW Constitution and regulations and Club Constitution template](#) before writing or changing an SLSC Constitution.

Suppose your SLSC needs to make changes to the Constitution to support new best practice or improve governance structures. In that case, the SLSC Public Officer must lodge any updated or new Constitution within 28 days of its approval date to the following organisations for the changes to take effect:

- [NSW Fair Trading](#)
- [Australian Charities and Not-for-profits Commission](#)
- SLSNSW
- Their local SLSNSW branch

SLSCs must also advise NSW Fair Trading of any change to their Public Officer within 28 days of a change of individual.

CMT members should refer to the [Australian Charities and Not-for-profits Commission](#) and [Fair Trading NSW](#) to learn more about the change process during any time of constitutional change.

Regulations

SLSC regulations (aka by-laws) are rules that specify how the SLSC should run. They are also legally binding documents that need to comply with any legal requirements, such as those outlined in the current [WHS Act](#) and [Incorporated Association Act](#).

A SLSC's by laws are often changing elements of an SLSC rules and regulations that complement the SLSC's Constitution and are structured in a way to suit the SLSC's individual needs. They often contain rules around your SLSC's administrative processes and other operational processes.

SLSNSW recommends SLSCs structure their regulations into three categories.

Category 1—Administration

- Discipline
- Office-bearers, including position names, duties, terms
- Rules regarding standing committees
- Standing agenda items at meetings
- Rules pertaining to payment of any charges (e.g., board hire, gym memberships etc.)

Category 2—Beach Operations

- Beach vehicle rules and regulations
- Board and ski rules and regulations
- First aid room rules and regulations
- IRB rules and regulations
- Patrol rules and regulations
- Surfboat rules and regulations

Category 3—Competition and Trophies

- SLSC competition rules, including eligibility
- Guidelines for SLSC awards, e.g., SLSC volunteer of the year
- Inter-SLSC competition, including a surf sports subcommittee for selection

It is normal for a CMT to revise and release new SLSC regulations for specific operating areas and issues.

Policies

Policies are official documents adopted by SLSA and its entities that outline the rules they must follow within a specific SLS organisation area.

Policies should be specific to an issue or area of concern, include policy statements that are concise descriptions of the whole policy, and should be readily available to all members within the [SLS Members Area Document Library](#) (Governance/Policies category) and on the SLS entity website.

The CMT can establish SLSC policies to cover such matters as:

- Borrowing/removal of SLSC equipment
- Fundraising
- Reimbursement of expenses
- Subsidising coaching fees
- Subsidising gear for competitors
- Surf sports competition team selection
- Surf sports touring teams
- Water usage.

SLSC policies have the same effect as regulations but generally have a longer form covering off a particular operating area or topic within the SLSC. They should run concurrently with the policies, guidelines and standard operating procedures (SOPs) established by both SLSNSW and SLSA. Copies of SLS policies are in the [SLS Members Area Document Library](#). It would be best if you familiarise yourself with them. Follow these and monitor SLS news for any updates made to SLS policies before June each year.

It is normal for a CMT to revise and release new SLSC policies for specific operating areas and issues.

Guidelines

Guidelines streamline certain processes according to what is best practice when specific policies or standards do not apply. They are not absolutes, but more recommended approaches to specific operations and management. It is normal for a CMT to revise and release new SLSC guidelines for specific operating areas and issues.

SLSC guidelines should run concurrently with the guidelines established by both SLSNSW and SLSA. Copies of SLS guidelines are in the [SLS Members Area Document Library](#). It would be best if you familiarise yourself with them. Follow these and monitor SLS news for any updates made to SLS guidelines around May or August each year.

For example:

- SLS Equipment Branding Guidelines
- SLSA Australian Team Selection Guidelines
- SLSA Emergency Management Guidelines
- SLSA Environmental Factors Guidelines
- SLSA Guidelines for Safer Surf Clubs
- SLSA Marine Creature Guidelines
- SLSA Member Support Guideline

Standard Operating Procedures (SOPs)

SOPs are step-by-step instructions on how to complete tasks to enact policies, standards and guidelines. These are what you will see and follow in your day-to-day operations at your SLSC.

SLSC SOPs should run concurrently with the standard operating procedures established by both SLSNSW and SLSA. Copies of SLS SOPs are in the SLS Members Area Document Library. It would be best if you familiarise yourself with them. Follow these and monitor SLS news for any updates made to SLS SOPs around May or August each year.

For example:

- [SLSC Patrol Operations Manual](#) procedures
- SLSC Emergency Management Plan response procedures
- [SLSNSW Lifesaving SOPs](#)
- [SLSNSW Education SOPs](#)

It is normal for CMT to revise and release new SLSC SOPs for specific operating areas and issues.

Local Government and Community Requirements

Local Council

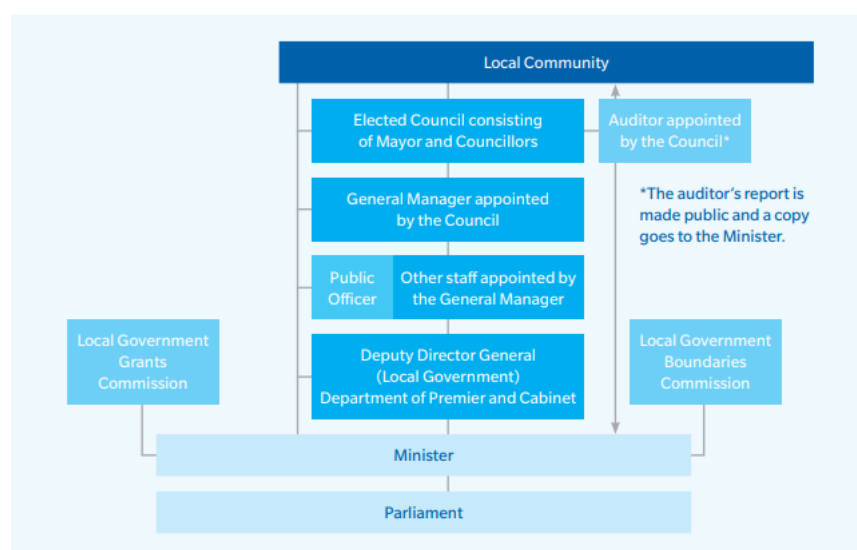


All councils in NSW are independent, locally elected corporate bodies responsible for making important decisions about their community. NSW currently comprises 128 Local Government Authorities, and their council elections are held every 4 years in September. The role of the councillors is to set the council's strategic direction and make final policy decisions.

Local councils may prepare several plans that may impact your SLSC, such as environmental management plans, cultural plans, and crime prevention or community safety plans. They often also establish committees, including community members, to help them develop the impacting plans and policies.

Information about council developments and committees may be included in the council's management plan, annual report or on their website. Club Management Teams (CMTs) should monitor this information, council meeting agendas and business papers that set out scheduled council meeting discussions held at least 10 times a year to discuss issues and make decisions on behalf of the local community. In general, access to council agendas, business plans and records are free, although you may have to pay reasonable photocopying charges. You can contact your local council's Public Officer to assist you in viewing any council documents.

The figure below demonstrates a typical structure of a local government office.



SLSC and Council Relationships

Councils face a demanding challenge of limited funds and more significant wants within the community, so groups visible and engaging to the council's staff and councillors will get the attention. Consequently, SLSCs need to establish a good reputation with their local council to benefit from productive results and favourable decisions in future.

Building relationships and networking with council staff and councillors are essential to making the council fully aware of the advantages to the community of having strong healthy SLSCs. SLSCs need to be in touch with councillors and staff regularly, outlining the work they are doing and the benefits that the community receives from their actions. For example, the CMT may:

- Attend public local government council meetings and let them know in advance if you would like to speak at the start of the meeting

- Constructively approach councillors with win-win solutions to problems that the council is having and help them with these issues that also affect the SLSC
- Establish a positive public relations program by appointing a member to carry out defined tasks, such as liaison with the council
- Invite councillors to SLSC functions and activities. Ask them to present trophies and show appreciation for services the members provide
- Showcase SLSC achievements to members, the community, sponsors and government bodies within the SLSC's annual report.

In most cases, SLSCs have a lease agreement with the Council for the Surf Life Saving Club House occupation and associated facilities. It is essential the CMT is familiar with the scope and nature of the lease agreement and actively seek to renew agreements well in advance of expiry. SLSNSW can assist SLSNSW branches and SLSCs with a sample [lease agreement template and assistance with negotiations](#).

The SLSC should also have good relationships with the neighbours, premises and businesses close to the beach that may submit complaints to the local council and damage the SLSC's good reputation.

In matters relating to buildings and other areas that may affect other SLSCs, the council should be approached on a united front by a senior body of SLSCs (if elected by the SLSNSW branch) or the SLSNSW branch committee. A united front will give the SLSCs a much stronger position, and the council will not be able to downgrade the benefits that the SLSC receives from the council.

All local councils in NSW are independent corporate bodies. 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. As locally elected, autonomous bodies, council staff are given every opportunity to resolve concerns directly with the parties involved. For example:

- 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.

Refer to the [NSW Office of Local Government](#) (OLG) website for more information about councils and how to resolve any problems with your local council.

Council Meetings

Anyone can attend council meetings, whether it is a meeting of the whole council or one of the council's committees. However, 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](#), which can include discussions around:

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

Reflection Questions

1. What announcements and issues were raised at your local council's last public council meeting?
2. Which CMT member or SLSC officer acts as liaison to your local government council?
3. How does your SLSC CMT work with other SLSC CMT members to address issues with your local council as a united front?
4. Which SLSC activities are local council members invited to this upcoming season?
5. You are currently showcasing what SLSC and SLS member achievements on your SLSC website?

SLSC Management

SLSC Management

This section of the Surf Lifesaving Club (SLSC) guide is relevant to the Club Management Team (CMT) members and their support officers.

For an SLSC to grow and be successful, it needs to function effectively. Often the most successful SLSCs are those that are well managed.

For the SLSC to maintain stability and consistency, it is necessary to have formalised procedures to give direction to the decision-makers. SLSCs with established systems and processes are more likely to be successful, as their volunteers know what to do and how to do it.

SLSC Legal Responsibilities



NSW legislation

SLSCs need to meet the legal responsibilities applicable to their SLSC. Even though SLSCs are incorporated associations, there is a raft of legal obligations which apply across all business types, not-for-profits (NFPs) or otherwise. Being an NFP does not relieve SLSCs or their office-bearers of the various laws, which apply across a raft of SLSC activities and operations.

Association Law

The Associations Act and Associations Incorporation Regulation

The [associations laws](#) provide for the registration of associations engaged in small-scale, non-profit and non-commercial activities and provide corporate governance and financial accountability of associations registered under the legislation.

They cover information relating to matters such as the duty and personal liability of committee members, as well as the penalties for their non-disclosure of interests and dishonest use of information or position.

Refer to the SLSC Incorporation and Affiliation section of this Club Guide for more information.

General SLSC Business

The Charities Act and the Australian Charities and Not-for-profits Commission (ACNC)

The Australian Charities and Not-for-profits Commission (ACNC) ensures that all charities meet a minimum standard of governance and that charities continue to be NFPs while pursuing their charitable purpose or purposes. They do this by administering the Charities Act 2013 and the ACNC Regulations 2013.

The ACNC also maintains an online registry of charities and makes the information on every registered charity freely available so that the public can make informed decisions about which charity they provide donations to, or volunteer for.

Your SLSC can receive access to charity tax concessions and other benefits if it is a registered charity with the ACNC.

Affiliated SLSCs should ensure they meet the requirements of the ACNC and the NSW Charitable Fundraising Act 1991 by documenting how fundraising goes back into the SLSC to fulfil its charitable purpose. This documentation includes mandatory annual reporting to the ACNC.

Refer to the [ACNC](#) website for more information about [ongoing obligations to the ACNC](#).

The Child Protection (Working With Children) Act

SLSCs need to have good child-safe policies and practices to help reduce potential environmental risks and keep both children and young people safe in the SLS organisation. Refer to the [Safeguarding Children, Young and Vulnerable People](#) section of this guide for more information on meeting the SLSC's legal requirements under this Act.

The Crown Management Act 2006

The SLSC should be demonstrating efficient management and administration for charitable purposes if conducting fundraising activities on crown land as per the Crown Management Act 2006. Refer to the [Leasing Crown Land](#) section of this guide for more information on meeting the SLSC's legal requirements under this Act.

The NSW Associations Incorporations Act

In New South Wales, incorporated associations are governed under the Associated Incorporations Act 2009. Refer to the [Incorporation](#) section of this guide for more information on meeting the SLSC's legal requirements under this Act.

The NSW Charitable Fundraising Act

As a separate legal entity (a person) the SLSC must meet its legal obligations when conducting fundraising appeals for charitable purposes in NSW. Refer to the [Fundraising](#) section of this Club Guide for more information on meeting the SLSC's legal requirements under this Act. SLSNSW holds the Charitable Fundraising Number (CFN) on behalf of all SLSCs. It is essential clubs adhere to the Act's requirements to ensure SLSNSW's CFN is not jeopardised.

The WHS Act 2011

The Australian WHS Act 2011 sets the requirements to ensure the health and safety of everyone in Australia. You need to be familiar with it to understand your obligations and safety requirements. The objective of the WHS Act 2011 is to:

- Improve efficiency for regulatory agencies
- Improve safety outcomes in workplaces
- Protect the health and safety of workers (both volunteer and paid)
- Reduce compliance costs for business.

Refer to the [Work Health and Safety](#) section of this guide for more information to meet the SLSC's legal requirements under this Act.

Responsible Provision of Food, Alcohol and Gambling

Safe Food Handling Practices

Under the Food Standards Code and Food Act 2003, SLSCs selling food for charity or charitable causes must follow good hygiene and food handling practices, including proper construction and maintenance of the food premises. The requirements include areas such as:

- Cleaning and sanitising
- Hand washing
- Pest control
- Protecting food from contaminants
- Temperature control.

SLSC members and staff must adhere to the food safety requirements applicable to the SLSC's food business areas when selling or donating food for fundraising purposes. For example, when conducting popular volunteer fundraising activities like:

- Food stalls
- Meat tray raffles
- Sausage sizzles.

Your local council will determine the local food safety requirements for your SLSC and employ health inspectors to monitor food safety at the SLSC. A health inspector may enter any food business areas (such as an SLSC café, bar or restaurant) or attend fundraising activities involving food to take food samples and request evidence of completed food safety training. An inspection may occur any time without permission. They may also issue infringement notices in the form of fines or close the SLSC food business area immediately if they determine it to be a serious risk to public health.

There is some food safety training available to members within part 3 of SLSCA's online Safer Surf Clubs course and the [SLSA Guidelines to Safer Surf Clubs publication](#).

Refer to the [NSW Food Authorities](#) website for more information and fact sheets about food safety requirements for charitable and NFPs such as SLSCs.

Responsible Service of Alcohol

Some SLSCs sell liquor as part of fundraising activities or have an SLSC bar where SLSC social activities and functions occur. The sale of alcohol is subject to responsible service of alcohol and other requirements under the [Liquor Act 2007](#). The Independent Liquor & Gaming Authority (ILGA) is a statutory decision-maker responsible for registered SLSC regulatory functions, including determining licensing and disciplinary matters under NSW gaming and liquor legislation.

Generally, there are two licences which apply to SLSCs based on the nature and type of operation:

1. Limited licence—multi-function

This licence allows SLSCs to sell alcohol during their approved SLSC functions, and during their social functions. For example:

- SLSCs can sell alcohol at SLSC functions that Liquor and Gaming NSW (L&GNSW) has approved
- L&GNSW may approve up to 52 SLSC functions every 12 months
- SLSCs can sell alcohol for consumption on the SLSC's premises during a function
- L&GNSW determines trading hours for each approved function.

2. On-premises licence

Under this licence, SLSCs can hire out their premises and sell alcohol at those events. An SLSC can also use an on-premises licence to sell liquor at the SLSC's functions and social events.

SLSCs must always comply with the conditions of their registered licence, such as those related to a licensee, secretary and managers, signage, staff training (volunteer and paid staff), trading hours, under 18 years of age restrictions and other conditions and authorisations.

Note:

Some SLSCs may be eligible to sell liquor at up to six fundraising functions annually without a liquor licence due to a conditional liquor licence exemption for NFPs. The sale of liquor at a fundraising function is still subject to responsible service of alcohol and other requirements under the Liquor Act 2007.

SLSCs need to be mindful that drinking alcohol at the SLSC influences younger members. SLSCs should consider where they permit drinking and aim to separate any bar area from those frequented by young SLSC members and those used for regular patrol activities. They should also give thought to members who may be struggling with alcohol dependency issues and have policies and procedures to address these circumstances.

Refer to the [NSW Government The Department of Industry-Liquor And Gaming for SLSCs](#) website and [their Liquor licence exemption for not for profit organisations](#) website for more information about the SLSC's obligations when serving alcohol in NSW.

Below are some valuable links for CMT members to refer to about alcohol management:

- [Business signage](#)
- [Licensee \(LT\) and Advanced Licensee Training \(ALT\) NSW](#)
- [Responsible Serving of Alcohol \(RSA\) training providers in NSW](#)
- [Standard Drink Guide Poster - Department of Health and Ageing](#)

Responsible Gambling

Some SLSC fundraising activities may include wagering or gambling activities as they are often entertaining and easy to conduct. Such activities often require permits. Members should follow specific procedures, including reporting requirements and adhere to NSW gambling advertising restrictions.

Activities that require a permit include but are not limited to:

- Charity housie, lucky envelopes, chocolate wheels
- SLSC bingo, promotional raffles
- Football tipping competitions, hundred SLSCs
- Raffles (including guessing competitions), no-draw lotteries (scratch, break-open lotteries), mini-numbers (lotto-style games), art unions, football doubles and variations
- Social housie

- Sweeps and calcuttas
- Trade promotion lotteries, gratuitous lotteries.

Usually, the nature of the game will impact how the SLSC manages the game concerning areas such as the limitation on revenue generated from the game and or the value of monies retained versus monies returned to players via prizes or cash. There are additional limitations on the age of members who may assist with even the simplest fundraising activities. These regulations are very specific, and the CMT must have full awareness of these requirements before proceeding with any activities.

For permit application forms and information on rules and regulations for fundraising involving gambling or wagering, visit the [Liquor and Gaming NSW](#) and [NSW Fair Trading](#) websites.

Note:

The [Betting and Racing Act 1998](#) and the [Totalizator Act 1997](#) regulate wagering in NSW. The NSW Lotteries and Art Unions Regulation 2014 regulates lotteries, raffles and games of chance used to raise money by non-profit organisations and drive membership to registered SLSCs. The [Charitable Fundraising Act 1991](#) outlines how a charity can legally undertake fundraising activities.

Music

Live or background music in and around an SLSC, or at an SLS special event can help keep members of the SLSC and the public entertained and engaged and create a better atmosphere. Surf Life Saving also respects and supports songwriters and recording artists.

Suppose anyone uses or permits copyright music within your SLSC, or at an SLS special event. In that case, copyright legislation requires permission in the form of a music licence from the creators of that music.

In Australia, music creators generally authorise two organisations to administer their rights and collect their royalties—APRA AMCOS (composers and music publishers) and PPCA (recording artists and record labels). A [One Music Licence](#) bundles all those rights into one licence and further simplifies the process of gaining the required permission to use music.

SLSNSW has been able to negotiate for SLSCs in most cases to be categorised as a community hall.

Where SLSCs operate commercially (e.g., bar & bistro activities), the community hall classification would likely not apply. SLSCs should refer to the latest [OneMusic Community Halls Information Guide](#) and the [Australian Copyright Council](#) for more information on music licences required at SLSCs.

Tips for Meeting Legal Requirements

- Communicate the intention and the execution of the risk management plan to members, spectators and workers to ensure all those involved in the SLSC are aware of what the SLSC is doing to provide a safe environment and how to play their part in assisting the SLSC in its endeavours.
- Conduct a check of facilities, equipment and beach prior to competitions and training to ensure a safe environment.
- Consult with an insurance broker, such as the SLSA/SLSNSW insurance broker *Marsh*, to get advice on the appropriate types and levels of insurance your SLSC should take out.
- Develop a list of potential hazards and risks to consider when participating, working, volunteering and/or spectating at your SLSC. Categorise those risks into their degree of danger and frequency of occurrence. Regularly engage staff and volunteers to inspect for potential risks and report to the SLSC. Develop a system for reporting potential risks, such as accident or injury forms.
- Develop a risk management plan that details potential risks at your SLSC, strategies for managing risks and systems for ensuring consistency in management and avoidance of losses (personal injuries and property damage).
- Ensure you are well organised and prepared to complete necessary forms and legal requirements. Conduct a 'mock' test of your risk management processes during an appropriate time to ensure your SLSC will respond when required (e.g., fire evacuation drill or bomb threat).
- If you are unsure of your legal requirements, seek further clarification from a professional (e.g., risk management consultant/appraiser).
- Keep both hard (paper) and soft (computerised) copies of accident and injury records.
- Keep members informed of new risks and how you have responded to risks as they arise to show members that you actively take responsibility for ensuring a safe environment.

- Regularly review the effectiveness of your risk management plan by measuring accident and injury statistics, including the number, frequency and severity of injuries.
- Seek out assistance in developing and implementing your risk management plan. Use available resources such as a local government council, businesses and other SLSCs (most SLSCs will face similar concerns concerning managing risks and complying with legality. Offer to share information and work together to develop a more effective risk management plan.
- Split up the responsibility of managing and reporting on your risk management plan so that several people make contributions.

Strategic, Business and Succession Planning

Whether at the national, state or local level, SLSCs need to plan their long-term viability to grow through SLSC strategic, business and succession planning.

Any plan should identify the following:

- **Goals**—statements that explain the broad directions and results the SLSC wishes to achieve
- **Objectives**—states more specifically a series of achievements that contribute to achieving the goal
- **Actions**—what actions to take to achieve these objectives?
- **Responsibilities**—who is responsible for completing the actions?
- **Time frames**—when does each action item need to be completed?
- **Resources**—what financial and human resources are required?

When any plan is completed, remember to:

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

Strategic Planning

Strategic planning is the process of defining the SLSC's strategy or direction into the future (possibly as far ahead as 5 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 SLSCs as a means of further growth and should include critical areas, such as future funding requirements, equipment acquisitions and building replacement.

CMT members should consult widely with their membership, subject matter experts and local government council for their strategic planning to reflect the true direction of your SLSC. Your SLSC members will also feel that the plan belongs to them and will be more comfortable assisting with its implementation.

It is essential to set aside some time for your SLSC's strategic planning each year (or more regularly if circumstances warrant) to ensure that it receives the required attention. Also ensure that the current plan's progress is closely monitored, with room to make any modifications as required. CMTs should set aside a timeslot of at least half a day, or 5 hours, in a meeting's schedule for the planning, as the discussions need to be of a good enough quality to develop the basic framework of the plan. The planning meeting duration will depend on the size and complexity of your SLSC. It is probably most economical to schedule a planning meeting with one of your SLSC's regular gatherings such as:

- An annual general meeting (AGM)
- An SLSC conference
- A specially convened strategic planning workshop.

The CMT should invite a group of advisers to this planning meeting to consult with and brainstorm the basics of the plan. This group should be representative of:

- SLSC officers
- Coaches
- Officials
- Other stakeholders in your SLSC
- Parents

- Sponsors
- Volunteers.

As part of strategic planning, it is important to:

- Adjust to changes in the current environment that have an impact on the SLSC
- Analyse the SLSC's past and present actions to note required changes to achieve desired future outcomes
- Align with the SLSC business and marketing plans and the strategic direction of the SLS movement within NSW and Australia
- Encourage SLSC members to get involved in the development of their SLSC
- Ensure the effective use of resources (human, physical and financial)
- Evaluate the SLSC against a variety of factors
- Identify the main objectives of the SLSC.

Business Planning

A business plan is a formal statement of an SLSC's goals. It states the plans for reaching those goals and the rationale for why they are achievable.

An SLSC may undertake a business plan for a range of purposes, such as to:

- Ensure the SLSC can host a special event without falling into financial trouble
- Ensure the SLSC remains financially stable over a specified period
- Raise funds towards capital investment, like a facility.

An SLSC's business plan should align with its financial and marketing plans (See [financial management](#) and [marketing and promotion](#) sections within this Club Guide for more information on these plans).

The business plan should identify all the crucial facts about the SLSC, e.g., its history, current financial position, objectives and business activities. It also needs to include evidence of potential income generation.

Game Plan can help CMT members understand how effectively they are business planning. They should also refer to [ClubHelp.org](#) for more information on and templates that assist with business planning.

Succession Planning

Succession planning identifies and prepares suitable people through mentoring, training and position rotation to replace key players within the SLSC after others have resigned their position or their term has expired.

SLSC succession plans help ensure the SLSC does not cease to operate effectively due to one or several people relinquishing their commitment. The result of their work continues well beyond their involvement. It also encourages new people to become involved and not wait until there is a vacancy to consider assisting. This additional involvement also helps the SLSC in spreading the workload and generating more ideas.

Most volunteer turnover occurs at the end of the season or at the AGM. A succession plan is necessary to allow the identification, development and progression of potential leaders within the SLSC. The SLSCs that plan for smooth transitions of leadership positions are less likely to experience disruptions to their operations and are better able to position themselves to replace volunteers who vacate current positions.

Outgoing SLSC officers need to pass on as much knowledge as possible to the person replacing them. Through this process, new members can learn from past experiences and understand how former SLSC officers achieved past successes and avoided potential problems. Such an approach emphasises the importance of keeping accurate and current records of all information relevant to particular roles. In more general terms, new members can also use previous minutes to become informed about past decisions of the committee. The CMT can better manage the change process by including the training and recruitment of potential committee members within the overall strategic plan. Including these issues in the planning cycle also sends a message about their importance to the SLSC.

Components of a succession plan include:

1. A strategic/business plan outlining the SLSC's priorities
2. Position descriptions that ensure SLSC members know what jobs the vacating volunteer was responsible for, the role's expected time and commitment and skills required, etc. These make it easier to recruit new people to the position (See job description templates in the SLS Members Area Document Library)
3. A policies and procedures manual outlines the day-to-day tasks of your SLSC and who is responsible for carrying them out. It will also contain policies about selection processes, health and safety issues and volunteer management
4. Reporting procedures that show the reporting lines back to the committee, either directly or through subcommittee or supervisors
5. Education and development opportunities that broaden the range of skills of each volunteer should also be needed to step into vacant positions. These help increase job role satisfaction
6. Mentoring youth members while encouraging them to assist officer bearers in their positions so they assist the SLSC. The more people who know how to complete a job, the easier it is to cover any position when a person is absent.

Barriers to succession planning include:

- Long-serving SLSC officers restricting the development of other members with interest in the area
- People who withhold information instead of sharing it with others
- People who fear change instead of proactively embracing it
- Poor record keeping, including a lack of formalised reporting procedures
- A lack of or poor volunteer management in recruitment, screening, orientation, training, recognition and replacement
- Thinking that some members and volunteers are irreplaceable.

SLSCs report that it is increasingly difficult to attract volunteers to commit to committee roles. Refer to ClubHelp.org for strategies that you could try to enhance the SLSC's CMT succession plans and make the CMT and other committee roles more attractive.

Reflection Questions

1. How are all SLSC members made to understand the existing management systems within the SLSC and provided with feedback or guidance concerning SLSC planning?
2. How does the SLSC regularly promote administrative support options and pathways for advancement in the SLSC that would lead to management roles for members of all ages who have demonstrated an interest?
3. How are the regularly reviewed screening, recruitment, orientation, training, recognition, replacement and management reporting systems supporting quality succession planning?
4. How does the SLSC manage long-serving members who are no longer meeting their job role responsibilities?
5. How does the SLSC engage former office-bearers, life-members, young and new members as per its succession plans?
6. How do the SLSC officers proactively embrace change of all kinds, e.g., cultural, technological, communal?

Game Plan and Sustainability

A SLSC's CMT needs to regularly assess the various crucial elements of running a successful SLSC and continually identify areas for improvement and growth that will contribute towards the SLSC's long-term good health and sustainability.

Sport Australia's Game Plan is a digital platform designed to provide clubs of all sizes with insights into their current capability and connect them with specific tools and resources to build and support ongoing development. It replaces the existing Club Health Check.

The SLSC's CMT should set aside at least 30 minutes per module at regularly scheduled meetings to complete Game Plan together with any other key panel members with an umbrella perspective of the SLSC's operations and activities. After completing Game Plan, they should set 'SMART' goals to monitor during follow-up meetings.

Leasing Crown Land

SLSCs may be built on land owned by the SLSC, council-owned land, Crown land or a mix of two or three of these. Most SLSCs are built on Crown land, and in most cases, are under the control of a Crown Reserve Trust (CRT), which requires appointing a manager (which could be a local council or a community trust board). In summary, the principles of Crown land management are that, as appropriate:

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

SLSNSW recommends all SLSCs on Crown land be by way of a lease and not a licence. 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. CMT members should seek leases for SLSCs on Crown land because longer term security of tenure is an important factor to the land users. This lease could include commercial use or a major financial outlay, such as SLSC buildings.

In January 2016, SLSNSW finalised the negotiation of a standard [Crown Land Lease – Surf Club Template](#) with the NSW Department of Primary Industries (Crown Lands). The design took into consideration the majority of needs indicated by SLSCs and recognised differences across NSW. The template acts as a resource from which SLSCs can adopt and execute the document without further negotiation with the Reserve Trust (Land Manager).

SLSCs adopting the template will help alleviate the requirement to obtain consent from the Minister overseeing Crown lands when entering a new lease. Importantly the standardised lease template provides tenure of 20 years and offers the minimum statutory rent. The template includes scope for SLSCs to sublease a portion of the building for a commercial operation.

SLSC Venue Management

There has been a push for SLSCs to become community hubs in recent years, with many offering facilities, such as restaurants and cafes, kitchens, gymnasiums and saunas, swimming pools and function rooms. SLSCs offering venue facilities should always be mindful of the legal considerations and requirements that come with managing different SLSC facilities in addition to facility grants supported by the SLS Foundation's Grant Seeking Unit.

SLSC Functions

Surf lifesaving clubs should ensure they have clear guidelines for both social and official functions they hold for SLSC members and general functions involving members of the public, e.g., weddings, work Christmas parties and professional development training events. The guidelines should also indicate when to prioritise SLSC events and functions over corporate events and functions.

Many SLSC member functions include both junior and senior members. Junior SLSC members see their SLSC's senior members as role models. SLSCs should consider what messages are being received by younger members about what is appropriate during SLSC functions. The SLSC president, when available, should attend all official SLSC functions and represent SLSNSW at general functions and events as required.

Remember:

- Aim to include an events calendar and venue booking enquiry form on your SLSC website for both members and non-members to know when function rooms are available.

- Invite your local council members to official SLSC functions. Be hospitable and ask them to present awards. Show appreciation for the services they provide.
- Regularly refer to the [SLS National, State and Branch Events Calendar](#) when scheduling SLSC activities to avoid conflicting event dates.

SLSC Gymnasium Management

Some SLSCs allow members to exercise to improve their health by using an SLSC gymnasium. Some SLSCs also fundraise by renting out their SLSC gymnasium and training room facilities to qualified personal trainers and their clients during the week and off-patrol season.

SLS Members

All CMT members have a shared responsibility to identify and control the hazards associated with gym areas and activities and have a responsibility to develop safe gym procedures to minimise, if not eliminate, their corresponding risks.

The SLSC Safety Officer should regularly conduct health and safety inspections of your SLSC gym, review control measures used (such as pre-exercise screening of members using the gymnasium) and keep accurate records of gymnasium-related incidents and near-misses.

All SLS members must do the following to join their SLSC's gym and before being permitted to use it.

1. Complete the [SLS Pre-activity Questionnaire](#).
2. Complete the [SLS Gymnasium Membership Form](#).
3. Complete the [SLS Terms and Conditions for the use of the SLSC Gymnasium Form](#).
4. Inform the gym supervisor if they may be at risk by participating in a particular activity.
5. Obtain clearance from a medical practitioner or qualified fitness instructor, e.g., written clearance, fitness program or assessment if the gym supervisor determines that they are at a high risk of an adverse event during physical activity/exercise.
6. Complete a gym induction led by an instructor with a minimum qualification level of Certificate III in Fitness (or equivalent). This requires the completion of the SLS Gymnasium Induction form.
7. Read and agree to abide by the SLS Gymnasium Code of Conduct.

Once permitted to use the SLSC gym, members must continually record their entry and exit to the gymnasium, which they may do electronically or with the SLS Gymnasium sign-in/sign-out sheet.

All [SLSA Gymnasium forms](#) are available in the SLS Members Area Document Library (WHS Category). Refer to the [SLSA Guidelines for Safer Surf Clubs](#) (Section 3.12) or online Safer Surf Clubs course for more information on managing your SLSC's gymnasium.

Qualified Personal Trainers and Their Clients

Beaches are well-established locations for exercise boot camps, yoga groups, sports team training and personal trainers with their clients. Offering an alternative indoor training option is a fundraising opportunity for many SLSCs with gymnasium and training room facilities.

Gym supervisors can use the [GYMYI app](#) to advertise the days and hours they would offer the gymnasium or training room facilities to qualified personal trainers and set an affordable hourly rate for their bookings.

Special Event Management

SLS is involved in many events and activities, and event safety is an ever-increasing aspect of SLS event management. Some events and activities involve only SLS members as participants, while others involve public participation as part of community or fundraising events for the club. SLSCs provide first aid and/or water safety for other organisations of event companies in other circumstances.

A special event is any event that involves some aspect of surf lifesaving involvement (advice, safety or organisation) that is outside the parameters of normal surf lifesaving, SLSA or SLS branch activity, or an event not covered in the latest [SLSA Surf Sports Manual](#). Normal activity can be considered, but is not limited to, patrols, SLSA award training, social BBQs at the SLSC and SLSC competitions coaching.

Some examples of special events include:

- Aquatic safety supervision away from the SLSC's patrol area or for specific events

- Community education programs involving aquatic water safety or instruction
- Community events, such as public street markets, festivals, fetes, carnivals and exhibitions
- Events conducted outside of the *SLSA Surf Sports Manual* (e.g., ocean swims, downwind paddle races)
- First aid posts at external concerts sporting events, or community events
- Non-organisational approved surf carnivals, boat events or events using SLSA brand, gear and personnel
- Sports events, such as marathons, duathlons, triathlons or beach volleyball.

Special event involvement requires an [SLS Application for Involvement in a Special Event](#) form with supporting special event sanctioning forms to be submitted 1–3 months before a special event date and 2–4 weeks after an event, depending on the event category. Based on the type of activity, different attachments are required to be lodged with the application.

For example, special events like ocean swims and corporate fun runs organised by SLSCs on behalf of another organisation as part of fundraising activities require draft contracts with third parties, activity safety (risk) plans, copies of relevant insurance policies and any external event organiser details provided at least 3 months in advance to SLSNSW for endorsement. They also require an evaluation report to be submitted within 2–4 weeks after the special event. Another example includes delivering community education programs. Such events require an application for a special event form to be endorsed by SLSNSW at least 2 weeks before the special event date. These will be advised upon enquiry to SLSNSW and confirmed upon approval.

You and all SLS members should be aware that an SLS entity must follow an official process to determine if your SLSC can, or should, host or be involved in a special event. SLSNSW must endorse any special event before the SLS entity can hold it.

Below are the steps in this process:

1. Finalise the event and an SLSC's involvement in the event, including any contracts and lodgement of approval requests to external bodies (e.g., Maritime NSW for aquatic licences).
2. Complete a risk management review of the SLSC's involvement in the event.
3. Complete and lodge an [SLS Special Event Application Form](#) with the appropriate SLSNSW branch for endorsement within the required time frame noted in the [SLSA Guidelines for Safer Surf Clubs](#).
4. Lodge the SLSNSW branch-endorsed *SLS Special Event Application Form* to SLSNSW (specialevents@surflifesaving.com.au).
5. Await formal written confirmation of approval from SLSNSW (this will normally highlight approval is subject to confirmation of additional special conditions and/or levies by SLSNSW insurance brokers Marsh Advantage Insurance Pty Ltd).
6. Await confirmation of any additional special conditions and/or levies by [Marsh Advantage Insurance Pty Ltd](#).
7. Host event (notify the SLSNSW State Operations Centre of any SLS on-water activity for all water-based events).
8. Undertake any reporting back to SLSNSW and/or Marsh as required.

The [SLSA Guidelines to Safer Surf Clubs](#) (Section 4) and [online Safer Surf Clubs course](#) (Part 4) provide a general guide to help your SLSC decide if it should/can hold or be involved in an SLS special event and how to go about it. The *SLSA Safer Surf Clubs* resources provide SLSCs with insights into:

- Considerations for involvement in a special event
- How to submit an [SLS Application for Involvement in a Special Event](#) form
- What additional forms to submit for SLSNSW endorsement
- Safety considerations in the lead-up to, during and after a special event.

Memo:

Club Management Team members also need to ensure that music licences are in place with a music rights management organisation to play copyright music within the SLSC or at an SLS special event.

Note:

- SLSA recommends using the SLSA Event Risk menu in the [SLSA Operations app](#) for managing risk at an SLS event. It does not automate the process, as good risk management strategies, processes and practices are required to ensure the safety of participants, officials and spectators. This mobile application is distributed on request through the SLSA IT Helpdesk, which is also the application user guide's location.
- Regarding surf sports competitions, a [Safety Operations Manual](#) (SOM) relevant to the scope of a specific competition is essential to the sound planning process. The plan should ensure appropriate procedures are in place if an emergency

occurs during competition. SLSCs hosting or involved in special events that include surf sports competitions with members of the public competing should also ensure their competition entry forms include an up-to-date declaration and waiver that competitors must sign prior to competing. Refer to the [SLSA Guidelines to Safer Surf Clubs](#) (Section 4) and the latest [SLSA Surf Sports Manual](#) within the SLSA Publications app for more information on the contents of a SOM.

SLSC Insurance

Insurance

SLSCs must protect their interests/assets with adequate insurance. There are many types of insurance to consider. SLSNSW organises some insurance types, and some need to be organised by SLSCs themselves.

Insurance Policies Organised by SLSNSW for Affiliated SLSCs

SLSNSW organises several insurance policies on behalf of affiliated SLSCs, with the premiums related to these policies invoiced as part of the SLSC's capitation fees. Each claim is assessed by the insurer and they reserve the right to not extend coverage or limit that coverage. The three main types of insurance which are covered under the SLS Group Policy include:

- **Public Liability Insurance (PL)**

This type of insurance acts to protect the SLSC from financial loss caused by an injury to a member of the public or damage to their belongings while they are on your property. Loss is usually due to some form of negligence and brought about by a legal claim against the SLSC or an SLSC member acting in their volunteer member capacity. Criminal wilfulness and negligence are not covered.

Copies of the current 'Certificate of Currency' can be obtained from [Marsh Advantage Insurance Pty Ltd](#) on request and are normally required when an SLSC is applying for a grant or seeking permits to hold a special event.

- **Association Liability Insurance and Directors and Officers Legal Expenses Insurance (D&O)**

This type of insurance covers damages or defence costs in the event of a lawsuit for alleged wrongful acts arising from an SLSC member who is acting in their capacity as a Director or Officer of the SLSC. Criminal wilfulness and negligence are not covered.

- **Personal Accident (PA)**

Where NSW Workers Compensation Insurance (icare) does not respond, the Personal Accident coverage will be accessed, i.e., where prize money is being awarded to individuals at surf sports events. Coverage under the PA policy is generally not as favourable as icare arrangements.

- **Crime**

Protection against theft of funds from clubs and branches but will require strong controls to be in place including multiple checks of and approvals, multiple signatories and creditor details checks as an example.

SLSC registration is an annual requirement of the SLSA National Insurance Program. This process confirms the SLSC's participation in the national program and, when completed, allows Marsh Advantage Insurance Pty Ltd to process personal injury claims for your members. All NSW SLSCs will receive an annual renewal declaration via email that must be completed and sent back to Marsh Advantage Insurance Pty Ltd.

SLSCs are also strongly encouraged always to check that SLSC insurance policies cover all the requirements of the SLSC and its members. On the [SLS and Marsh Advantage joint website](#), there is also an overview of the other insurance policies available that SLSCs can utilise in addition to tools and resources that will help you understand and explain the coverage and requirements for the [SLSA National Insurance Programme](#).

It is important to note that all claims are subject to assessment and review by the insurer and are subject to their approval. In most cases, excess also applies.

Insurance Policies Organised by an SLSC

All SLSC's have automatic Public Liability, Association Liability and Personal Accident insurance coverage under the *SLSA National Insurance Programme*. SLSNSW does not provide any insurance for your SLSC buildings, equipment, vehicles or any other SLSC assets. SLSCs must acquire adequate protection for such assets and note that premium prices are negotiated on an SLSC by SLSC basis. Before acquiring insurance, it is important to know the value of the assets you wish to protect. There is a range of other insurance policies that SLSCs need to consider taking out, including:

- Cyber Liability
- Equipment and Machinery Breakdown—material damage, power surge, electronic breakdown
- Industrial Special Risks—material loss or damage, fire, theft of property, business interruption, etc
- Marine Hull Commercial—covers boat motors, inflatable rescue craft and powercraft and transit cover
- Motor Vehicle—trailers, side-by-side vehicles, vehicles.

While the national and SLSNSW insurance broker can provide a quote on these insurances, SLSCs are under no obligation to use them and are free to seek their own insurance provider. As a starting point for further information regarding these policies, please contact [Marsh Advantage Insurance Pty Ltd](#).

Workplace Injuries and Workers Compensation Insurance

Workers Compensation Insurance is provided by icare (formerly WorkCover NSW). Refer to the [Work Health and Safety](#) section of this SLSC guide for more information on workplace injuries and workers compensation. This coverage generally extends to members undertaking volunteer SLS activities and/or training to be rescue ready (which in most cases includes training for and competing in SLS surf sports activities).

Who Is Eligible to Make a Claim?

Current financial members (at time of injury) of SLSCs in NSW who sustain an injury or illness while undertaking a genuine, authorised activity as a surf lifesaver within Australia are eligible to make a claim.

Training and competing must be at organised and approved sessions (i.e., competitions conducted under the Surf Sports Manual).

SLSC members who compete in events where prize money is provided to individuals (not SLSCs), and professional competitors who compete in events not under the control of SLS, may need to make claims under the SLSA Personal Accident Policy and/or choose to take separate insurance/workers compensation. SLS members should be aware the provisions of icare concerning payments are generally more favourable than the SLSA Personal Accident coverage.

All SLS activities may need to be verified by proof of entry to competition, patrol roster, volunteer roster, patrol logbook, IRB logbook, radio logbook etc.

Procedures for Injured Members

All SLSC members should follow the basic three steps below should they be injured during training, while on patrol, or participating in any other authorised SLS activity:

1. Immediately notify the SLSC officer on duty and obtain first aid if required
2. Fill in an *Incident Report Form*
3. Give the completed incident form to the Patrol Captain, SLSC Safety Officer (WHS representative) or Club Captain.

Note:

The above procedure is for members acting as volunteers/participants. Members who are injured while working for an SLS entity will need to undertake the process specific to that entity and seek access to icare by way of that entity's specific workers compensation policy).

All CMT members also need to follow the below procedures in the event of an injury.

1. Upon notification, ensure first aid has been provided if required.
2. Obtain incident report form details for the injury to be recorded correctly in the SLSA [Incident Reporting Database](#) within SurfGuard.
3. Complete the current SLSNSW Workers Compensation Form (ideally within 48 hours) and ensure the following:
 - All sections are complete
 - The Incident Report Database (IRD) number is displayed and the form is endorsed by your SLSC Safety Officer (WHS representative), SLSC captain or other CMT member
 - The injured member or parent/guardian signs the form.
4. Contact icare:
 - Email the completed form to icare (wiclaims@icare.nsw.gov.au)
 - Phone icare 1800 221 960 if the injury has or will result in being away from paid employment for seven days or greater.

5. Provide any documents required to assess the worker's compensation claim—please ask for any invoices related to medical expenses to be sent to icare to ensure correct payment.
6. Follow the 'Return to Surf Duties' procedures outlined in the latest [SLSA Guidelines to Safer Surf Clubs](#).

Additionally, the SLSC's Club Safety Officer needs to:

1. Ensure the injury is recorded correctly in the SLSA [Incident Reporting Database](#) within SurfGuard
2. Review the SLSNSW website to ensure SLSNSW members are using the current *Workers Compensation Form*
3. Assist the injured member with completing the *Workers Compensation Form* as required—make sure that all sections are complete, including the SLSC management team member endorsement

Follow the 'Return to Surf Duties' procedures outlined for their role in the SLSA **Member Support Guideline** available via the SLSA Members Area.

Note:

- It is important to be aware there are legal consequences if an individual makes a false or misleading claim. This also applies to witnesses and SLSC officials who endorse or provide false or misleading 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.
- If medical treatment is required, you should obtain approval from icare Workers Insurance before the commencement of treatment (unless the treatment is needed in case of an emergency).
- A copy of the completed [SLSNSW Workers Compensation Form](#) is not required to be sent to SLSNSW however, please retain a copy for your SLSC records.
- It is the individual who is required to make a claim to icare as SLSNSW branches and SLSCs cannot lodge claims on behalf of individuals.

For more information, refer to the [SLSNSW Workers Compensation website](#) and the [SLSA Guidelines to safer Surf Clubs](#) or the [SLS Safer Surf Clubs](#) online course (part 1) available via the SLS Members Area.

Annual SLSC Compliance Requirements

Compliance is about making sure that the SLSC is managed as required under its Constitution and the law. Annual compliance requirements are in place and important to note for all SLSCs and branches to ensure they meet the basic requirements to operate as an SLS entity.

Each year in July, SLSNSW SLSC and branch presidents will receive a circular outlining these requirements and the time frames they need to complete and meet to keep your SLSC on track. Although the exact SLSC compliance requirements change slightly each year, the annual compliance circular often includes detailed instructions on how to complete the following items between August and October by:

- Submitting an insurance renewal declaration with the Surf Life Saving Insurance Program provider
- Submitting annual affiliation form to your branch
- Updating organisational details in SurfGuard
- Updating SLSC officer details in SurfGuard
- Updating SLSC Emergency Call-out Team 'mailing group' in SurfGuard
- Complete an annual Gear and Equipment Inspection, including SurfGuard updates, as per instructions in the annual gear and equipment circular
- Providing an electronic copy of your SLSC's annual report to your branch
- Providing an electronic copy of the SLSC's financial statements, including signatures by SLSC officers and the auditor/reviewer, to your local SLSNSW branch.

Refer to the [SLSNSW Governance and Compliance](#) webpage for links to the latest annual compliance circular details and instructions, and the [SLSNSW Membership Team](#) who are able to provide you with support to meet compliance requirements, save time and reduce your SLSC administration burden.

Memo:

You must ensure all required signatures are on the documents before submitting them to your local SLSNSW branch, e.g., SLSC Officer and Auditor signatures on financial statements. This will save you and other volunteer members a lot of time and ensure your SLSC meets its annual compliance requirements.

Annual Report

Annual reports are an excellent way of showcasing your SLSC's achievements over the past year and acknowledging the support of members, the community, sponsors and the government. Annual reports can also attract more members and funds by highlighting the valuable services you provide to the community.

As community expectations continue to rise, so does the focus on the quality and transparency of reporting, particularly in the NFP sector. This is one reason a copy of the SLSC's annual report needs to be sent to its local SLSNSW branch and SLSNSW.

Each year, SLSNSW releases a guide to creating the SLSC's annual report to help volunteers know what to include and the minimum reporting requirements to meet ACNC, NSW Department Fair Trading and SLSNSW compliance (which includes requirements to ensure the SLSNSW CFN is retained and not jeopardised).

Refer to the latest [SLSNSW Annual Report Guidelines for SLSCs and Branches](#) for more information on what to include in your SLSC's annual report.

SLSC Meetings

This section is important for CMT members and other SLSC officers chairing, administering or participating in SLSC meetings, such as an SLSC's annual general meeting, monthly CMT meeting or any special general meetings. The information may also be useful to anyone wanting to chair effective meetings.

Meeting Agenda

It is important to develop a meeting environment and agenda that supports waves of collective thinking, positive member relations and actions that lead to quality and sustainable results.

Establish an agenda after asking participants what agenda items they would like to include in the meeting. You may wish to send an agenda item survey to meeting participants to help collate their questions to be answered during a meeting and increase the relevance of a meeting. SLSNSW recommends posing agenda items as questions to help promote thinking prior to the meeting.

Once all agenda items have been determined, send out an official agenda ahead of time with any pre-reading items (e.g., 3–5 business days prior) with approximations of times for each agenda item.

A meeting agenda should include the following seven components.

1. Welcome

Allow each member 30 seconds to introduce themselves and say one positive thing, e.g., What is going well for them this week.

2. Purpose of the meeting

Outline the purpose of the meeting and explain why it is relevant to the meeting participants, e.g., get answers to questions and establish action items to get quality results related to something.

3. Information round

Gather information that can help participants from being distracted or interrupting the meeting. For example:

- Provide participants with an overview of the meeting time frames
- Advise participants of break times, the location of amenities and any emergency evacuation procedures
- Ask if any participant needs to leave early or step out during an agenda item
- Acknowledge any situation that may cause people concern or distract them, e.g., weather and traffic reports.
- Remind members of the rules of engagement. For example:
- Advise participants about the role of the Chair and how the group will make decisions
- Note how the chair will manage the meeting to ensure everyone will have the opportunity to share their thoughts and feelings in a safe meeting environment
- Address any conflicts of interest.

4. Review previous meeting minutes

Review previous meeting minutes and action items as required.

5. Agenda items

When facilitating agenda items:

- Raise the agenda item's fundamental question

- Present the information before asking participants if they require any clarification on the information presented
- Have everyone participate in activities to promote thinking and open discussion, e.g., have them pair up or team up in small groups to discuss the agenda item question before returning to share their outcomes with the group to help establish action items
- Allow each person to put forward a recommended action item
- Have a decision round to note action item outcomes and any voting outcomes for the agenda item
- Check if there is anything else to note that may disrupt the meeting before moving onto the next agenda item, e.g., breaks, people needing to leave, weather updates.

6. Burning issues

Ask participants if any other issues need to be addressed at another time. Also, come back to any issues people raised during the meeting they feel they need to come back to.

7. Meeting close

Thank everyone for their time and attention, and allow each member 30 seconds to also show their appreciation, e.g., ask 'What value did you draw from today's meeting?'

Tips:

- A dialogue in a meeting is like operating an SLSC radio where only one person can speak and be heard at one time. Ask, 'And what do you think?' when handing the dialogue over to another person.
- People need time to think about what was said, their perspective on a matter and what response they want to provide, if any. Ask, 'What would you like to think about, and what are your thoughts?' or 'What more do you think, feel or want to say?' when you can see that people's thinking is subsiding. Alternatively, you can open up the discussion to everyone by asking, 'And what does anyone else think?'
- Sometimes a conversation can become stagnant due to assumptions. Ask, 'What are we assuming that is limiting us right now?' or 'What could we credibly assume instead?' to help remove assumptions that limit ideas and thinking.
- When going around a room or a virtual screen for each person to have the opportunity to be heard, they can 'pass' to allow them more thinking time before you come back to them on a particular agenda item question.
- Refer to the Marketing and Communications section of this Club Guide for more information on how to communicate effectively during SLSC meetings, e.g., manage conflict and provide constructive feedback.

Types of SLSC Meetings

There are three main types of meetings held by SLSCs.

1. Annual general meetings
2. Club Management Team meetings
3. Special general meetings

Annual General Meetings

The statutory purpose of AGMs is the submission of the associated SLSC's financial statements (and, if required, an auditor's report) in addition to addressing any other business items that SLSC members have been informed of.

At an AGM, the SLSC should also do the following to meet constitutional requirements:

- Confirm affiliation to the respective branch and SLSNSW
- Confirm the minutes of the last AGM or of any Special General Meeting held since that meeting
- Elect or appoint office-bearers and CMT members
- Receive and consider the SLSC's financial statements or reports required to be submitted to members under the Associations Incorporation Act and Regulation
- Receive committee reports on activities of the association during the previous financial year.

Any SLSC member who wishes to bring any business before a general meeting (including an AGM) should give notice to the SLSC in accordance with the procedure and notification time frames set out in the SLSC's Constitution. For example, if your SLSC's Constitution is out of date or causes unnecessary extra administration, a member could present an amendment at the AGM to change it.

AGMs may be held via a teleconferencing platform when the SLSC's Constitution expressly acknowledges the use of technology for general meetings. It may also be held by telephone depending on the number of members. The teleconferencing platform, such as [Zoom](#), should enable the registration of attendees, provide a clear record of who is present in the electronic meeting room, questions to be asked electronically and allow for an electronic voting system.

If your SLSC cannot hold its AGM within the time frame required by the latest Associations Incorporations Act and set out in its SLSC Constitution (generally within 3–6 months from the end of the association’s financial year), the SLSC may [apply for an extension of time](#) to hold the AGM and/or lodge annual returns with the NSW Department of Fair Trading.

Refer to the latest [SLSNSW Memorandum for Annual General Meeting Advice for SLSC Management Teams](#) for more detailed advice on what steps CMTs should seek to follow. The [ClubHelp.org.au](#) website also has some tips for [organising a great AGM](#) and [running an AGM](#) to help an elected Chairperson to conduct AGM meetings effectively.

SLSC Management Team Meetings

Also known as management committee meetings, these meetings bring Club Management Team members together to focus on their roles and responsibilities, identify problems and plan for the future. They should be scheduled monthly or as needed to discuss urgent issues.

At these meetings:

- SLSC leaders are encouraged and motivated
- SLSC leaders can get to know each other professionally and personally
- Ideas are shared and discussed and then discarded, improved or implemented.
- Regular updates about relevant issues are provided
- Reports for key portfolio areas (e.g., education, finance, lifesaving, membership, surf sports)
- Tasks are allocated and reported on.

An elected member of the CMT should chair these meetings.

Special General Meetings

Special general meetings are convened in accordance with the SLSC's Constitution and are held to deal with any matters that cannot, or should not, wait until the next AGM.

The SLSC's Constitution may allow its members to request a general meeting to be held and set out the procedures members follow if the CMT fails to arrange a general meeting as requested.

SLSC Effective Meeting Guidelines

No matter your role within a meeting or your experience participating in, or chairing, meetings, you should refer to the clubs constitution and the [ACNC Guide](#) for holding meetings.

Reflection Questions

1. How is the SLSC currently meeting and monitoring its legal and annual compliance requirements?
2. When is the next meeting scheduled on the SLSC’s meeting calendar to discuss strategic, business and succession planning that you can ask to get involved in?
3. What lessons can I learn from other SLSCs around NSW and Australia that demonstrate good SLSC management and have made modern changes that helped increase membership numbers?
4. What is a special event, and when should the SLSC seek approval to conduct a special event?
5. What knowledge or skill gaps do I have for which I can seek training to fill myself or fill by delegating tasks to other volunteers as part of succession planning.
6. When did my SLSC last conduct a mock test of the SLSC’s updated risk management plan?

SLSC Finances

SLSC Finances

This section of the Club Guide is relevant to Club Management Team (CMT) members, SLSC Treasurer and SLSC Secretaries.

The application of financial resources has a significant bearing on the success of SLSCs that need to account for their financial resources and look at ways to use their financial resources effectively. The SLSC Treasurer has a key role in the effective management of financial resources, but the CMT has ultimate accountability for how SLSCs use funds.

All SLSC financial management systems need to provide a mechanism to record historical transactions and enable informed decisions to be made about the future of the SLSC, both short term and long term. This is to meet the various standards and legislation about the need for associations to keep proper accounting records and allow auditors to give a qualified opinion on an SLSC's financial state. SLSC financial management systems also need to promote public confidence in the integrity of SLS entities as recipients of charitable contributions.

Requirements contained in legislation relating to charitable fundraising and incorporated associations, and those imposed by the Department of Fair Trading and the Australian Charities and Not-for-profits Commission (ACNC), are embodied in the procedures and recommendations contained in this Club Guide.

SLSC Treasurer

The SLSC Treasurer (aka Director of Finance) is responsible for the day-to-day management of the SLSC's financial resources. They put into place the procedures necessary to collect and record details of all financial transactions affecting the financial position and performance of the SLSC, sometimes with the help of SLS staff (e.g., a bookkeeper) or other volunteers. Financial transactions are documented, and the SLSC Treasurer keeps these records. The output of these procedures is regular financial reports presented at CMT meetings to monitor and report progress.

The Treasurer must maintain the following records.

- **Assets register**—both fixed and current assets (fixed assets include land, buildings, patrol equipment and current assets including cash, materials, accounts receivable and prepaid expenses).
- **Bank accounts**—an account that at least two of three members can securely co-sign (or authorise via online banking) to accompany and pay invoices from suppliers. This account also provides a secure record of payment and a term deposit to accumulate higher interest rates when there are no invoices to pay.
- **Cash payments**—a summary of the cheque book and all cash payments made.
- **Cash receipts**—a summary of receipts issued for every amount of money received.
- **Contracts**—legal agreements that commit the SLSC to fulfil certain requirements or obligations, such as financial lease agreements, with a commencement date, term and frequency of payment and other special conditions.
- **Liabilities**—a summary of monies owed by an SLSC for current liabilities like bank overdrafts, short-term loans and accounts payable and non-current liabilities such as long-term loans.
- **Members' subscription payment details**—recorded within SurfGuard
- **Payroll details**—records of all wages and salaries paid as well as leave accrued and owing.

A job description template is available for the SLSC Treasurer position [here](#)

SLSNSW recommends that SLSC Treasurers take part in the [SLSNSW Club Management Induction Program](#) and read the '[Damn Good Advice for Treasurers](#)' by Community Smart, especially if they are new to the role.

Financial Planning

The SLSC Treasurers should be familiar with the functions and requirements of financial planning and financial record keeping thanks to their background in bookkeeping or accountancy.

SLSNSW can provide more detailed assistance and guidance for SLSC Treasurers as required, with:

- Budgeting
- Cash vs accrual accounting
- Cashflow
- Depreciation
- GST—entities registered for GST, input credits and Business Activity Statements (BASs)
- Investing
- Payroll
- Reporting.

Reporting

The [Associations Incorporation Regulation 2016](#) indicates that the association's Treasurer must ensure correct books and accounts that show the association's financial affairs, including full details of all receipts and expenditure connected with activities of the association.

The following list of reports should form the basis of what all CMT members should receive monthly from the SLSC Treasurer as they are critical to their ability to discharge their responsibility. All CMT members should have a reasonable idea of the financial wellbeing of their SLSC based on the monthly reports. Using an accounting package such as Xero or MYOB will be very easy to download a report to Excel and manipulate and send it to them.

- **Bank Reconciliation Report**—shows if the association's books agree with or reconcile to bank's records.
- **Bank Register**—a report on the movements in the bank accounts, and payment for ratification.
- **Cash Flow**—shows actual cash received less cash out extrapolated over the month to show what the SLSC can afford and when.
- **Profit and Loss Statement**—shows income and expenditure for the period and for year to date.
- **Summary Balance Sheet**—shows what the SLSC owns (assets) versus what it owes (liabilities), with the difference being members funds. It should include a list of debtors, with appropriate explanations for amounts that have remained unpaid for over 30 days may accompany the balance sheet.

Financial Compliance

For an SLSC to meet its legal responsibilities and reduce the levels of financial risk to your SLSC Board of Directors (SLSC Board), the SLSC Treasurer and all CMT members need to ensure they meet the SLSC's financial compliance requirements.

As identified earlier in this Club Guide, your SLSC has financial reporting obligations to meet under the current [Associations Incorporations Act and the ACNC](#). Thanks to its registration with the ACNC, there are financial exemptions for charities that your SLSC may take advantage of.

To meet your SLSC's financial compliance requirements and be able to benefit from these financial exemptions, refer to the latest SLNSW Annual Compliance Circular in addition to the:

- [Australian Charities and Not-for-profits Commission \(ACNC\)](#) website
- [ASIC's How to Complete a Financial Statement Guide](#) for more information.

All CMT members should also refer to the [Grants](#) section of this Club Guide for more information on financial compliance requirements for grant funding, such as acquittals.

Note:

The requirements for financial compliance have changed in recent years, and it is crucial to ensure that all CMT members of your SLSC are following the latest requirements. If any CMT member needs to be updated on the changes to help meet your legal obligations, refer them to the [Reporting Changes for Associations Registered as Charities with ACNC](#) webpage that will provide them with an excellent overview of the changes they need to adopt.

Internal Controls

An organisation should design policies, procedures, practices and organisational structures to ensure that it meets its objectives. It also needs to make it possible to exercise effective control over its assets, liabilities, expenditure and revenues. Internal control refers collectively to this process.

As per the Department of Fair Trading's [NSW Charitable Fundraising Guidelines](#), an SLSC's internal control structure should consist of:

- Control procedures
- The control environment
- The information system.

An effective system of internal control can include:

- Appropriate signing authorities, including EFT approval. (e.g., all cheques signed by two CMT members; all purchase orders for amounts over \$x to be ratified by the CMT)
- Arranging for external audits
- Checks and balances built into the accounting system to protect the organisation from errors, waste, fraud and inefficiency
- Controls over pre-printed forms and documents to prevent unauthorised use (e.g., receipts)
- Documented job descriptions, handbooks, codes of conduct
- Documented systems for the approval of expenditure before liabilities being incurred
- Invoicing the sale of goods and services
- Performing stocktakes of gear, equipment and product within all areas of the SLSC
- Properly recording every transaction in the SLSC's accounting system
- Protecting passwords and changing them when new SLSC officers or staff members start performing SLSC finance duties
- Providing receipts and banking donations and other funds raised
- Recording cash and cheques on deposit listing to go the bank
- Regular bank reconciliation
- Regular reporting and analysis of results, including comparisons to budget
- Requiring two people to count cash
- Segregation of duties between initiation, approval and implementation of activities that are deemed to have significant financial outcomes to ensure no single individual is responsible for buying, selling and receiving payments (to minimise the risk of fraud)
- The requirement of cheques or online payments for review and authorised invoices to be approved and co-signed by members of the CMT.

An effective system of internal control also includes purchases/payments, sales/receipts and other controls.

Financial Review and/or Audit

An SLSC's financial statements must be submitted as part of the financial report in the annual information statement (AIS) to the ACNC. The ACNC has different requirements for clubs of different sizes/turnovers. While the ACNC does not require any independently reviewed financial reports for charities under \$250,000 per annum, SLSNSW has set requirements as part of the compliancy program to ensure visibility and awareness of all SLSCs and their ongoing viability.

The following are therefore required as part of AIS submissions to the ACNC and the SLSNSW compliancy program:

- SLSNSW branches and SLSCs—less than <https://www.acnc.gov.au/tools/guides> \$1,000,000 annual turnover—financial review undertaken by a qualified chartered accountant (CA) or certified practising accountant (CPA). Including submission of annual profit and loss statement and balance sheet
- SLSNSW branches and SLSCs—greater than \$1,000,000 annual turnover—full audit undertaken by a qualified auditor.

CMT members should refer to the ACNC website for more information on the reviewing and auditing of financial reports and practical tips to note when progressing through their SLSC's audit or review process.

SLSC Treasurers may also wish to refer to the [ACNC Audit and Review Template](#) designed for use by auditors and developed with the assistance of the [Australian Auditing Standards Board](#).

Taxation

As an NFP, various taxes and exemptions may apply to the management of the SLSC. SLSCs must apply for these exemptions; they are **NOT** provided as part of registration with Fair Trading or the ACNC. These may include:

- [Income tax](#)—SLSCs are exempt when registered with ACNC and endorsed by the Australian Taxation Office (ATO)
- [Goods and services tax \(GST\)](#)—there is a range of GST concessions that may be applied to SLSC fundraising activities
- [Fringe benefits tax \(FBT\)](#)—that SLSCs can pay on certain benefits they provide any SLS staff.

Most SLSCs hold authority as a registered charity with the ACNC to have [Deductible Gift Recipient \(DGR\)](#) status from the ATO for fundraising and to receive a range of [other concessions, benefits or exemptions](#) available to charities under Commonwealth law.

GST and SLSC Registration for GST

SLSCs should obtain appropriate advice about how best to deal with the GST from their accountancy adviser or visit the ATO website.

Reflection Questions

1. Do you have confidence that the SLSC Treasurer has strong capabilities around financial management, recording and reporting?
2. When should my SLSC require either a full audit or just a review, and who is qualified to undertake that process?
3. How does the SLSC complete financial statements?
4. Does our SLSC have solid internal controls in place to ensure the protection of the club against unnecessary spending or fraud?
5. What is the AIS, and do all SLSC need to lodge one with the ACNC?

Fundraising, Grants and Sponsorship

Fundraising

Fundraising is critical to the financial sustainability of Surf Life Saving. It involves the generation of charitable income from individuals and businesses, usually through donations, bequests, workplace giving (WPG), games of chance and special events.

Potential contributors generally fall into three categories:

1. Those automatically interested, such as existing members, supporters, Nipper parents
2. A group with natural links to the SLSC, such as equipment suppliers, other groups who share the same facilities
3. Those in the community who might benefit from an SLSC project or use the beach during the year.

Fundraising Rules and Regulations

SLSNSW holds the authority (reference CFN 11033) 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 NSW Department of Fair Trading. It is a separate requirement to that of being a registered charity with the Australian Charities and Not-for-profits Commission (ACNC), as it relates specifically to NSW laws pertaining to fundraising activities for charity. Consequently, this means that there are [political support and fundraising guidelines](#) that need to be followed and obligations imposed by the Department of Fair Trading and the ACNC.

Fundraising Teams

Surf Life Saving Foundation (SLSF)

The [Surf Life Saving Foundation](#) was established to ensure Surf Life Saving's financial sustainability and undertake fundraising activities on behalf of all SLSCs across Australia. They do this by engaging with the wider Australian community and initiating and managing fundraising programs to maximise funds available for the Surf Life Saving movement.

The SLSF is the fundraising arm of the SLSA, and among other things, oversees our lotteries and regular giving program (Guardians of the Surf). A share of funds from both these programs is directed back to SLSNSW and distributed to SLSNSW branches and SLSCs. SLS Members and SLSCs are eligible to buy lottery tickets sold by the SLSF. SLSCs can also sell these lottery tickets to their SLSC members and receive a direct financial benefit to their SLSC in the process.

SLSNSW

The SLSNSW Partnerships Team strives to form long-term partnerships that align with SLS values and meet mutual objectives.

They are available for potential partners and SLSNSW SLSCs and branches to discuss organisational requirements and exciting opportunities available to support fundraising.

Contact the [SLSNSW Partnerships team](#) for more information.

SLSC Fundraising Committees

SLSC fundraising committees will drive and undertake several yearly fundraising activities. They play an essential role in raising funds for an SLSC, as membership fees alone do not cover SLSC operations.

Fundraising Strategy

An SLSC must plan an annual fundraising strategy to convince funding sources—the public, private companies (sponsorship) and the agencies that handle grant monies—that you are an efficient and worthy organisation that will use funds wisely. The SLSC must sell itself as a product.

Part of that planning process is establishing the links between the various components of the SLSC strategic plan, marketing plan and fundraising strategies. Any potential SLSC fundraising committee responsible should be aware of these and consulted during their development.

Refer to the SLS website for more information about [fundraising for SLSCs](#).

Grants

A broad range of institutions in Australia offers grant funding, including government departments, corporations, non-profit organisations, foundations, educational institutions and trusts.

The SLSF provides grant support at no charge to NSW SLSCs through The [Surf Life Saving Foundation's Grant Seeking Unit](#) (GSU).

The GSU is another resource provided by the SLSF to support SLS state centres, branches and SLSCs at no charge. The GSU is a national grant research and writing support unit that can assist your SLSC to identify suitable funding opportunities, prepare a professionally written application and advice on lodgement and acquittal. Speak to a member of the GSU to learn more about how the team can assist your SLSC.

With each approved grant, a grant acquittal needs to be submitted after the project. A grant acquittal is the process of evaluating and reporting on the outcomes and expenditure of grant funds against the original grant application. A grant acquittal is also an important piece of documentation that can help secure more grant funding in the future. The initial grant funding agreement will detail exactly when the grant acquittal needs to be provided and what information needs to be included in the report.

The SLSF maintains the highest standards around legal and ethical fundraising practices and is a member of the Fundraising Institute of Australia (FIA). They also comply with the ACNC and the Australian Institute of Company Directors' Good Governance Principles and Guidance for NFP organisations.

Together with SLSNSW, the SLSF helps coordinate several activities throughout the year that SLSCs can be involved in to help raise much-needed funds for life saving equipment, water safety education and training, among other things.

For those SLSCs interested in preparing their own grant applications, the GSU has developed a grant guide for SLSCs, which outlines administrative functions associated with grant funding and provides sample responses for typical questions found in a grant application.

Refer to [SLSNSW Grants](#) webpage for more information on grant opportunities that have been identified and a [Grant Application Guide](#). These are often communicated through the mail-outs.

Sponsorship and Partnerships

All Club Management Team (CMT) members need to be aware of current sponsorship agreements and opportunities at an SLSC, branch, state and national level.

Sponsorship is when a business provides funds, resources or services to an SLSC in return for some form of rights and/or associations with the SLSC that may be used to help the business commercially. It may be in the form of cash, donated goods and services or access to the resources or staff of the sponsor. The use of the terminology 'Partnership' is an important consideration, as it denotes a mutual benefit with the sponsoring company and a shared interest in mutually beneficial arrangements.

Remember that a sponsorship differs from a donation. A gift of money with no material benefit to the donor is a donation. Sponsorship is not a donation as a sponsor receives value in return for the sponsorship, and if registered for GST, they will have to pay GST on the sponsorship.

SLSCs may provide benefits such as advertising opportunities, signage, naming rights or other benefits of value in return for sponsorship. SLSCs should establish the value and worth of these opportunities before marketing available proposals to potential supporting organisations. SLSCs need to identify and engage with potential sponsors, keep existing sponsors happy and regularly evaluate their sponsorship agreements.

Refer to the [SLSNSW Sponsorship Guide](#) for useful templates and more information on:

- What is sponsorship
- Equipment and branding guidelines
- Selling sponsorship
- SLS intellectual property policy
- Writing a sponsorship proposal
- Sponsorship agreements
- Keeping sponsors happy.

Also contact the [SLSNSW Partnerships Team](#) for more information in relation to sponsorship.

Partnership Teams

SLSA

The National Partnerships Team services and seeks out sponsor partnerships that support national SLS programs, events and activities. These relationships deliver benefits both directly and indirectly to states, branches, SLSCs and members. National partnerships should be acknowledged at all levels on the websites of all entities and in official publications such as annual reports.

SLSNSW

The SLSNSW Partnerships Team provides support to the National Partnerships Team to carry out partner benefits and reporting at a state level and support communications between SLSA and SLSCs and branches regarding relevant benefits and offers these relationships bring. The team also seeks out long-term partnerships to support state-operated programs, activities and events which ultimately benefit branches, SLSCs, members and the wider community. State Partners should also be acknowledged on branch and SLSC websites and official publications such as annual reports. Contact the [SLSNSW Partnerships Team](#) for more information in relation to sponsorship.

SLS Online Stores

The [SLS Members Online Store](#) is where members and SLSCs can purchase members online products and resources. For example, the training manual for the SLSA Surf Rescue Certificate and Bronze Medallion awards, publications, training and rescue equipment, patrol uniforms, other SLS apparel, patrol equipment and personal protective equipment. Members access it via the [SLS Members Area](#).

The [SLSNSW Online Shop](#) is also available for members and SLSCs in NSW to purchase emergency care equipment like that used by the SLSNSW Academy and other merchandise not available for sale at a national level, e.g., softboards and spinal collars.

There is also a [Public SLS Online Store](#) that allows members of the public to purchase gifts and other items related to the SLS brand, e.g., environmentally friendly keep cups, thongs, sunscreen and shirts.

Refer to the 'Managing an SLSC Website' section of this Club Guide for more information.

Reflection Questions

1. How familiar are you with the Department of Fair Trading and the ACNC guidelines available for SLSC fundraising activities?
2. How is your SLSC working with the SLSF to support fundraising and obtain grant funding on both a local and organisational level?
3. How often do you refer to your SLSC's latest fundraising strategy?
4. When was the last time your SLSC evaluated its current sponsors as per the SLSNSW Sponsorship Guide?
5. How do you advertise and provide access to the SLS stores to your SLSC members?

SLSC Records and Reporting

SLSC Records

An efficient and effectively run SLSC 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.

This responsibility exists to secure and confidential data storage to ensure there are no data breaches by the SLSC.

The office-bearer assigned to collecting and distributing information will ensure the relevant people receive a copy of the original correspondence. SLSCs should keep all files such as minutes, correspondence, financial records etc., for a minimum of 7 years. Wherever possible, keep files for longer and save the information electronically.

SLSC officers should also have their officer settings in SurfGuard set to upload electronic documents into the SLS Members Area Document Library and create SLS Members Area News and Events articles where appropriate. SLSC officers should refer to the [SLS Members Area User Guide](#) to learn how to manage, upload, replace and maintain SLSC documents all their SLSC members can access and view within the SLS Members Area Document Library.

Electronic Copies of Files and Communications

It is highly recommended that office-bearers scan all hard copy records into an electronic format and save all electronic records in the appropriate SLSC shared online folders, such as the SLS Members Area Document Library. They should also regularly back up the information to an external hard drive as a precaution and secure those external hard drives in fireproof storage containers.

Electronic copies of meeting minutes, circulars, memorandums and other forms of SLSC communications should be made available electronically to the relevant parties on receipt so that they can take appropriate action and made available:

- On the appropriate member communications page of the SLSC website
- Within the appropriate category of the SLS Members Area Document Library for your SLSC's organisational level
- Within the SLS Members Area News and Events page for your SLSC's organisational level if appropriate.

Electronic file names should allow you and other office-bearers in your SLSC to identify a precise document from the name and easily identify the file version number and date designation. Choose a format for naming electronic SLSC files and use it consistently. For example:

- ShortFileName_001_YEARMMDD
- Medium_FileName_010_YEARMMDD
- Long_File_Name_100_YEARMMDD

Tips for electronic file naming

- Assign short file names of two or three words (under 30 characters) with the first letter of each joined word capitalised because long file names do not work well with all types of software, e.g., FileName
- Avoid special characters such as ~ ! @ # \$ % ^ & * () ` ; < > ? , [] { } ' " and |
- Format files with the date designation YYYYMMDD to make sure files stay in chronological order over many years. e.g., FileName_YEARMMDD
- Use a sequential numbering system that leads with zeros for clarity and to make files sort in sequential order, e.g., FileName_001_YEARMMDD
- Use underscores or full stops instead of spaces or dashes in file names as some software will not recognise file names with spaces, and dashes will prevent files from being compressed into zip files that are easier to email to others, e.g., FileName_001_YEARMMDD or FileName.001.YEARMMDD

Refer to the [IT Governance](#) and [Cyber Security](#) sections of this guide for more information about the safe storage of online records.

Note:

SLSC officers need to be allocated 'administrative rights' against their officer position in SurfGuard to manage the SLSC documents within the SLS Members Area Document Library.

Hard Copies of Files and Communications

A filing system such as a lever-arch folder helps file correspondence, reports and minutes. Depending on the quantity of information received, your SLSC may find it necessary to have a folder for each department, such as financial, media and promotions, etc., or patrol season.

SurfGuard

SurfGuard is the SLSC membership database and an evolving resource that continues to have new enhancement features added to it. Club Management Team members and officers assigned access to [SurfGuard](#) may run regular reports on members to monitor compliance, assign members to patrols and training squads and administer member and SLSC details.

Officer positions and awards within SurfGuard determine who receives role-specific email communications, access to specific SLS platforms and apps and special administrative rights within SLS platforms.

What Is Recorded in SurfGuard?

The following information is recorded in SurfGuard for SLSC office-bearers to access:

- Award information (requests to conduct training/assessment and member awards)
- SLSC address and contact details
- SLSC officers, positions and committees
- Gear and equipment
- Incident reports
- Member details (as per the membership form)
- Patrol exemption requests
- Patrol hours and statistics
- Patrol logs
- Proficiency records.

Each menu in SurfGuard contains shortcuts to access and administer the data collected within SurfGuard. For example:

- Under the Summary menu, SLSCs can view a snapshot of assessment requests, awards, membership statistics, leading patrol members and transfers
- Under the Mailing Groups menu, SLSCs can automatically set up mailing groups for boards, committees or special members groups such as gym users, Nipper parents, etc.
- Under the Messages menu, SLSCs can automatically set up direct member messages using the membership data information. Messages can be sent via email or text message.

SurfGuard Enhancements

Important SurfGuard news appears to the right of the SurfGuard Dashboard page shown upon login. It includes the release of the latest [national ICT circulars](#) containing information on SurfGuard enhancements and [training webinars](#). The SurfGuard dashboard also has a message inbox that you can use to send messages to all SLSC members via email and receive other notifications from SurfGuard.

Updating SLSC Officer SurfGuard Access

It is essential to ensure all details are accurate and up to date as they link to other SLS platforms and form the basis of many decisions made by Club Management Team members and SLSNSW.

Each year and every time there is a change in SLSC officer position, an SLSC must update who can and cannot access the SLSC's SurfGuard records. They must also specify what custom SurfGuard settings need to be in place to assign them with certain administrative powers within SurfGuard, the SLS Members Area and other SLS platforms.

SLSCs must annually:

1. Complete the [SLSA IT Systems User Account Application Form 049](#)
2. Submit the completed Form 49 to the [SLSA IT Helpdesk \(Help Topic Form 49\)](#).

It will take approximately 5 business days for the SLSA IT Helpdesk team to process the form, and members will receive an email if successful. The email will contain the new SLSC officer's SurfGuard login details that are different from their SLS Members Area login details.

After members have access and while the SLSC maintains the active status of their SurfGuard account, SurfGuard will prompt them to change their password every 180 days with two-factor authentication to help keep member records secure. Members have the option to receive a [SurfGuard password reminder](#) if needed by providing the appropriate email address linked to their SurfGuard account. Refer to the [SurfGuard User Guide](#) for more information.

SurfGuard Reports

You can produce a wide range of frequently used or custom reports in SurfGuard to increase administration efficiency and create statistical reports.

You can schedule reports to automatically send updated report versions to selected SLSC officer email addresses in an Excel or data report format. Scheduling reports is beneficial when frequent reporting occurs at certain times of the year, e.g., skills maintenance training occurs to determine next year's patrol numbers.

You should review the frequently used general reports before creating any customised reports. It is also highly recommended that SLSC officers save any custom reports as electronic SurfGuard report templates to upload to SurfGuard and the SLSC's SLS Members Area Document Library for easy access and use by future SLSC officers as well.

Within the SurfGuard Reports menu, SLSC officers have the option to produce frequently used reports, such as:

- Assessments, awards and licences
- SLSC audits
- Gear and equipment
- Member details
- Organisational management details
- Patrol details.

If no SurfGuard report templates are already electronically filed with the SLSC, new SLSCs officers may also wish to create, file and schedule to run their own custom report templates for the following areas.

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

SurfGuard User Guide

SLSC officers should refer to the [SLSA SurfGuard User Guide](#) for more specific information about SurfGuard such as:

1. [User Access](#)
2. [Routine Administration Tasks](#)
3. [Member Records](#)
4. [Education Assessments](#)
5. [SLSC Organisation Details](#) (that is automatically transferred to other public facing SLS websites and reports)
6. [Patrol Information](#)
7. [SurfGuard Messaging](#) (via text or email)
8. [Maintenance](#)
9. [SurfGuard Reports](#)

Incident Report Database (IRD)

The IRD is within SurfGuard and records all incidents and near-miss incidents for SLS members, staff and members of the public. Please note this does not replace any requirement to report critical incidents to external agencies such as NSW Maritime or Worksafe. Please review the SLSNSW lifesaving SOPs, [SLSNSW website](#) and relevant external agency websites to review reporting requirements.

The IRD data entered by SLS members over decades relies on the integrity of all present and future SLS members. You must maintain the data integrity to inform research, applications for grants, annual reports and the various strategies forwarded by SLS entities. You should check all data being entered or revised for accuracy before entering it into any online system.

Enter the following incidents into the IRD.

- Carnival incident
- Complaint
- Drowning
- Employee injury
- Major first aid, e.g., spinal
- Major rescue
- Major sting
- Member injury
- Minor first aid
- Minor sting
- Near drowning
- Resuscitation
- Search and rescue
- Other, e.g., contractor injury

SLSNSW SLSCs, branches and other services that require access to the IRD need to:

1. Complete the [SLSA IT Systems User Account Application Form 049](#) (Form 49)
2. Open an SLS with the Form 49 help topic—you will need to upload your completed Form 49.

SLSC presidents and their endorsed delegates, such as their Director of Lifesaving, responsible for entering the incident report information into the IRD, should refer to the [SurfGuard User Guide](#) for more information on how to access, add, find and browse incidents within the IRD.

Reflection Questions

1. How are you ensuring that the relevant people receive a copy of the original correspondence promptly?
2. How can you make improvements to your filing systems to make SLS documents easier to find?
3. When was the last time this year that you updated the office-bearer details in SurfGuard for your SLSC?
4. What custom SurfGuard reports are automated to be sent to SLSC email addresses regularly?
5. When was the last time you referred to the latest version of the SurfGuard User Guide and training resources on the SLSA IT Helpdesk website?

Marketing and Communications

Marketing and Communications

Marketing encompasses a wide range of areas and plays an integral part in any SLSC's strategies to retain and develop existing members, recruit new volunteers, build strong relations with the local council and other community groups and attract sponsors. All of these can be categorised as SLS customers.

It is the process of promoting a product or service to people who want to purchase or use the product or service. It is also how every member of your SLSC can communicate the status of the SLSC's key goals while also promoting its valuable services to various intended audiences.

It requires less effort to keep customers than it does to try to find new ones. Remember marketing because it is about establishing who your customers are, what their needs are, and then determining how you can satisfy those needs. Marketing solutions to meet their needs must be supported by effective communication delivered through timely and appropriate communication channels.



Marketing and Communications Teams

Effective marketing and communications are crucial for charities and best delivered by a team of media professionals.

Like many non-profit organisations, SLSNSW has a media and communications team to:

- Oversee and maintain media relations
- Enhance the SLS brand and reputation
- Improve communications between different levels of the SLS organisation
- Produce positive media coverage to benefit our community messages and members.

They also assist Club Management Team (CMT) members with information and guidance about marketing and communications.

SLSNSW recommends that CMT members elect a dedicated SLSC Media and Communications Officer to ensure that media, marketing and communications are managed effectively and efficiently. They should meet the same responsibilities of the marketing and communications team at SLSNSW, which are to:

- Advise SLS volunteer and paid workers how to deal with media relevant to their role
- Deliver consistent and tailored messages in an accurate and timely manner to all stakeholders
- Ensure people perceive SLS in a positive manner
- Ensure the SLS media policy is upheld
- Manage potential and existing media issues and risks.

Refer to the [SLSNSW Media and Communications Team](#) for more information and guidance in relation to marketing and communications. Also, refer to [your local SLSNSW branch](#) for more information on their regional marketing and communications team members in addition to their regional marketing and communications strategy you may wish to align with.

Marketing

These are the four rules of marketing.

1. Identify the market needs.
2. Establish marketing goals that are clear and realistic to achieve.
3. Structure the product or service in a way to satisfy the needs of your audience.
4. Always deliver what you promise, when, where and how you promised it as a minimum.

An SLSC must first identify a reason for marketing. The reason can be identified by breaking down each area of marketing and considering each area separately as part of the SLSC's aims. Asking the following questions may help.

- What are the market needs that the SLSC can satisfy?
- What are the SLSC's products or services?

- Who would be interested in the SLSC product or services?
- Do people understand the SLSC's product or services?
- Who is the SLSC's target audience?
- What specific results does the SLSC want to achieve?
- In what time frame does the SLSC want to achieve these specific results?
- How could the SLSC best promote it to the target audience?
- Does the SLSC have the workforce to implement its plans?

Marketing can be a straightforward process if you treat it as a series of stages. There is no reason why your SLSC could not implement its own marketing strategy and plan.

Marketing Strategy and Plan

All CMT members should have a general awareness of the SLSC's marketing strategy and plan.

Developing a marketing strategy and plan will be the most efficient way to align the key goals of the SLSC. As SLSCs try to make the most of time and people, it is essential the SLSC carefully looks at developing a strong strategy and plan, so all resources are put to their most efficient use.

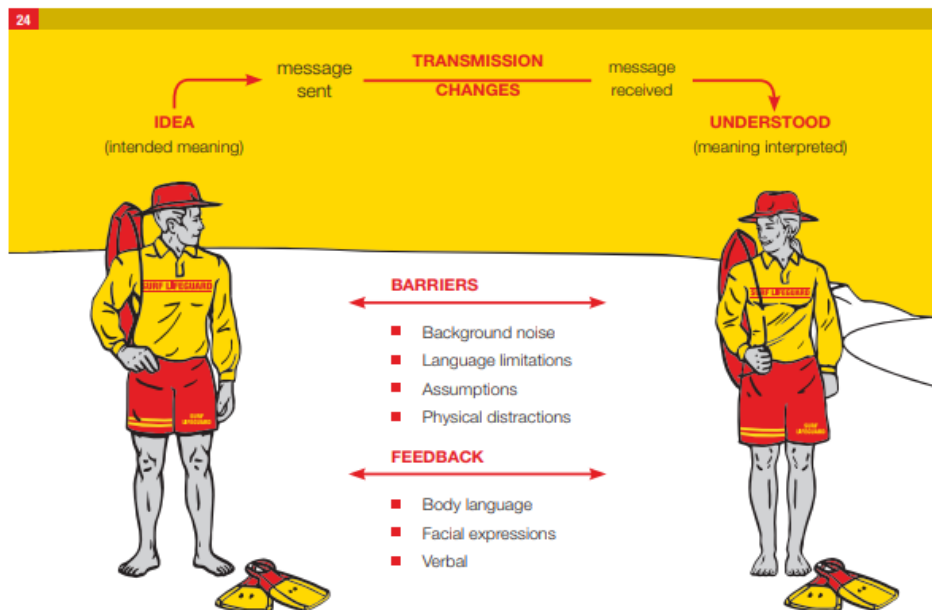
One person should lead a team of SLSC members responsible for implementing the marketing strategy and plan. This could be the SLSC's Chairperson or a specially appointed individual leading a team or committee who constantly assesses the SLSC's marketing strategy. Check to see if any SLSC members, their families and/or friends are employed in the marketing area, and if they might be willing to assist. Other free sources of help may be administrators or officials of SLSCs similar to your own. Public relations companies, marketing and advertising agencies, design specialists and market researchers may also help. However, there is often a hefty price tag attached to these services.

Ensure SLSC members responsible for the implementation of the marketing strategy have a clear understanding of the following different stages of the marketing plan process and the particular order in which one should follow the steps:

1. Define the specific products or services
2. Define the target audience
3. Define the target audience's needs
4. Determine how the products and services will satisfy those needs
5. Establish the required return on investment
6. Set the marketing objectives
7. Develop the marketing strategy
8. Compile the marketing plan
9. Deliver the product or service
10. Evaluate the marketing process.

Effective Communication

One of the most important parts of CMT communication is the first and overall impression you give to your members, the public and other organisations. Ultimately positive impressions rely on gaining and maintaining respect for your role through a good appearance, a professional attitude and effective communication skills that help build strong relationships.



Considerations for Effective Communication

CMT members need to ensure that they use different communication approaches and types of language for different audiences and situations. When developing their communication plan, calendar and individual communication pieces for various members and non-member audience groups, CMT members need to clarify the following areas.

1. Who—audience of the communication

- What are the demographics of the audience and their communication preferences?
- Is the audience all SLSC members or specific groups of SLSC members (internal)?
- Is the audience potential members or sponsors, or local council members (external)?
- What level of formality do they require?
- What is our relationship with the audience?
- What are their language skills?
- How many people are in the audience?

2. Why—reason for the communication

- What are the key messages needed to be conveyed?
- Is this information that is urgent and/or important for them to know?
- What actions do they need to take?
- What information do they need to consider moving forward?

3. What—what we are going to communicate

- What is it that you need to communicate?
- How can you keep it simple? e.g., three to five points of information in infographics
- Is it official information for the historical record?
- Are you duplicating information that you could link people to?

4. How—best form of the communication

- What communication methods does the target audience prefer?
- How will you adapt the content for multiple communication methods to convey your message to different targeted audiences?
- What are the best communication methods and channels to ensure your message arrives to the audience in time?

- How will you balance words, images, sounds and body language?
- How can a person opt out of receiving messages?

5. When—best time to communicate

- When are members receiving other SLS communications from state, branch and SLSC subgroups?
- When is the best time to send the communication piece?
- Does the communication piece conflict with any other scheduled communications in the SLSC communications plan?
- How urgent is the message to reduce any level of risk or avoid incorrect actions?
- When will you follow up on the communication if needed?

6. Where—where to communicate

- Is the information best communicated in person, online or a blend of both?
- Where is best to communicate the information in person and why?
- What communication facilities are available at the location?
- How far do people have to travel to receive the information in person?

Note:

All SLSC members can learn more about effective communication within the latest *SLSA Public Safety and Aquatic Rescue* training manual's Communication module.

Providing Feedback

Another part of effective communication is providing positive, compassionate and constructive feedback that identifies the impacts of specific behaviours and offers alternative behaviours for improvement. A quick and easy acronym for CMT members to remember when providing feedback is BIO:

B—behaviour—the specific behaviour prompting specific and timely feedback

I—impact—the specific impact of that behaviour (consequence, feelings etc.)

O—options x 3—at least three options of alternative behaviours they may wish to try moving forward.

For example:

'Hey John, great meeting tonight. I can tell you put a lot of preparation into clearly communicating its key messages and thought you provided some great constructive feedback to support everyone. When you gave your lifesaving presentation during tonight's CMT meeting, I noticed that you referred us to an outdated copy of the SLSNSW Lifesaving SOPs. I am concerned that our fellow CMT members will base decisions on its outdated information and inform other members to do the same, leading to an unsafe situation. I am also worried that they may feel confused or embarrassed when another member presents them with the updated information from the current version. To avoid this in the future, you may like to encourage us all to save the SLSNSW website housing Lifesaving SOPs to our Internet favourites so that we can easily refer to the current version at any time online. Alternatively, you could share your iPad screen with the SLSA Publications app open to the Lifesaving SOPs section of the SLSNSW Club Guide. Another option to consider could be referring to the latest SLSNSW circulars in the moments before the next meeting to note if there are any announcements you need to discuss with the CMT regarding recent changes to the Lifesaving SOPs. Anyway, something to think about. Thanks again for tonight and let me know if I can be of any help with next month's CMT meeting.'

Note:

All SLSC members can learn more about providing compassionate and constructive feedback within the latest *SLSA Public Safety and Aquatic Rescue* training manual's Communication module.

Communication Plans and Calendars

SLSNSW recommends CMT members use professional communication management software to manage and implement their communications plan and calendar of internal and external communications, with the support of media and communication team members.

CMTs should always refer to the SLSNSW events calendar and your local SLSNSW branch events calendar when considering when is best to provide many communication pieces. They should also consider the eNewsletters sent weekly, monthly and as needed by SLSA, SLSNSW and their local SLSNSW branch, such as [Club Mail](#), [Surf Sports Weekly](#) and [Beyond the Flags](#).

Internal SLSC Communication Channels

Internal SLSC communication channels are those used to communicate members-only information to SLSC members.

SLSCs should have a communications schedule noting what can wait for regularly scheduled internal communications and what should be sent urgently.

Note:

While most communication channels are electronic, it is important to remember that some members prefer to receive paper-based communications through the post or on an SLSC noticeboard.

SLS Members Area

SLSA created the SLS Members Area based on member feedback for a one-stop shop for all SLS member's online needs and SLS members-only resources. It reduces the need for members to go to multiple emails, websites and other communications to locate the latest news and member resources, access or change their member information and make payments as required.

All SLS members in SLSA's National Membership Database, SurfGuard, can access the SLS platform by creating an SLS Members Area account.

Club Management Team members should be allocated permission in SurfGuard to update the SLS Members Area Document Library and News and Events menus. This way, they can ensure that their current SLSC members-only information and resources are available alongside those of SLSA, SLSNSW and their local SLSNSW branch.

Club Management Team Members should upload and maintain their latest SLSC member-only electronic resources in the SLS Members Area Document Library. For example:

- Electronic PDFs, such as SLSC policies, guidelines, standard operating procedures (SOPs), templates, patrol operations manuals, terms of reference for committees and SLSC officer roles, SLSC Constitution, emergency management plans
- Work and Excel templates, such as WHS and financial documents
- Videos such as any training videos related to standard operating procedures and SLSC inductions.

CMT members should also update, maintain and refer their members to the SLS Members Area News and Events menu for their SLSC organisation level.

The SLS Members Area should be referenced (or linked) in internal SLSC communications that relate to its main features, which allow members to:

- Access SLS eLearning platform
- Create and manage family groups
- Download their patrol roster in ical format to a smart device
- Make a patrol swap request and accept another member's requests to swap a patrol date
- Pay fees related to membership, courses and carnival entry
- Purchase SLS publications, equipment and merchandise
- Read the latest news and events
- Renew their membership
- Request a transfer to another SLSC
- Submit online SLS forms, such as those for member recognition awards and TAF re-endorsement
- Update their personal and contact details
- View their membership history, awards, patrols and transactions.

Every SLS member is prompted to create their own unique SLS Members Area account upon joining an SLSC. All SLS members need a unique account to access the SLS Members Area to obtain an SLS eLearning account, e.g., to complete online skills maintenance theory requirements. CMT members need to ensure every member has access to the SLS Members Area upon joining the SLSC.

Refer to the [SLS Members Area User Guide](#) information about maintaining your SLSC's information and resources communicated with members within the SLS Members Area.

Circulars

A circular is a letter containing important information for a large number of members, if not all members.

Examples of important information contained within circulars include:

- Grant options
- Policy updates
- Skills maintenance requirements.

Circulars from SLSNSW are located on the [SLSNSW Circulars and Memos](#) webpage. National SLA circulars are located in the SLS Members Area Document Library. SLSNSW circulars often contain information in addition to that within an SLA circular, as they contextualise the national information to local NSW requirements, such as those related to NSW-specific legislation.

Refer to the [SLSNSW Club Mail](#) eNewsletters every Thursday for a list of the latest SLSNSW and SLA circulars released containing the information from SLS entities.

Memorandums

A memorandum is an official reminder about actions required by a large number of members if not all members.

Examples of reminders within memos include:

- Annual SLSC governance requirements
- Event updates
- Expressions of interest requests
- Time-sensitive grant applications.

Memorandums from SLSNSW (memos) are located on the [SLSNSW Circulars and Memos](#) webpage. Find national SLA memos in the SLS Members Area Document Library.

Refer to the [SLSNSW Club Mail](#) eNewsletters every Thursday for a list of the latest SLSNSW and SLA memos released containing the information from SLS entities.

Bulletins

A bulletin is a short official public announcement by SLA made to inform people about an important matter.

Examples of short announcements within bulletins include updating or releasing new training manuals, such as the [SLA Public Safety and Aquatic Rescue](#) and [SLA Surf Sports](#) training manuals.

Find national SLA bulletins in the SLS Members Area Document Library.

Electronic Newsletters

Electronic newsletters (eNewsletters or eNews) are tailored electronic publications distributed regularly to members based upon their membership status and SLSC role noted within SurfGuard.

The key electronic newsletters in NSW are:

- [Club Mail](#)—released every Thursday for CMT members and all SLSC members who wish to subscribe
- [Surf Sports Weekly](#)—released every Wednesday primarily for surf sport officers and team members
- [Beyond the Flags](#)—released every month for all members wanting to know about SLS in their community.

Members can choose to subscribe to electronic newsletters that separate their information into categories and include links to information such as:

1. News articles based on topics of interest, such as SLSC member awards and recognition
2. Announcements with calls to action, such as feedback requests and expressions of interest
3. Important internal communications, such as circulars, memos and bulletins

4. Products and services relevant to the member, such as campaign resources and support
5. Event information, such as SLSC social events, competitive surf sports and other special event opportunities
6. Grants and fundraising opportunities
7. Employment opportunities
8. Local SLS club and branch websites for more local news and events.

The information within eNewsletters is tailored to different audiences, includes articles provided by SLS volunteers and staff, and links to discover more information and opportunities within the SLS organisation. Electronic newsletters also offer people the option to unsubscribe or block email senders if they prefer to go to a website to review the latest information without an email reminder.

SLS members receive weekly electronic newsletters from SLSA and SLSNSW on Wednesdays and Thursdays, and on other days from SLSNSW branches. It is important that SLSCs are mindful of the number and frequency of newsletters/emails their members are receiving and the level of information they duplicate to avoid overcommunication. SLSCs are recommended to refer members to these key electronic newsletters, those from their branch and their website, for more local information.

If your SLSC chooses to produce its own electronic newsletter to inform and market to its members and others within their local community, SLSNSW recommends using email marketing software, such as [MailChimp](#), for professional newsletter templates, easy mail list management, automation of various administrative tasks, app integrations and data analysis tools that help inform decisions.

Emails

Emails are a way to send and receive near-instant messages across the Internet to one or more people. They are usually more formal communications than a text message as they include an email signature and are sent to an inbox.

Like formal documents, emails can be filed, labelled, prioritised, grouped and filtered for easy communications management and different privacy settings. Email addresses can also be organised into address books and added to a mailing group for mass communication management.

You should include email signatures in at least the first email sent within an email chain so that the recipient can quickly refer to, and share, the sender's:

- Full name
- Job title and organisation name
- Postal address
- Phone and email contact details
- Website and social media accounts (include links)
- Email signature image (optional for advertising)
- Privacy statement in relation to intended recipient (if required).

Note:

An electronic signature may be regarded as being legally binding if it meets the requirements under the latest [NSW Electronic Transactions Act](#).

The average office worker receives around 80 emails each day. With that volume of mail, individual messages can easily get overlooked. To avoid your emails being mistaken for spam or being overlooked, and to ensure your message gets across in a clear and simple way, refer to the below tips on how to write effective emails.

Tips on How to Write Effective Emails

- **Do not overcommunicate by email**—ask yourself if the email is necessary for the written record, too personal, will avoid back-and-forth communication, or if it would take less time to communicate by phone or in person.
- **Make good use of subject lines**—create subject lines that grab attention, summarise the email content and include any reply time frames required.
- **Keep messages clear and brief**—keep your messages short and to the point and avoid the need for the reader to scroll down the page. The email body should be direct and informative, and it should contain all pertinent information (a shortlist using bullet points or numbers can help with this). You should include any further details in an attached document or zip file, or you should include a hyperlink to the location of resources, including further details.
- **Be polite**—be polite as the emails you send formally reflect your professionalism, values and attention to detail.

- **Check your tone**—write in a formal tone as your choice of words, sentence length, punctuation and capitalisation can easily be misinterpreted without visual and auditory cues. A formal tone requires little to no inclusion of jargon.
- **Proofread**—take a moment to review your email for spelling, grammar, and punctuation mistakes, the length and tone of the message, and to ensure it is addressed to the correct email address.
- **Review email etiquette** on when to use [BCC vs CC](#) in SLSC emails.

For more tips on how to write effective emails, refer to the NSW Government's webpage on [Writing Effective Emails](#).

Spam Email

Spam emails (junk mail) are unsolicited messages sent in bulk by email (spamming). The [Spam Act 2003](#) governs email marketing in Australia, and the Australian Communications and Media Authority (ACMA) enforces these email marketing laws and provides [tips for avoiding sending spam](#). Spam email is often automatically diverted to spam email folders. This is an important safety feature to help identify spam emails that often contain links or attachments that lead to phishing websites or sites hosting malware. Sometimes emails you send in bulk to multiple members may be automatically flagged as spam until they file the email in their inbox. This is why it is important to communicate with members through multiple channels and always refer them to an SLSC website or official SLS resource for more information.

Note:

Today email addresses are the basis of many software platforms and Internet-related services. For example, a Gmail email address also forms the basis of a Google account. Google accounts include access to many advanced, free and secure online tools used by businesses such as calendars, word document and spreadsheet software, online cloud storage and YouTube video uploading options. For this reason, it is important to follow current best-practice guidelines for password and online protection as per the [Australian Government's eSafety Commissioner](#).

Creating SLSC Email Addresses

A club-based email address should be created for all official and SLSC related correspondence, so the recipients know that the email came from the SLSC. Current advice is that it should contain an email disclaimer such as the one below:

"This message and any files attached are intended solely for the use of the person to whom it is addressed and may contain information that is confidential and privileged under applicable laws. If you are not the intended recipient, you are hereby notified that any use, review, disclosure, copying, printing, distribution or dissemination of this message is prohibited. We take no responsibility for any reliance that you may place on this message, and we further take no responsibility for any viruses or other damaging elements that may be contained in this email together with any of its attachments. If you have received this message in error, please notify us by return email, and arrangements will be made to retrieve the same from you."

The sender should use a signature file to indicate their position and their contact details should the email recipient wish to make contact.

Instant Text Messages

Instant text messages send quick, informal messages or notifications to members on the go and are a suitable communication method to engage in informal and electronic back-and-forth discussion when you do not need an instant reply.

The SLS eLearning platform and SurfGuard contain instant text message features for bulk member texting to member mobile numbers entered within SurfGuard. Refer to their respective user guides on the SLSA IT Helpdesk website for more information.

SLSC Noticeboards

SLSC noticeboards may be physical and/or electronic boards for members to display notifications. Examples of notices include social event flyers, SLSC meeting calendar and announcements and safety reminders following incidents or near-miss incidents.

SLSC noticeboards should be in a prominent position so all SLSC members can view the notifications online or offline. For example, an offline SLSC noticeboard may be positioned at the key entrances to the SLSC. An online SLSC noticeboard may be appearing on the SLSC website home landing page.

Many SLSC noticeboards include posters with QR codes that allow people within the SLSC to easily and electronically report any WHS concerns, near-miss incidents, and workplace injuries. Posters with QR codes also enable SLSC members to easily provide valuable feedback to the different SLSC committees and SLSC officers on other important SLSC matters.

SLS National, State and Branch Events Calendar

The [SLS National, State and Branch Events Calendar](#) communicates upcoming national, state and branch events to SLS members. SLSCs should refer to this calendar when scheduling SLSC activities to avoid conflicting event dates.

Video Conferencing

Video conferencing can simplify virtual conferencing and messaging across multiple devices while also syncing meetings with calendar systems. It is important to ensure that whatever video conferencing platform you choose to use for SLS meetings, it has robust security settings, including passcode protection and role-based security options.

Examples of video conferencing platforms frequently used by CMT members include:

- [Microsoft Teams](#)
- [Zoom](#)

Remember to follow current best-practice guidelines for password and online protection as per the [Australian government's eSafety Commissioner](#).

External SLSC Communication Channels

External SLSC communication channels are available for members of the public and potential sponsors to access.

Websites

Your SLSC website communicates information about your SLSC to its members and all members of your local community.

Any reference to members-only resources, news and events should include a link to the appropriate page on the SLSNSW website or within the SLS Members Area Document Library.

Refer to the Managing an SLSC Website section of this Club Guide for more information.

Emails

Emails are often sent to members of your local community or other organisations to provide information or request a call to action.

For this reason, it is important to communicate in a formal manner and streamline your external email communications with those from other SLS entities, such as your local SLSNSW branch, SLSNSW and the SLS Foundation. Formal communication is especially important when communicating with schools and potential sponsors.

Refer to the early section on member email communications for more information and tips on writing effective emails, maintaining the privacy of other people's email addresses and avoiding your email messages being perceived as spam email.

News

It is not uncommon to see a news story in your local newspaper or on television relating to the SLS organisation or its members. These may be news stories in response to an approach from a representative of a news organisation, an independent news reporter, or in response to great media relations established by an SLS marketing and communications team members. Refer to the Media section of this Club Guide for more information.

Social Media

Many SLSCs are increasingly using social media to provide information to their members or promote the SLSC's services and membership opportunities to the local community. A key advantage of social media is that it allows virtual real-time communication with people and is particularly helpful in engaging with generations who have demonstrated a preference for this communication style.

Social media tips

- Create a realistic social media schedule to improve your engagement and audience retention, e.g., commit to two or three posts per week.

- Follow other SLSCs, branches and state centre social media accounts for inspiration and guidance. It is a great way to find content relevant for your members or community that you can easily share.
- Take advantage of free apps that allow you to create free image or video templates, e.g., [Mojo for Instagram](#).

Refer to the SLSNSW website on [Social Media](#) for more information about social media use for SLSCs, how to manage your SLSCs social media accounts and more guidance to ensure that all members follow the [SLSA Policy 6.20 - Social Media \(v May 2020\)](#).

Media

General news and positive lifesaving stories increase this exposure, which not only raises the movement's profile but also supports current sponsors and helps attract potential sponsors. Establish a strong and ongoing relationship with media in your local area to ensure your SLSC can promote itself to the wider community and guarantee the right message is communicated by the right people.

All media enquiries received by the SLSC should be directed to the SLSC Media and Communications Officer. They should be the person who sends out media releases on behalf of the SLSC. For example, SLSC promotions and fundraising events, lifesaving and junior development programs, SLSC open days and membership opportunities.

When issues or news stories involve multiple SLS clubs, your local SLSNSW Branch Media and Communications Officer should take care of these media opportunities (e.g., matters relating to SLSNSW branch-led programs and special events and major rescues and drownings in your local area).

Any media issue, marketing strategy or communication piece relevant across multiple regions within NSW will be dealt with on a state level by the SLSNSW Media Manager, and the National Media Manager will manage any similar matters across Australia. For example, they will manage matters relating to political issues and events, state or national issues and incidents and surf sport events on a state or national level.

Your SLSC Media and Communications Officer should contact all media outlets in your area and maintain an accurate record of their contact details to establish a comprehensive media database for your area. They should update this database at the start of each season and use it to help them develop relationships with as many media contacts as possible to ensure the best chance of gaining regular positive exposure. The best people for them to approach are usually the editor or chief of staff as they will outline the best way to contact them during the season.

When conversing with the media, the SLSC Media and Communications Officer will be:

- Open and honest by providing only basic facts e.g., 'lifesavers reacted as soon as they became aware a person was in trouble'. They do not provide any information that we are not able to discuss, or that would be detrimental to the movement
- Referring the media to other relevant authorities as required, e.g., the rescue helicopter
- Well-presented, wearing official SLSC shirts when speaking about SLSC issues or, like other patrolling members, wearing full lifesaving attire (patrol uniform) with sponsor branding in accordance with SLSA policy when speaking about lifesaving incidents
- Working closely with duty officers who deal with the media concerning major incidents in their local area as per [SLSNSW Lifesaving Standard Operating Procedure 13.1 Media—Critical Incidents](#).

All SLSC Media and Communications Officers can contact the [SLSNSW Media and Communications team](#) at any time for advice on media issues. The team will keep them informed of sensitive issues to ensure effective management of situations that may attract media attention.

Reflection Questions

1. How does your SLSC elect the members of its Marketing and Communications Team?
2. What were the outcomes of the previous SLSC Marketing Strategy and Plan Evaluation?
3. How effective are your SLSC's current internal and external communications?
4. Are any changes needed to the SLSC's communications schedule for greater alignment with other SLS entities, e.g., other SLS clubs in your region, your local SLSNSW branch and SLSNSW?
5. How are media enquiries directed to and from the SLSC's Marketing and Communications Officer?

Information Technology

Information Technology

As with any workplace, information technology is used by all SLS members to:

- Allow for many work activities to be completed anytime from anywhere with remote Internet and digital device access
- Protect member privacy and increase the security of member information
- Increase communication, collaboration, creativity and transparency where possible
- Increase productivity and streamline repetitive processes with automation
- Provide faster and more personalised customer service
- Stay competitive.

IT Governance

IT governance is a broad term used to manage and control an organisation's Information Communication Technology (ICT) components that align to help the organisation achieve its strategies and objectives.

IT governance does the following:

1. Ensures that IT assets (systems, processes etc.) are implemented and used according to agreed-on policies and procedures
2. Ensures that these assets are properly controlled and maintained
3. Ensures that these assets are providing value to the organisation (supporting its strategy and business goals).

IT governance is practically implemented through an organisational 'Acceptable Use of IT Policy'. All SLSNSW staff and volunteers should be made aware of this policy, which sets the expected behaviours when using an SLSC's technological resources. Sample policies with the latest IT considerations may be requested from the [SLSNSW Information and Communications Technology \(ICT\) Team](#).

Cyber Security

Cyber security is the practice of defending computers, servers, mobile devices, electronic systems, networks and data from malicious attacks. This is important to protect the privacy of SLSC members, prevent any SLSC data from being stolen or used for malicious purposes and avoiding legal action.

There are a few areas of cyber security to consider.

- Application security—protecting software data assets.
- Disaster recovery and business continuity plans—protecting the continuation of business while trying to operate without certain resources in response to a cyber security incident.
- End-user education—protecting the SLSC by teaching members good cyber security practices, such as deleting suspicious email attachments and not plugging in unidentified USB drives.
- Network security—securing a computer network asset from intruders, whether targeted attackers or opportunistic malware.
- Operational security—procedures and processes for handling, storing and protecting data assets.

The following information includes a few practical things to consider when looking to implement effective ICT governance, management and cyber security.

Ensure SLSC systems are patched, have all software systems up to date and have active virus protection

Set all personal computers (PCs) and laptops, tablets and other digital devices to auto-update and regularly check to make sure this is happening. Avoid 'snoozing' your PC. Your computer needs to reboot to apply updates notifications by shutting down at the end of the day and rebooting it with the updates (which often include bug fixes). Also, set your mobile digital devices to automatically update mobile applications and regularly check your device's app store to make sure that they are being updated as expected.

Back up files regularly

Back up SLSC files in two different locations and test that you can restore files from your backup. Think what would happen if your SLSC's office had a fire or a key administration laptop had a critical failure—how much data could you recover? You should aim to have your backup data regularly synchronised online to an enterprise-grade cloud storage solution. Also, ensure that is secure and not accessible to anyone who should not have access.

Where practical, use enterprise-grade cloud storage

As charitable not-for-profit (NFP) organisations, SLSCs can often get access to enterprise-grade IT services for free or at a heavily discounted rate. Avoid any free online cloud storage sites that use your data for marketing purposes, as they do not consider it private in their terms and conditions, e.g., Google Drive.

Regularly review who has access to what devices and SLSC accounts

Use the principle of the least required permission for the person to complete the task required of them.

Consider:

- Has someone recently exited the SLSC or stepped down from an officer role?
- Does someone still need access to the SLSC and member details in SurfGuard, the SLSC's email or banking systems?
- How does the SLSC monitor and manage what system permissions are granted to which SLS volunteers and staff?

Ensure that passwords are not written down, shared or easy to guess, and are regularly updated

Once a password has been shared, you have effectively lost control of who has access to the resource protected by the password. Ensure that a password is not on any 'most common passwords' list and regularly update them, e.g., SurfGuard will ask you to update your password every 20 days to protect SLS member information.

Where possible, use 'named accounts'

Avoid generic named accounts after SLSC roles as these are more vulnerable to phishing attacks and do not allow other members to immediately identify information about the owner of the account. For example, use President2020-21@slsc.com.au instead of president@slsc.com.au to identify the SLSC President requiring president access to the SLSC accounts for the 2020/21 season only and help secure your SLSC's ICT resources.

Use unique passwords and secure password management tools

Ensure that the same password is not used for multiple resources, e.g., do not use the same password for the SLSC's Facebook page and Internet banking. Take the time to explore the use of reputable free secure password management tools that are available to assist businesses and SLSCs monitor and manage their IT system passwords.

Use 2-factor authentication (2FA) or multi-factor authentication (MFA) wherever possible

Both 2FA and MFA require a second factor be presented at the time of logging in as an extra layer of security. This can often be a text message to a mobile phone or a unique and time-sensitive code sent to an email address or an authentication app that helps protect your data. It also lets you know if and when some unauthorised person is attempting to log into your account.

Be aware of what is considered private versus personal information

There are legal obligations to protecting personal information that is collected, especially about how and what is collected and how it is securely stored. Be sure to always stay current with the [legal privacy obligations for organisations](#), especially regarding the personal details of children under the age of 18 years.

Ensure key ICT assets are physically secured

Store the SLSC's key ICT assets in a climate-stable environment. Electronic devices do not like dramatic changes in humidity and temperature, and especially do not like salty air. Safe storage will protect them from damage, extend their usage and reduce maintenance costs.

Reinforce that everyone is responsible for IT security. Encourage and educate SLSC members to [understand the risk of phishing and how to recognise fraudulent requests](#) and your SLSC's 'Acceptable Use of IT Policy'. If someone accidentally provides their login details to a phishing website, they must immediately change their password wherever used to maintain security.

SLS Online Platforms

SLSNSW Website

Regularly visit the SLSNSW website to keep up to date with the latest news and events relevant to your SLSC. Download SLSNSW-specific resources for SLSC management teams and learn more about SLSNSW community programs and partners. The SLSNSW website is a public-facing website that many local community members, commercial course participants and potential sponsors often visit when exploring how they can get involved in, or partner with, SLS in NSW.

[SLSNSW Website](#)

SLSA Members Area

All members should visit the SLSA Members Area to view, renew or update their membership details, view their patrol and SLS award details, register their interest or attendance for assessment events, access internal SLS documents and training resources and the eLearning portal. A member's unique SLS Members Area login details are also used to access SLS mobile applications relevant to their roles within an SLSC.

[SLSA Members Area](#)

[SLS Members Area User Guide](#)

SurfGuard

SurfGuard is the SLSA membership database. Club Management Team members and officers assigned access to SurfGuard may run regular reports on members to monitor compliance, assign members to patrols and training squads and administer member and SLSC details. Officer positions and awards within SurfGuard determine who receives role-specific email communications from SLSA, SLSNSW and SLSNSW branches and access to certain apps. It is important to ensure all details are accurate and up to date as they link to other SLS platforms and are included in reports that form the basis of many decisions made by Club Management Team members.

Refer to the [SLSC Records and Reporting](#) section of this guide for more information on SurfGuard.

[SurfGuard](#)

SLSA Operations App

The SLSA Operations app helps Patrol Captains and Vice-captains record statistics, manage member hours on patrol, monitor and manage a beach according to the lifesaving standard operating procedures (SOPs). It also reduces their administrative burden with automation and uses the data they enter to update the beach patrol status and surf conditions on the Beachsafe website. Patrol Captains and members use this app to sign in and out of a patrol, complete relevant patrol logs and update the status of patrol team members and patrol equipment.

[SLSA Operations App—Login](#)

[Apple App Store—SLSA Operations App](#)

[Google Play Store—SLSA Operations App](#)

[SLSA Operations App User Guide](#)

SLSA Beachsafe Website and App

The SLS Beachsafe website/app is where members of the public can view the status of any beaches they intend to visit. In addition to a beach's patrol status, it includes information about the weather forecast, surf conditions, beach hazards and community facilities.

This information is regularly updated and uses real-time data feeds from the NSW SurfCom Operations Centre, SLSA Operations app and the national Bureau of Meteorology (BOM). [SLSA Beachsafe website and app](#)

SLSA Publications App

The SLSA Publications app allows members to have access to the latest version of various SLS publications in an easy-to-view format and while on the go. Examples of these are the *SLSA Public Safety and Aquatic Rescue Training Manual* and the *SLSA Surf Sports Manual*. The mobile application format of these publications includes more engaging features, such as interactive images, videos, bookmarking, collated highlights, quick searches and update notifications. Once accessed, the publications are available within the app on or offline.

[Apple App Store—SLSA Publications App](#)

[Google Play Store—SLSA Publications App](#)

SLS eLearning Platform

The SLS eLearning platform is an online learning management system for members to complete online learning and theory assessment components of SLS courses that may be monitored by SLSC Chief Training Officers and other education team members with admin access. It is linked to SurfGuard and the SLSA Assessing app to help reduce and automate the administrative requirements for training and assessing. Members may also use the eLearning platform to enrol in assessment events at your SLSC and other SLSCs within Australia.

[SLS eLearning Platform](#)

[SLS eLearning Platform User Guide](#)

SLSA Learning App

The SLSA Learning app is a quick and easy way to access the SLSA eLearning platform from any mobile device while on the go and connected to the Internet. It is available to download from both the Apple app store and Google Play store. Members enter their unique SLSA Members Area login details to access the eLearning platform just like on their desktop.

[Apple App Store—SLSA Learning App](#)

[Google Play Store—SLSA Learning App](#)

SLSA Assessing App

The SLSA Assessing app allows assessors, endorsed assessors and endorsed delegates to create and mark assessment activities without using paperwork. Furthermore, it reduces the administrative requirements for Assessors and Administrators as it automatically links with the SLS eLearning platform and SurfGuard, carrying results across.

[Apple App Store—SLSA Assessing App](#)

[Google Play Store—SLSA Assessing App](#)

[SLSA Assessing App User Guide](#)

Sport Event Management System (SEMS)

SEMS is the current SLSA event management system available to run and manage SLS surf sports events. In addition to helping SLSCs manage, administer and report on event details, it supports digital data entry on event days, with development progressing to enable the electronic tracking of competitors and several new features. SEMS provides reporting functionality, can improve event safety through new developments and provides for both surf sports officers and competitors to have their results made available faster across a user-friendly platform. SEMS also links to SurfGuard to identify if competitors have met their entry requirements.

[SEMS](#)

[SEMS User Guide](#)

SLS Payment Gateway

The SLS Payment Gateway is an option available for SLSCs or branches to accept credit card payments for goods and services via a digital device such as a computer instead of an EFTPOS machine.

[SLS Payment Gateway](#)

[SLS Payment Gateway User Guide](#)

SLSA Online Store

This online store allows members to purchase SLSA's official branded merchandise, publications and other surf lifesaving related resources. Club Management Team members with administration access may also purchase patrol equipment and other items in bulk for their SLSC members, such as single-use access codes for publications within the SLSA Publications app.

[SLSA Online Store](#)

SLSA IT Helpdesk

Regularly visit the SLSA IT Helpdesk to keep up to date with new features added to SLS online platforms and the latest versions of their training resources, which are frequently updated.

Remember to refer to the SLSA IT Helpdesk to log a support ticket for personalised technical support or provide suggestions for future enhancements to SLSA online platforms.

[SLSA IT Helpdesk](#)

[SLSA IT Helpdesk Support Ticket](#)

Managing an SLSC Website

In addition to branch, state and SLSA websites, SLSC-specific websites are highly effective and efficient tools to communicate both to your members and the wider community about all the activities in and around the SLSC. Your SLSC website is usually the first point of contact potential members, sponsors and members will make to find out information about your specific SLSC.

Each Club Management Team (CMT) member should monitor their SLSC's website to ensure their contact details and other information related to their role is accurate and up to date for each season. Also, they should monitor what else is going on in the SLSC that they need to note or inform members of.

The CMT should engage members with IT skills, or those who have the time, to become content producers, coordinate the website, and keep it up to date with the latest information and search engine optimisation (SEO) trends, perhaps on a rotational basis.

As your SLSC website represents the Surf Life Saving movement, it is very important that the messages, content and information displayed on your SLSC website is accurate, up to date, appropriate, consistent and inclusive. Additionally, it should link to the latest official SLS resources and webpages with information.

These are the key things to note.

- Do not post or include names and contact details of members who are not SLSC officers on your website (to meet your SLSC's requirements governed by the *Privacy Act*).
- Have carefully curated mega menus to allow for easier navigation for members and non-members.
- Have effective IT security and governance measures in place in preparation against hackers who frequently attempt to gain member information.
- Ensure all images and photos are in line with *SLSA Policy 6.21 Photography*. Have licences obtained where required, and do not breach any copyright laws—act quickly if you notice a breach of the law.
- Include links on your SLSC website to the current and official SLS member resources on the SLSNSW website or in the SLS Members Area Document Library. This can help increase the performance of your SLSC website and help ensure the information it provides is always current and accurate.
- Keep internal and external SLSC communications short and simple by referring and hyperlinking members to and from your SLSC website as the single source of truth available at all times of day and night.
- Promote partnerships in a positive light and acknowledge supporters, e.g., include a supporter's logo on the website.
- Professional websites should use professional designs and templates available to assist with SEO and create a positive user experience.

SLSA IT Support

The small SLSA IT Helpdesk team updates and supports members with the national SLS IT systems such as SurfGuard, the SLS Members Area, SLS eLearning platform, SEMs and SLSA mobile applications.

The SLSA IT Helpdesk releases the [National IT Circular](#) that outlines updates and changes to the national IT systems. This information is often also found within the news section of SurfGuard.

Each year, the SLSA IT Helpdesk team also releases an updated version of the [SLSA IT Systems Guide for Season Close & Start of Season Tasks](#) to assist SLSC administrators and officers perform 'close of season' and 'start of season' tasks relating to SLS online Platforms. This user guide is divided into four sections:

1. Season close tasks checklist
2. Detailed information relating to the season close tasks listed
3. Start of season tasks checklist
4. Detailed information relating to the start of season tasks listed

The SLSA IT Helpdesk team regularly updates their [SLSA IT Helpdesk](#) website with:

- a notification of the current system status
- [Application links](#)
- [FAQs](#) such as [eLearning FAQs](#)
- [Feedback forms](#)
- [IT video guides](#)
- [IT webinars](#) training options
- Online platform user guides.

All SLS members should refer to the latest system status updates, user guides and FAQs on the [SLSA IT Helpdesk website](#) before contacting the SLSA IT support team.

If the IT FAQs or user guides do not address your issue, please [log a support ticket](#) (one per person). Be sure to include as much detail as possible, including any screenshots and information about the digital device and web browser in use when you experienced any technical issues. This valuable information will help the SLSA IT team find the root cause of an issue, determine how many other members any issue may impact, prioritise the issue's resolution and update the SLSA IT Helpdesk website FAQs and system status as quickly as possible.

After raising a support ticket, you can [check its status](#) or monitor your email inbox and spam folder closely for an email reply. Note that there is a large increase of support tickets made during peak periods of training or surf sports events which may increase the expected reply time—see the latest helpdesk stats on the SLSA IT Helpdesk website.

Refer to the SLSA IT Helpdesk website for current office hours and any other queries you may have about SLS IT systems.

Note:

- Only SLSNSW staff can correct a member's date of birth (DOB) within SurfGuard. Send all DOB change requests to [SLSNSW](#), having confirmed proof of identity.
- The SLSA IT Helpdesk cannot administer any changes to SLS awards for them to appear sooner within the SLS Members Area or SurfGuard. Advise members to contact their Chief Training Officer regarding the status of their awards.

Feedback and suggestions for IT enhancements

Regarding any national IT system noted on the SLSA IT Helpdesk website, you can [log a Future SLSA IT Enhancement/Suggestion](#) or [provide feedback about any SLSA IT](#) system through the SLSA IT Helpdesk.

If SLSA does not provide the IT system, please [contact SLSNSW](#) to provide your feedback and continual improvement suggestions concerning other IT solutions.

Reflection Questions

1. How does your SLSC's 'Acceptable Use of IT Policy' help achieve the current CMTs SLSC strategies and objectives?
2. How are your SLSC's volunteers and staff trained in your SLSC's cyber security measures?
3. When was the last time you updated your SLSC website with links to the latest information on the SLSNSW and your branch's websites?
4. How often do you refer to the SLSA IT Helpdesk FAQs, system status and user guides on their website to answer your IT queries before raising an IT support ticket?
5. When was the last time you provided the SLSA IT Helpdesk with feedback and recommendations for continual improvement to the SLS systems?

Work Health and Safety (WHS)

Work Health and Safety

The information contained within this section of the SLSNSW SLSC guide provides a brief overview of the information contained within the [SLSA Guidelines for Safer Surf Clubs \(v4 May 2020\)](#), which cover procedures, forms and direction on health and safety matters in the SLSC environment. The guidelines cover four key areas that should be referred to by everyone holding an SLSC or branch officer position:

1. An introduction to health and safety
2. Risk management and SLSC safety inspections
3. Common hazards in the SLSC environment
4. Special events and event safety.

SLSNSW recommends that every SLSC officer completes the online [Safer Surf Clubs](#) course. After completing this online course, SurfGuard will automatically issue the Safer Surf Clubs award to the SLS member.

The WHS resources and templates referred to in the guidelines and online course are available within the SLS Members Area Document Library within the WHS category.

For example:

- [SLS Members Safety Brochure](#)
- [Club Health and Safety Inspection Form](#)
- [SLSA Health and Safety Policies and Guidelines Self-Audit Checklist](#)
- [SLSC Hazard and Risk Register](#)
- [SLS Activity Safety \(Risk\) Plan](#)
- [SLS Chemical Substances Register](#)
- [SLS Application for Involvement in a Special Event](#)

Tip:

Many SLSC noticeboards include posters with QR codes that allow people within the SLSC to easily and electronically report any WHS concerns, near-miss incidents and workplace injuries. Posters with QR codes strategically positioned around an SLSC also allow its members to easily provide valuable feedback to the different SLSC committees and SLSC officers on other important SLSC matters.

Safety and Wellbeing

All SLSNSW members have a shared duty of care under Australia's WHS legislation to ensure the health and safety of themselves and others within their SLSCs, so far as is reasonably practicable. Australia's WHS legislation also sets out requirements for all SLS members to create a positive culture towards the health and safety of volunteers, staff and the public.

You and your SLSC should ensure the highest standards of health and safety for all volunteers and anyone affected by what we do. Under the WHS Act 2011, it is your responsibility to honour both your legal and ethical duties to health and safety within SLSCs and while participating in any SLSC activities. This responsibility includes contributing to a culture of **SAFETY FIRST!**

Work health and safety is not a separate issue to be managed but is an integral part of all SLSNSW activities. WHS is especially relevant to members holding leadership roles in their SLSC or branch, as SafeWork NSW (previously WorkCover NSW) has classified all SLSCs in NSW as a Person in Control of Business or Undertaking (PCBU) for the purposes of the Work Health and Safety Act 2011. This classification means that as a PCBU, SLSC officers have a primary duty of care to ensure workers (including both paid and volunteer workers) and others are not exposed to risks to their health or safety.

Under the WHS Act, volunteers are regarded as workers. This definition means that you also have health and safety duties under WHS Act when volunteering. If you break the law by failing to meet your workplace health and safety obligations, the government can impose penalties, and/or the SLSC can face prosecution. As per the WHS Act 2011, if you breach your health and safety duty, you may be liable for penalties that come under one of the following three categories of offence.

- **Category 1**—Breach of a health and safety duty involving recklessness as to the risk of death or serious injury or illness without reasonable excuse.

- **Category 2**—Breach of a health and safety duty that exposes an individual to death or serious injury or illness (without recklessness).
- **Category 3**—Other breaches of health and safety duties.

It is important to remember that the government cannot prosecute a volunteer officer holding a leadership role in the SLSC (for example, a member of the SLSC committee) or failing to comply with their officer duties under the WHS Act.

SLSC WHS Responsibilities

It is important to remember that the duty of care requires your SLSC/service to provide a safe and healthy workplace and not just to comply with the existing regulations or mandatory standards.

Below are a few examples of your SLSC's responsibilities:

- Consulting with workers, volunteers and other relevant bodies
- Exercising due diligence by keeping up to date on WHS matters
- Having a primary duty of care to ensure, so far as is reasonably practicable, the health and safety of workers, including volunteers and all other third parties at the workplace
- Maintaining places of work under their control in a safe condition and ensuring safe entrances and exits
- Making arrangements for ensuring the safe use, handling, storage and transport of equipment and substances
- Reporting serious WHS incidents to their state/territory WHS regulator within required time frames (i.e., SafeWork and maritime [for on-water vessel-related injuries])
- Providing adequate facilities for the welfare of workers/volunteers
- Providing and maintaining systems of work and working environments that are safe and without risks to health
- Providing gym inductions as per the latest [SLSA Guidelines for Safer Surf Clubs](#) led by an instructor with a minimum qualification level of Certificate III in Fitness (or equivalent providing information, instruction, training and supervision necessary to ensure the health and safety of everyone)
- Recording all incidents in the SLSA report logbook and on the incident reporting database (IRD)
- Resolving WHS issues promptly.

As 'workers' under the WHS Act 2011, there are two types of safety training that you, SLSC contractors and all members must receive from your SLSC.

- 1) Awareness training** to increase health and safety awareness and promoting familiarity with health and safety issues. For example:
 - Members participating in an SLSC induction in which they receive a copy of the *SLS Member Safety Brochure* and complete the [SLS Members SLSC Induction Form](#) each year
 - Patrolling members should be aware of the appropriate COVID-19 victim treatment processes outlined in the *SLSA Patrols, Training and Patient Treatment During COVID-19 Handbook*
 - SLSC contractors participating in an SLSC induction and completing the [SLSC Induction Form for Contractors](#) when they first commence work in or around the SLSC
 - Members completing the [SLSA Gymnasium Induction Forms](#) as part of the legally required gym induction for members using the gym.
- 2) Task-specific training** to individuals who need it to perform specific work/duties. For example:
 - Side-by-side vehicle (SSV) inductions that include the completion of the SSV induction paperwork
 - Training in donning (putting on) and doffing (taking off) specific pieces of personal protective equipment, such as the training within the [SLS PPE Guidelines in relation to COVID-19](#).

As an SLSC officer, you can help the SLSC make all members aware of the relevant WHS legislation and that their responsibilities include:

- Displaying a summary of the legislation in the SLSC where all members can see it
- Ensuring that members receive induction training that includes awareness of the health and safety legislation and their duties to health and safety

- Making WHS resources easily available and known to members
- Spending some time in your management committee meetings highlighting and discussing key points within the acts, regulations and codes of practice relevant to your SLSC.

The following table provides an overview of SLSC stakeholder responsibilities:

Stakeholder	Responsibilities
All employees and club members	<ul style="list-style-type: none"> • Ensuring the health and safety of themselves, other fellow members and visitors to the premises. • Cooperating with SLSA and the appropriate state or territory health and safety policies and procedures.
Contractors and subcontractors	<ul style="list-style-type: none"> • Complying with the SLSA and the appropriate state or territory health and safety policies and procedures. • Complying with directions on health and safety from designated officers of SLS state/territory centres, branches and clubs. • Providing Certificate of Currency for workers compensation, public liability insurance and WHS policy when starting/tendering for work.
Surf lifesaving management (state, branch, club level)	<ul style="list-style-type: none"> • Consulting with members during the development, implementation, promotion and re-evaluation of the health and safety programs and procedures. • Overseeing the coordinated development, implementation, promotion and re-evaluation of the health and safety programs and procedures.
Club safety officer	<ul style="list-style-type: none"> • Performing quarterly and annual club health and safety inspections. • Providing details/reports on health and safety issues in the club to the club management committee. • Monitoring the chemical substances register and material safety data sheets. • Monitoring the hazard, injury reporting and incident investigation systems. • Monitoring rehabilitation and injury management procedures for injured members. • Providing information sessions and assistance to committee members on their responsibilities towards WHS as well as general members. • Completing the <i>SLSA Safer Surf Clubs</i> online course.
Club management committee	<ul style="list-style-type: none"> • Implementing and overseeing risk management procedures. • Implementing and monitoring safety education and training systems for volunteer members and employees. • Implementing and monitoring the SLSA injury reporting system and procedures. • Investigating club workplace incidents or accidents. • Implementing systems to manage critical incidents. • Implementing rehabilitation and injury management procedures for injured members. • Each committee member is accountable for their area of responsibility, and so assists the club management committee in meeting the above responsibilities.

Member Protection

Surf Life Saving is committed to providing a safe environment for its members, free from harassment and abuse, and promotes respectful and positive behaviour and values. The [SLSA Member Protection Policy \(MPP\)](#) provides a code of conduct and relevant guidelines forming the basis of appropriate and ethical conduct, which everyone must abide by. It is essential to maintain, promote and uphold the mental health and wellbeing of both the SLS members and the community you serve.

Member Protection Information Officers

Member Protection Information Officers (MPIOs) play an important role in community and sporting organisations. They provide information and guidance on complaints procedures. They are the first point of call in the SLSC for any inquiries, concerns or complaints about harassment, abuse or inappropriate behaviour.

The MPIO provides information about possible ways to resolve the issue and offers moral support to the person who raises the concern or the subject of the alleged behaviour. The MPIO will treat all information as strictly confidential. You can find information on becoming an MPIO and resources to support MPIOs at an SLSC and SLSNSW branch level on the [SLSNSW Member Protection Information Officer](#) webpage.

Complaints and Grievances

SLSNSW strives to provide the best possible delivery of SLS activities, programs, services and events and recognises that issues may arise from time to time, requiring assistance or support to resolve.

Everyone involved in SLS is encouraged to voice concerns that they may have at any point regarding the safety, health, welfare, behaviour or conduct of SLS members, associated persons or organisations.

SLS has an online [Complaints Portal](#) which Club Management Teams (CMTs) should review and be familiar with. It should also be made available to members if they wish to lodge a grievance or complaint to ensure they know the procedures and steps undertaken to resolve the matter.

If either an individual SLS or CMT member believes the matter to be of a criminal nature, they are encouraged to report the incident to NSW police.

Note:

Any matter relating to the abuse of children and young people (CYP), under the age of 18, must be lodged as a report as per the [SLSA Child Safe Policy](#).

Complaints Manager

The Complaints Manager processes the complaint and ensures the procedures are undertaken according to the MPP and/or disciplinary policy relevant to the specific issue. Whereas the MPIO offers support and guidance to the individuals involved, the Complaints Manager focuses on the process and should not be positioned as a support person to the individuals involved.

Note:

The Complaints Manager must not be the same person as the MPIO for the relevant complaint.

Refer to the [SLSA Complaints Resolution Policy](#) (and procedures) for more information. The [Member Protection Toolkit for Clubs](#) also provides guidance for Complaints Managers

Safeguarding Children and Young People

SLSCs are organisations that involve CYP and should have a strong interest in keeping them safe. CYP are often at a greater risk of harm due to their lack of experience and maturity and their limited awareness of WHS risks and responsibilities. SLSC members need to understand that good child-safe policies and practices are the best way to reduce potential risks and keep kids safer in our organisation.

Safeguarding children is everyone's business, and the SLS Child Safe Program assists you in your commitment to protecting children from abuse, harm and exploitation. The program builds the capacity of SLS to protect our CYP by providing resources and education to support SLSCs. It enables your SLSC to provide a safe environment for all members and is underwritten by the [SLSA Child Safe Policy](#).

The best practice is established when SLSCs implement the program's six key safeguarding steps below, which ensure that safeguarding is everybody's business:

1. Make a commitment
2. Codes of conduct
3. Educate and raise awareness
4. How to report
5. Screening and recruitment
6. Engaging and communicating.

Each step contains a suggested approach for SLSCs to follow, and contains associated resources to support SLSC implementation. These include sample agenda items, SLSC newsletter articles, social media tiles and resources to support SLSC implementation. They can be found in the [SLSA Child Safe Program Club Handbook and Guideline](#).

Any matter relating to the abuse of CYP under the age of 18 must be lodged as a report as per the [SLSA Child Safe Policy](#), and ideally using the online [SLS Report or Complaint Form](#).

Note:

Always refer to these online resources when planning for junior surf sports activities.

Working with Children Checks

SLSNSW encourages all SLSCs to use various responses to manage the potential risks in their environments, including meeting their Working With Children Check (WWCC) legal obligations. The Office of Children's Guardian is the regulatory body that oversees the WWCC requirements for people who work professionally or voluntarily in child-related roles.

Refer to the [SLSNSW WWCC webpage](#) to read about the latest SLSNSW WWCC requirements and FAQs.

Mental Health and Fitness

Good mental health (social and emotional wellbeing) is crucial for you and your SLSC members' wellbeing and resilience and will help you perform effectively in your volunteer role. Surf Life Saving promotes many preventive factors that can help maintain good mental health, such as positive relationships, physical activity, a good diet, feeling connected to community and culture and having a sense of purpose.

Critical incident and work-related stress can increase the risk of both psychological and physical injuries. SLS members should communicate positively about good mental health and mental health problems, which affect people of all ages and backgrounds.

SLSC Inductions

Every member of your SLSC should receive a copy of and should read the [SLS Members Safety Brochure](#). It contains information about the mental health support available to them and how to access that support. For example, by contacting mental health organisations, your SLSC's MPIO, or SLSNSW's Employee Assistance Program (EAP) to access confidential counselling.

Mental Health Conversations

The following steps can help you provide early support to another SLS member:

1	ASK	Choose a relatively private and informal time and ask them if they are OK
2	LISTEN	Take what they say seriously and do not judge them or rush the conversation
3	ENCOURAGE ACTION	Ask what self-help actions they want to take; be supportive
4	CHECK-IN	Ask regularly how they are going

CMT members or Patrol Captains can email member details to and request a follow up from the [SLSNSW Member Welfare Officer](#) for any member that presents as unnerved, shaken or overwhelmed by something that has happened while undertaking SLS activities. Either the SLSNSW Member Welfare Officer or a State Welfare Officer from your branch will contact the member to perform a 'well check'. The SLS officer will do this respectfully and in confidence, so the member has a chance to resolve any concerns.

Many external organisations provide free and confidential mental health support if you or someone you know is experiencing a personal crisis:

- **Kids Helpline**
t:1800 551 800
w: kidshelpline.com.au
- **Suicide Call Back Service**

t: 1300 659 467
w: suicidecallbackservice.org.au

- **LifeLine**
t: 13 11 14
w: lifeline.org.au
- **MensLine**
t: 1300 78 99 78
w: mensline.org.au

Critical Incident Response

All SLS members involved in a critical incident are encouraged to maintain appropriate confidentiality and apply the basic action principles of psychological first aid to review the safety and wellbeing of themselves and other SLS members.

A	ASSESS AND ASK
B	BE ATTENTIVE, RESPECTFUL AND AWARE
C	COMFORT AND COPING STRATEGIES
D	DO
E	END/EXIT STRATEGY

In line with Australian best-practice guidelines regarding critical incident support and management, SLSNSW uses a framework whereby any member exposed to a potentially traumatic event is contacted and assessed for any reactions that may indicate the need for referral to specialist support. Regular 'well checks' are carried out over a set period from the incident date and resources provided to allow the member control and self-efficacy in their recovery process.

Refer to the [SLSNSW Critical Incident Support](#) page for more information.

Mental Health Training

Every SLSC member should receive mental health awareness training during their SLSC inductions and may obtain further awareness through the [SLSA Public Safety and Aquatic Rescue](#) training manual, online [Mental Health Awareness](#) training module or the [SLSA Guidelines for Safer Surf Clubs](#).

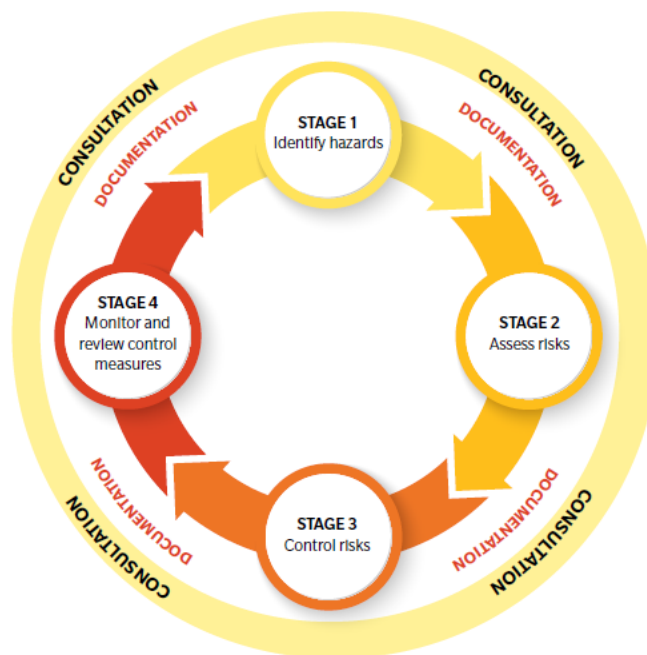
The guidelines recommend SLS members receive awareness training in mental health first aid at the start of each season. SLSNSW offers additional [Mental Health Awareness and First Aid courses](#) based on Mental Health First Aid Australia's Guidelines in which participants learn about the signs and symptoms of common and disabling mental health problems, how to provide initial help, where and how to get professional help, what sort of help has been shown by research to be effective and how to provide first aid in a crisis.

You can also refer to the free information and resources developed by [Mental Health First Aid Australia](#) to assist you in taking supportive action and helping someone you are concerned about.

Risk Assessments

Establishing a safe SLSC, beach or aquatic environment for the SLS members and the public involves the effective management of risk. Effectively managing risk includes following the risk management process.

When following the risk management process within your SLSC, it is essential that every SLS member promptly reports any known and potential hazards to their CMT members and Club Safety Officer. The reports will inform discussion during CMT meetings on the topics of WHS, your SLSC's Hazard and Risk Register and Club Health and Safety Inspections.



Examples of hazards include those that are:

- Behavioural
- Biological
- Chemical
- Environmental
- Ergonomic
- Physical
- Psychological
- Radiation

Examples of risks include those that are related to SLSC:

- Brand and reputation
- Finances
- Legal compliance
- Members safety and wellbeing
- Membership levels
- Operations

Refer to the [SLS CLUB Hazard and Risk Register](#) template and [SLS CLUB Health and Safety Inspection Form](#) for more examples of hazards frequently identified in SLSC environments.

Risk Assessment Components

The following risk assessment components are used within the SLS organisation in Australia to help ensure that all SLSC members completing risk assessments are assessing the level of risk against the same risk score rating system.

Likelihood Rating

Rate the probability of a hazard occurring from 'Rare' to 'Almost certain' against the factors that influence likelihood.

Matrix reference	Descriptor	Description
A	Almost certain	<ul style="list-style-type: none">• Common or frequent occurrence ('this happens nearly all the time')• Will probably occur more than once• Is expected to occur in most circumstances• A 100 per cent chance of occurrence
B	Likely	<ul style="list-style-type: none">• Likely to occur ('this has happened a number of times in the past')• High probability that it will occur at least once• Might occur in a 2–3 year time frame• A 10 per cent chance of occurrence
C	Possible	<ul style="list-style-type: none">• Could occur ('this has happened elsewhere/at another SLSC')• Reasonable likelihood that could occur more than once• Might occur in a 5-year time frame• A 1 per cent chance of occurrence
D	Unlikely	<ul style="list-style-type: none">• Not likely to occur ('this is very unlikely to happen')• May occur once or less• Might occur in a 10-year time frame• A 0.1 per cent chance of occurrence
E	Rare	<ul style="list-style-type: none">• Practically impossible ('this could happen in exceptional circumstances')• May occur in exceptional circumstances• Could happen but probably never will

Consequence Rating

Rate the severity of a hazard's impact in various categories from 'Extreme' to 'Insignificant' against the factors that influence consequences.

Matrix reference	Descriptor	Description
5	Extreme	Incident leading to death, permanent incapacity or disability.
4	Major	Major injury or illness leading to long-term incapacity or disability. Victim requires further medical treatment and counselling.
3	High	Major Injury or illness. Victim requires further medical treatment and/or counselling.
2	Medium	Minor injury or illness. Victim requires minor first aid treatment.
1	Insignificant	Minor injury or illness. No first aid or further external observation is required.

Risk Score Matrix

Use the SLS Risk Score Matrix below to prioritise identified risks on a scale of 'Low' to 'Extreme'.

Likelihood	Impact						
		Insignificant	Medium	High	Major	Extreme	
		1	2	3	4	5	
	Almost certain	A	11	16	20	23	25
	Likely	B	7	12	17	21	24
	Possible	C	4	8	13	18	22
	Unlikely	D	2	5	9	14	19
	Rare	E	1	3	6	10	15
		Risk level	Low	Moderate	High	Extreme	

Risk Level and Appropriate Action

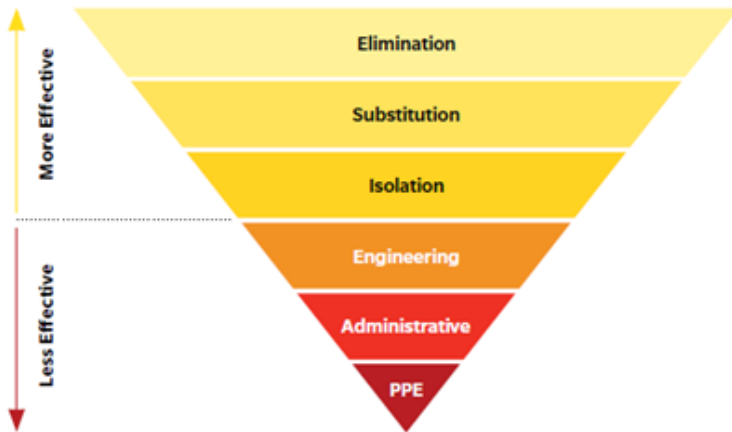
The level of risk faced at any one time is a combination of the likelihood of an incident occurring and the consequences if it were to occur.

Risk level	Appropriate action
EXTREME	Intolerable level of risk Discontinue activity until the level of risk is able to be reduced. Relevant SLS Board to be informed and provide urgent attention.
HIGH	Tolerable level of risk Take action to ensure risk level is as low as reasonably practicable (ALARP). If level of risk is ALARP, continue to manage using SLS WHS risk management framework. Monitor and review control measures.
MODERATE	Tolerable level of risk Take action to ensure risk level is ALARP. If level of risk is ALARP, continue to manage using standard operating procedures (SOPs), WHS codes of practice, intuitive risk. Monitor and review control measures.
LOW	Tolerable level of risk No change required. Monitor and review control measures.

Hierarchy of Control Measures

Once the risks have been identified and prioritised, the hierarchy of controls is used to identify the most appropriate way to control the risks. The controls at the top of the hierarchy are more effective as they address the hazard rather than just reduce the risk.

- Elimination—remove the hazard completely from the work area/SLSC to eliminate the risk.
- Substitution—replace the equipment or process with a less hazardous alternative.
- Isolation—isolate the hazard by controlling or guarding it to prevent exposure or access.
- Engineering controls—design or redesign the environment, structures or equipment to reduce or eliminate risk.
- Administrative controls—promote and manage safe practice through policies, processes, training, competent supervision and signage.
- Personal protective equipment (PPE)—use personal protective equipment to minimise risk.



Refer to the latest <https://www.surflifesaving.com.au/members/resources/slsa-guidelines-safer-surf-clubs-version-4-may-2020/SLSA Guidelines for Safer Surf Clubs> for more information on risk assessments and risk ratings used within the SLS organisation.

Reflection Questions

1. What WHS consultation processes and feedback channels exist within your SLSC?
2. How is your SLSC currently meeting its WHS responsibilities?
3. How is information made accessible to SLSC members regarding who holds key roles when handling member complaints?
4. When did your SLSC last review and implement the safeguarding practices, including reconfirming their commitment to safeguarding CYP?
5. How does your SLSC support members mental health and their return to duties?

Membership

Membership

To ensure your SLSC has adequate volunteers to support its activities, you need to be actively and formally recruiting, onboarding, engaging and renewing SLS members as well as providing existing members with opportunities for further training and development. Members who leave an SLSC may return at a later stage in life to explore other opportunities at your SLSC, so it is also important to engage with members who exit the SLSC and make changes to the SLSC based upon their feedback.

Member Diversity and Inclusion

Surf Life Saving is committed to having an inclusive and diverse membership that reflects our community. We are an all-inclusive organisation that protects, educates, prepares and embraces everyone no matter who they are, their background or skill level. Not every member needs to be a patrolling member—a diverse range of skills, personalities and strengths is a great benefit to an SLSC.

Refer to the [SLSNSW Diversity and Inclusion](#) website for more information and support resources in relation to:

- Members with a disability
- Providing a safe and secure environment for their LGBTIQ+ members
- Respecting Traditional Owners and the continuing connection of Aboriginal and Torres Strait Islander peoples to country
- Strengthening your SLSC's links to local culturally and linguistically diverse multicultural communities
- The benefits of gender diversity and supporting members with diverse sexualities and genders.

Also, refer to the [SLSA Member Protection Policy](#) that provides a code of conduct and relevant guidelines forming the basis of appropriate and ethical conduct, which everyone must abide by for member protection.

Membership Options

SLS attracts many members, as there is a role to suit everyone's time, skills and interests. Although SLSCs require several SLS members to complete their Bronze Medallion (BM) to help them ensure they have sufficient patrolling member numbers for the season ahead, not everyone wanting to join an SLSC wishes to patrol.

Many people looking to volunteer their time and expertise to an SLSC may prefer to stay on the sand or help out at the SLSC. It is important to offer many different membership categories, pathways and opportunities to potential new members and existing members.

The [SLSNSW Member Opportunities Pathways](#) document outlines this information in an easy-to-view manner.

Membership Categories

Surf Life Saving has five membership categories and 14 membership subcategories catering for a wide variety of people, skills and experiences.

Refer to the following table for an overview of the membership categories and subcategories available to members. There is also a general overview of their meaning, because the rights, benefits and obligations of each membership category will be as determined each SLSC's Constitution.

If you are unsure about which category is appropriate for an SLSC member, please contact your SLSC Administrator.

Surf Sports Competition Note:

It is important to note that competition age groups differ from the membership categories. Refer to the SLSA Surf Sports Manual for information on surf sport competition age groups.

Membership category	Membership subcategory	Functional meaning
1. Junior Junior members are generally those under the age of 15 years.	1. Junior activities (age 5–13)	SLS members between the ages of 5–13 years who have gained the relevant Surf Education Certificate for their age group.
	2. Cadet (age 13–15)	SLS members between the ages of 13–15 years who have obtained an SLSA award or have passed an award's annual skills maintenance test, e.g., SLSA Surf Rescue Certificate or SLSA First Aid award.
2. Active Active members are generally those actively patrolling.	3. Active member	An SLS member with a minimum age of 15 years who holds a BM and: <ul style="list-style-type: none"> fulfils patrol and SLSC obligations as provided by SLSA and the member's SLSC's Constitution. completes an annual skills maintenance test unless they have obtained their BM in that same season. This membership subcategory may be further subdivided into <i>active membership 15–18 years</i> and <i>active membership 18+ years</i> .
	4. Reserve active member	An SLSC may grant reserve active membership status to active members who have satisfactorily completed at least 8 years of patrol and club obligations, as provided by SLSA and their SLSC's Constitution since they obtained their BM. Reserve active membership is granted by a resolution of the appropriate SLSC committee—it is not automatically granted after 8 years. Reserve active members shall perform a minimum of patrols in each affiliated SLSC where they hold reserve active membership, as required by SLSA. Your SLSC may need them to perform additional patrol duties at its discretion and will ensure that they meet their annual skills maintenance requirements. Note: Reserve active membership may be granted under exceptional circumstances to active members irrespective of their years of patrol service.
	5. Award member	SLS members over 15 years of age who have obtained and patrol with an SLSA award other than the BM, e.g., SLSA awards within their emergency care and beach management training pathways, SLSNSW awards within their UAV pilot pathway. Award members have also passed an award's annual skills maintenance test and may be called upon to perform patrol and/or other SLSC obligations within the ability of their qualifications.

		An affiliated SLSC may grant an award member voting rights to that affiliated SLSC if they are undertaking lifesaving patrol duties.
3. Community Community members are generally those participating in coastal regional programs.	6. Community member	An SLS member not directly participating in lifesaving activities may be granted community membership to help with other SLSC activities, such as social and volunteer activities. Community members have no voting rights or access to other SLSC benefits, such as coverage under the SLSA insurance policy or any insurance coverage via the Workers Compensation Act.
4. Associate Associate members are generally those that help out with or participate socially in SLSC activities. They have access to SLSC facilities, yet do not patrol with an SLS award and have no voting rights.	7. Associate member	An SLSC may grant associate membership to SLS members who may or may not hold an SLSA award. Associate members shall not have affiliated SLSC voting rights unless elected to an SLSC office or position provided with voting rights by the relevant affiliated SLSC's Constitution.
	8. Probationary member	The probationary membership status is designated to people for the period between applying for SLS membership and gaining an SLSA award and/or the appropriate affiliated SLSC committee grants them a formal membership category. Note: Probationary members are not individual members for the purposes of clauses 10 and 13 of the SLSA Constitution.
	9. General member	SLSCs may grant general membership to SLS members who may or may not hold an SLSA award. General members shall not have affiliated SLSC voting rights unless elected to an SLSC office or position provided with voting rights by the relevant affiliated SLSC's Constitution.
	10. Leave restricted	SLSCs may grant leave restricted membership to SLS members requesting an absence away from their SLSC duties for a while (e.g., due to deployment, work, pregnancy, travel).
5. Honorary and service membership Honorary and service members are generally those exempt from patrol and granted special privileges of SLSC membership outlined in the SLSC's Constitution in recognition of their long and exceptional service.	11. Long service member	SLSCs may grant long service membership to SLS members who have completed 10 years of active service or SLS members who have completed 8 years of active service plus 4 years reserve active service. Such members may be given exemption from all patrol obligations and may be granted other special privileges of SLS membership as provided in their SLSC's Constitution. Should such members join another affiliated SLSC, the receiving affiliated SLSC shall determine if that affiliated SLSC shall recognise such member's long service.
	12. Past active member	SLSCs may grant past active membership to SLS members who have held an SLSA Bronze Medallion and been an active member for a minimum of 3 years. Past active members may have SLSC voting rights at the discretion of the affiliated SLSC.
	13. Honorary member	SLSCs may grant honorary membership to SLS members who may or may not hold an SLSA award.

		Honorary members have no voting rights and may have limited access to other SLSC benefits, such as coverage under the SLSCA insurance policy or any insurance coverage via the Workers Compensation Act.
	14. Life member	SLSCs may grant life membership to SLS members who have rendered distinguished or exceptional service as provided for in that affiliated SLSC's Constitution and is relevant to that SLSC only.

Dual Memberships

Any SLS member can join multiple SLSCs to enjoy more member benefits, providing they have clearance from their primary SLSC in SurfGuard (Lifesaving Membership Number 1). These conditions are outlined in the SLSCA Regulations.

Any member wishing to hold membership of two or more SLSCs (aka dual or multi membership) can initiate a partial transfer of their membership from their primary SLSC. As competition rights are held with only one SLSC, members must indicate which SLSC they want to transfer their competition to. The SLSC that retains the SLS member's competition rights becomes their primary SLSC.

Members may [request to join a different SLSC at any time](#) within the Renewals, Payments and Transfers section of the SLS Members Area Membership menu. SLSC Administrators should refer to the latest [SurfGuard User Guide](#) for information on how to process membership transfers.

Surf Sports Competition Note:

Members who hold dual membership are entitled to compete in SLSC events only for the SLSCs they have joined. Members can represent only one SLSC in any inter-SLSC competition during any one competition season. Members' competitive rights can be transferred as per Regulation 6.6 'Dual Membership' of the SLSCA Regulations, and as detailed in SLSCAs 'Competitive Rights Transfer Policy'.

Membership Transfers

Often SLS members move locations or may like a change of scenery when patrolling. Sometimes they do not feel connected with an SLSC's culture, yet wish to stay within the SLS movement. An SLS member may wish to transfer their membership from one SLSC to another anywhere within Australia.

Until the transfer process is complete, and the transfer is cleared, the membership will remain with the original SLSC, irrespective of whether the member has been absent from their original SLSC for a long period.

Members may [request a transfer between SLSC](#) at any time within the Renewals, Payments and Transfers section of the SLS Members Area Membership menu. SLSC Administrators should refer to the latest [SurfGuard User Guide](#) for information on how to process membership transfers.

Surf Sports Competition Note:

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

Family Groups

The great thing about Surf Life Saving is that there is something that every member of a family can do to get involved, depending on their preferences. It is not uncommon to hear about entire family groups patrolling together or having a long history with an SLSC. They come together to patrol or participate in other SLS activities.

Some Club Management Teams (CMTs) engage families by requiring a parent to join and remain a member of their SLSC for their child's duration in the junior development program (Nippers). They may also encourage Nipper parents to become an Age Manager or Water Safety Personnel to assist with the delivery of the junior development program at their SLSC.

Family Groups within SurfGuard

Within SurfGuard, a family group is simply an artificial grouping of people in one SLSC for data management purposes where it is assumed the primary member in control of the group has some sort of legal standing to manage the family group. Family groups in SurfGuard consist of primary members over 18 years old who can manage group members. For example, a parent may arrange for a family group in SurfGuard to renew and pay for all their children's memberships at the same time using their individual SLS Members Area Account login details.

Members can belong to more than one family group in one SLSC and/or a member of a family group in more than one SLSC. SLSC Administrators should refer to the [SurfGuard User Guide](#) for more information about creating, editing and deleting family groups.

Note:

Although young members may be part of a family group in SurfGuard, they should still have their own individual [SLS Members Area Account](#) to access the separate SLS eLearning platform and other relevant SLS resources relevant to their member account and age group.

Recruiting New Members

Recruiting new members into your SLSC is a vital step in ensuring the SLSC has the right human resources to support and sustain it. As is evident over the years SLSCs have existed in Australia, many SLSCs experience fluctuating highs and lows of member numbers as recruitment strategies, SLSC culture, SLSC volunteer opportunities and Club Management Team members ultimately evolve and change.

SLSCs should be engaging in activities to actively screen, recruit and retain a diverse array of members with the support of their SLSNSW branch and the SLSNSW Membership Team. The specific activities undertaken will depend on the identified recruitment need. This will help ensure your SLSC:

- Has other human resource and people management needs met
- Meets patrolling member number requirements as per lifesaving service agreements
- Retains a healthy number of trained and engaged members.

When recruiting, you can target and support new members by understanding how they wish to engage with the SLSC. Members who love to get in the water can become a surf lifesaver or lifeguard, participate in junior development programs, compete or participate in surf sports, or help manage the activities of a patrol team. If members want to stay on the beach, they can help support the development of our youngest members or help others achieve their sporting goals on the sand by becoming a coach, official or carnival judge. Some members may like to dedicate their limited free time and expertise to help lead, coordinate or support SLSC activities from within the SLSC, such as in an SLSC officer role or as part of an SLSC committee.

Club Management Team members should refer to the [SLSNSW Recruitment Toolkit](#) that contains fact sheets, SLSC case studies and templates that can assist them in running targeted recruitment campaigns for the SLSC. Fact sheets include:

- Active Kids Promotion
- SLSC Hosted Recruitment Events
- External Community Events
- Information Events
- Media Recruitment
- Past Member Engagement
- Recruitment Partnerships
- Schools and Universities.

They should also refer to the latest [SLSNSW Recruitment and Retention Guide](#) for ideas and tips about recruiting and retaining new SLS members and the [SLSNSW Membership Team](#) for more individual support with recruitment campaigns and requirements.

Club Management Team members are encouraged to use Canva to create top quality and easily customised recruitment and promotional resources. Professional branded images are available for use from [SLSNSW](#). Other promotional resources are available to them, such as SLSNSW branded promotional trailers and SLS social media content.

Member Onboarding

Good member onboarding is crucial to ongoing member retention. New SLS members will be more likely to continue their engagement with the SLSC if they feel welcomed and instantly part of your SLSC's community. The SLSC onboarding process should be a formalised and planned activity and ideally last for the members entire first season or year with the SLSC.

Ideally, the SLSC will have an allocated person or committee who is responsible for member onboarding. As soon as a new membership application is received, they should contact the new member to welcome them, thank them for joining the SLSC and make a time to have an initial induction meeting with them (See the Club Induction section of this Club Guide).

Membership Application

Members of the community wanting to join an SLSC as an individual or a family do so by either:

- Joining online through <https://sls.com.au/join/>. That will register their member details automatically into SurfGuard and help them create their SLS Members Area account login details
- Completing and signing the paper-based [SLS Application for Membership Form](#) available in the SLS Members Area Document Library.

Your SLSC webpage should include a link to the [SLS Join website](#) containing the online application form option to make this a positive online user experience at any time of day, and to help reduce the administrative burden of and potential human error due to volunteer SLSC Administrators re-entering all the member details on the paper form into SurfGuard.

Registering online also assists in improving the quality of information collected and entered into SurfGuard, which:

- Allows all levels of our association to operate more efficiently and make decisions based on accurate data
- Ensures the member is recognised as a member and is entitled to member benefits and insurance coverage
- Ensures the member receives the correct communications and does not miss out on any important notifications.

Membership applications should be submitted with the appropriate membership fees via the [online platform](#) or SLS Members Area (Memberships Menu > Renewals, Payments & Transfers). This is an important step in the member application process as only financial members are covered by SLSNSW Insurance and Workers Compensation and able to participate in any SLS training and education activities.

SLSC Administrators should refer to the latest [SurfGuard User Guide](#) for information on how to process membership transfers.

Note:

Support your SLSC's education team while ensuring a positive onboarding journey for new BM training squad members by ensuring that all course participants are financial members before their first day of training. Confirming their financial status before training starts ensures the learner has access to course resources and can commence training as they will be covered by SLS insurance.

Club Induction

Each SLSC needs to induct their new and returning members at the start of each season. They also need to induct any workers upon commencement of their work contract. During the face-to-face induction meeting, the person responsible for onboarding would ensure that every member has their own unique SLS Members Area account. They would also ensure the new SLS member is familiar with the items of the [SLS Club Member Induction Checklist](#) that includes an overview of:

- Emergency procedures and contact details
- SLSC facilities and housekeeping
- SLSC lifesaving operations
- SLSC structure, key contacts and administration
- Surf sport participation options
- Their role and its impact on the SLSC
- Training options and calendar dates for SLS awards within each of the different pathway opportunities
- Work health and safety responsibilities and requirements.

They should also inform new members of the existence of SLSC-specific SLS documents and where to find them (ideally in the SLS Members Area Document Library at your SLSC's organisational level). Examples of such SLSC-specific documents to note include:

- SLSC Emergency Management Plans
- SLSC Hazard and Risk Register

- Club Management Team Meeting Minutes
- SLSC Member Handbook
- SLSC Patrol Operations Manual
- Position descriptions.

It would also be an appropriate time to talk to the new member about what they want to get out of being a member of the SLSC and discuss their skills, which could be a real asset to the SLSC. SLSCs should keep a list of these skills and invite them to use them in SLSC positions and projects teams as they become available.

Remember:

SLSC inductions must be completed annually for both new and returning members to meet WHS requirements. You may wish your members to complete the online [Safer Surf Clubs](#) course as part of their annual SLSC induction to help meet your SLSC's WHS requirements.

First Season

Throughout the new members first season, the person responsible for their onboarding should keep in regular contact with them via a variety of communication methods and tools to:

- Allow them to express any concerns or raise questions
- Invite them to participate in activities or further training or development
- Provide them with information about further pathways in SLS.

Engaging and Retaining Members



As previously mentioned, Surf Life Saving offers a range of pathways and opportunities for members, and the [SLSNSW Member Opportunities Pathways](#) document outlines this information in an easy-to-view manner. It is essential to continue to engage members within and between the various pathway options to help engage and retain current members and to encourage existing SLS members to return in future.

Engaging Youth Members

Our young people come to Surf Life Saving with drive, passion and a commitment to change for a brighter future for the SLS movement. SLSCs are encouraged to appoint a Youth Engagement Coordinator to lead a youth committee to engage with young members.

The latest General Social Survey by the Australian Bureau of Statistics indicates that voluntary work is more popular with young teenagers who have more free time and are looking to gain valuable skills and experiences to record on their early professional resumes.

SLSCs looking for youth recruitment and retention support can use the newly created [Youth Engagement Plan](#). It provides SLSCs with easy-to-implement ideas in both a lifesaving and social setting.

Refer to the [SLSNSW Youth Engagement](#) webpage for more information and resources on how to engage young members, such as through the [Duke of Edinburgh's International Award](#), and help them develop into future leaders within the SLS movement.

Engaging Adult Members

The latest General Social Survey by the Bureau of Statistics indicates that voluntary work is less popular with adults due to their busy work and family schedules and other time and financial commitments. However, many adults engage in different volunteer options and pathways to explore career opportunities and interests, make new friends and avoid social isolation. They also want to improve their physical and mental health or apply their valuable knowledge and skills within a different industry for a good community cause.

Social networking events and adult fitness training sessions or games are a great way to engage adult members.

Another way to engage adult members is to provide professional development opportunities, such as the National Leadership College and National Masterclass provided by SLSA.

National Leadership College

The National Leadership College is an annual leadership and development program recognising young leaders in Surf Life Saving aged between 20 and 30 years. The week-long intensive course provides an exciting opportunity for members within the movement to develop their leadership skills further and positively contribute to Surf Life Saving's success.

The National Leadership College is designed to challenge participants intellectually, socially, emotionally and physically. The skills gained are designed to be taken back to SLSCs and into other areas of the participant's daily life, with the aim of contributing to SLSA's mission statement of saving lives, creating great Australians and building better communities.

To apply for the National Leadership College, download and complete the latest application form within the SLS Members Area Document Library.

National Masterclass

The National Leaders' Masterclass (aka Masterclass) is an annual leadership and development program for members aged 30 and over who currently hold a senior leadership role in Surf Life Saving with participants coming from various SLSCs, roles and SLS backgrounds.

Masterclass, by creating opportunities for personal growth and learning new skills, will open new networks with other passionate members across the country who are committed to making a difference within the movement and contributing to creating an effective national movement.

In 2017, SLSA established a partnership with the University of South Australia to assist in facilitating leadership programs like the Masterclass. The partnership also benefits members by providing an opportunity for attendees to enrol in a Graduate Certificate of Business Administration that can give them credit towards a Master of Business Administration (MBA).

To apply for the National Masterclass, download and complete the latest application form within the SLS Members Area Document Library.

Engaging Senior Members

Many older adults join or return to participate in SLSC activities for social reasons, to enjoy participating with other family or SLSC members across generations and to achieve the health benefits of safely participating in SLSC activities. It is important to engage senior members, who often have more free time, expertise and a wealth of information, as they significantly contribute to SLSC human resources, while also acting as role models and a valuable source of support for younger members.

The [SLS Silver Salties program](#) is a physical activity and social connections initiative for older Australians. However, people of all ages can participate. Your SLSC can choose to deliver one or more of the 20 Silver Salties programs on offer, including accessible, friendly, safe and fun activities. These activities occur in the park, SLSC, beach and pool, and cater for more seasoned Australians' diverse age, weight, mobility, fitness or experience. Refer to the [SLS Silver Salties program](#) webpage and [FAQs](#) for more information about this example to engage senior members.

Retaining Members

SLSCs may implement various retention strategies to maintain the interest and enthusiasm of existing SLS members. These include ongoing encouragement to get involved in the different [membership pathways](#), effective communication,, providing further [education](#) and [development](#) program opportunities and using member advocates. This ensures all members understand retention is everyone's job.

SLSCs that successfully retain a large portion of their membership from year to year also have less reliance on recruiting new members. Moreover, SLSCs that regularly engage with their existing members and keep them happy are more likely to retain them and increase the likelihood of recruiting their friends and family through word-of-mouth.

Ideally, the SLSC will have an allocated person or committee responsible for member satisfaction that can:

- Periodically host a social day/night at the SLSC to reinforce the fun of being involved with the SLSC
- Periodically take the time to assess whether individual members are meeting their goals and/or performance targets
- Recognise and act on the key signs of when a member is dissatisfied
- Regularly obtain and seek feedback from the members
- Regularly reinforce the benefits of being involved with the SLSC (e.g., fitness, friendships, development and fun).

Membership Renewals

Membership applications and SLSC inductions must be completed annually. Where an Individual member fails to renew their SLSC membership by 30 October, their membership in SLSNSW will lapse on that date.

This provision effectively allows members around 1 month's grace to renew membership at the start of the patrolling season. Any members who are not financial as of 31 October annually **MUST NOT** participate in any SLS activities such as patrolling, competitions and officiating. CMT members should be aware such individuals will not be insured in the event of any incident that occurs as part of SLS activities. SLSC Administrators should archive these members in SurfGuard each year.

When the time comes for members to renew their membership, give them as many chances to say 'yes' as possible. Develop a planned approach involving phone calls, email, postal mail and in-person contact with SLS members.

Track member involvements 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 organisation.

Members should [renew their membership](#) with an SLSC via the Renewals, Payments and Transfers section of the SLS Members Area Membership menu. They can also choose to change their membership category within this menu.

SLSC Administrators should refer to the latest [SurfGuard User Guide](#) for information on how to process membership transfers.

Non-returning Members

When a volunteer leaves your SLSC, it is a good opportunity to perform an exit interview or survey to gather information about their reason for leaving and their experiences at the SLSC. The information collected may be used to improve the SLSC and recognise the efforts of volunteers. The simplest way to find out why they left is to ask them—this can be done in person, via survey or over the phone.

This is not always easy to do, particularly if it is negative feedback, but if you want to improve your SLSC and retain more members, you need to know why people are leaving and if they plan to return in the future. You must also ensure you are prepared to respond and make needed changes if you ask the questions.

SLSCs may wish to use the following three questions in their exit surveys:

1. What is the main reason you did not renew your membership? Please select all that apply.

- Concerns or circumstances related to COVID-19
- Cost/financial commitment
- I had a negative experience
- Lost interest
- Moved away from the area
- The process of reviewing was too hard
- Time commitment—I couldn't participate how and when I wanted
- Time commitment—it took up too much time
- Other

2. What could we have done to keep you as a member? Please select all that apply.

- Be more inclusive
- Be more welcoming
- Deliver activities or services differently
- Nothing
- Provide me with more flexibility in how and when I can participate
- Streamline administration processes
- Other

3. How likely is it that you would recommend Surf Life Saving to a friend or colleague?

When performing an exit interview, you may wish to remind them of:

- the different member pathway options available for returning members
- The [SLSNSW Returning to Surf Life Saving Infographic](#) and recognition of prior learning pathway options for many SLS awards they can complete upon their return to any SLSC
- How they can [re-join the SLSC](#) an SLSC at any time via the Renewals, Payments and Transfers section of the SLS Members Area Membership menu.

As per the SLSNSW Constitution, a member who ceases to be a member shall forfeit all right in and claim upon SLSNSW and its property and shall not use any surf lifesaving equipment or any other property of SLSNSW, including intellectual property.

Member Development Programs

The development of members increases the ability of SLSCs to deliver high-quality services and provides opportunities for members to develop both personally and professionally. In addition, it also increases each member's value to the SLSC and their community.

Refer to the [SLSNSW Website](#) for more information on the latest development program opportunities for SLS members.

Youth Development

There may be youth development opportunities for members led by your branch or SLSNSW, such as:

- Branch leadership and rookie programs
- SLSNSW Junior Lifesaver of the Year Development program (JLOTY)
- SLSNSW 15–17 Youth Opportunity Makers Workshop (YOM).

Duke of Edinburgh, Coastal Ambassadors and other external programs provide additional development opportunities in some SLSNSW branches for young members.

Adult Development Opportunities

There are also additional development opportunities for adults lead by SLSNSW and SLSA, such as:

- Inspire. Retain. Engage. Leadership program
- SLSA National Leadership College
- SLSA National Leadership Masterclass.

Other Development Opportunities

Many SLSCs take the initiative to create and implement their own development opportunities. These are a great way of meeting the requirements of your SLSC members. When planning a development opportunity, it is important to create a plan before its implementation to ensure the program meets its objectives and is deemed a success.

It may be useful for your SLSC to form an organising committee to plan your SLSC development program effectively. In some instances, a committee may already be in place to manage this process, for example, an SLSC youth committee.

Consider the following questions before conducting a development program.

- Why does the SLSC want 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?
- Are guest speakers required?
- Where will the program be held—at the SLSC, campsite, what type of venue do you need?
- Could the program be run with neighbouring SLSCs to develop and benefit more members and build better communities?
- How will you capture and analyse feedback for assessment of the success of the program?
- What are the success criteria for the program to evaluate its success?

Reflection Questions

1. What roles do you recruit for at your SLSC, and how flexible are they?
2. How can the member-joining experience at your SLSC be streamlined or improved?
3. How you do onboard and induct new SLS members at the SLSC?
4. What strategies are in place to engage and support membership diversity?
5. How is your SLSC actively retaining members?

Junior Activities

Junior Activities

SLSCs that provide junior development programs ensure that the next generation learns valuable life skills and knowledge that one day might save their life, or even perhaps the life of another. Junior members are also an integral part of an SLSC's pipeline to future active membership.

Junior members from the ages of 5–13 years participating in surf education awards or junior surf sports are traditionally referred to as Nippers. Building on the military background of many of the first surf brigade members in the early 1900s, junior members between the ages of 13–15 years are traditionally referred to as Cadets.

Junior Activity Teams

Junior Activity Chairs

Junior Activity Chairs (JACs) are the volunteers who work closely with the Club Management Team to plan and coordinate the program of junior activities for the SLSC each season. They work closely with Age Managers, Patrol Captains and Water Safety Personnel. They assist them in carrying out their roles effectively during the Junior Development Program's Surf Education awards and other junior activities.

SLSNSW recommends that the JAC organises an Annual Age Manager Skills Maintenance session before the start of each season that covers the following topics:

- Age Manager responsibilities
- Best-practice sharing
- Updates to SLSA, SLSNSW, branch, SLSC and junior development program policies, guidelines, SOPs and resources.
- Water safety signals.

A JAC course is available for new and existing JACs to participate in. This course helps them to prepare for the role and follow current best-practice guidelines to ensure the effectiveness and success of junior activities at their SLSC. JACs are encouraged to speak with their Branch Director of Member Services and Branch Director of Junior Activities for further course information.

They should also refer to the latest [SLSA Age Manager's Learner Guide](#) for information about programming a Nipper season in addition to the following resources that provide an overview of the key information that JACs need to be aware of concerning the Junior Development program:

- [Age Groups, Preliminary Evaluations and Competition Evaluations Fact Sheet](#)
- [Junior Awards and Certificates Fact Sheet](#)
- [Active Kids](#)

Refer to the [Junior Activity Chair Role Description](#) for more information about this role.

Age Managers

Age Managers are the volunteers who deliver the Junior Development Program to children aged between 5–13 years. They create a fun, safe, learning environment while developing future surf lifesavers by building knowledge, skills and confidence.

The key responsibilities of age managers are to:

1. Administer the Junior Development Program resources available within the SLSA Junior Development Resource Kit (JDR Kit)
2. Provide instruction and impart knowledge by facilitating fun learning programs that encourage and develop young surf lifesavers

3. Embrace each junior member's prior knowledge and unique learning style.

Financial members over the age of 15 with a current WWCC who want to become an Age Manager need to complete the SLSA Age Managers course. SLS members can complete the course through online or face-to-face theory training and an on-the-beach practical session followed by two on-the-beach mentoring sessions with an Age Manager Mentor.

SLSCs are encouraged to promote a uniform for Age Managers to ensure they are easily identifiable for Nippers, parents and members of the public. Age Manager uniforms are also a great sponsorship opportunity! Uniforms should follow sun safety guidelines and include a broad brim hat, long sleeve shirt or rash vest branded with 'Age Manager', long shorts and protective sunglasses.

For more information about the role of an Age Manager, refer to the latest [SLSA Age Manager's Learner Guide](#) that outlines:

- Programming a Nipper season
- The Age Managers course
- The role of an age manager and age manager mentor the SLSA Junior Development Program
- What's in the JDR Kit.

Also, refer to the [SLSNSW Junior Activities](#) website for more information about being an Age Manager in NSW.

Water Safety Supervisor

A Water Safety Supervisor is responsible for the safe conduct of the SLS surf sports activities in the water. Refer to the [Water Safety](#) section of this Club Guide for more information.

Supporting Roles

Many roles support the delivery of the Junior Development Program. For example:

Image carousel of the following roles.

- Age Manager mentors
- Parents and guardians
- Patrol Captains, surf lifesavers, lifesaving cadets and award members on patrol
- Surf Sport Officer and coaches
- Water Safety Personnel.

Refer to the [SLSNSW Junior Activities](#) website for more information about these roles and how they support the junior development program.

Junior Development Program

Junior Preliminary Evaluations

Junior preliminary evaluations are a risk-management procedure to assess the swimming capabilities of junior members and must be done as part of your SLSC's duty of care. They should occur before or during the first week of a Nipper season as every junior member must be evaluated before participating in water-based activities.

The evaluation for age groups U8 to U13 includes a swim and a survival float that progresses in distance and time as the junior members grow older. Your SLSC should conduct this evaluation in a low-risk environment, such as a swimming pool or shallow open water.

SLSNSW recommends that all new junior members be supported by a 1:1 water safety ratio when completing their junior preliminary evaluation. A maximum supervision ratio of 1:5 applies as per [SLSA Policy 1.01a Water Safety Procedures](#) to ensure your SLSC conducts the evaluations in a safe aquatic environment for returning members.

Any junior member who does not meet the required evaluation level for their age group will need a higher level of supervision when involved in water-based activities. It is a requirement that junior members remain in a low-risk environment (swimming pool, shallow water) with a supervision ratio of 1:1 until they are deemed competent in relation to the junior preliminary skills evaluation guidelines.

Refer to the [SLSNSW Age Groups, Preliminary and Competition Evaluations Fact Sheet](#) for the latest junior preliminary evaluation requirements.

Junior Development Program Resource Kit (JDR Kit)

The [SLSA Junior Development Resource Kit](#) (JDR Kit) comprises several resources for the effective delivery of the SLSA Junior Development Program. The resources take the stress out of planning and help reduce preparation time to assist age managers in delivering Nipper sessions each week. SLS members who are also learning and development experts designed the resources while considering how children learn and grow.

The latest [SLSA Age Manager's Learner Guide](#) forms part of and outlines the resources available within the JDR Kit available in the SLS Members Area Document Library. Examples of resources include:

- Age guides containing 'surf education award' lesson plans and surf sport coaching tips
- Surf education award passports and worksheets for Nippers
- Surf education award and lesson content summaries
- Session and weekly calendar templates
- Beach layouts
- Surf education award certificates.

Surf Education Awards

The national Junior Development Program includes a series of surf education awards comprised of lessons and resources tailored to different age groups of junior members aged 5 years (U6) to 12 years (U13). The program covers a diverse range of age-appropriate knowledge and skill-based learning outcomes related to surf skills, emergency care and surf awareness.

The program is based on participatory evaluation and not assessed on competence. This means junior members must only be actively involved in each of the lessons to be eligible for their relevant surf education award.

Some competitive juniors may also want to showcase their new lifesaving skills by participating in additional junior surf sports program activities.

Junior Surf Sports

SLSCs are encouraged to establish a Junior Surf Sport Program as competition plays an important role in helping to strengthen and develop the skills of surf lifesavers.

Refer to the [Surf Sports](#) section of this Club Guide for more information on the types of surf sports, surf sports events and development opportunities for competitive SLS members. This section of the Club Guide also contains information about establishing surf sports programs for SLS members of all ages within your SLSC.

Reflection Questions

1. Has the SLSC Junior Activity Chair completed sufficient training in their role?
2. Is your Nipper program reflective of the JDR Kit?
3. Does your SLSC's junior surf sports program accommodate for both competitive and non-competitive junior members?
4. How are Age Managers trained and supported in their role?
5. What engagement strategies are in place to retain Nippers and their parents?

Education

Education

Education and training play an important role in helping to build the capacity and sustainability of Surf Life Saving. They equip community members with valuable lifesaving knowledge and skills to create great Australians and build better communities.

It is important for all Club Management Team members to promote education at your SLSC as most often an SLS course lead by your SLSC's community or member education team is a person's first exposure to the culture. It is their expectations of your SLSC that determines if they will become a member or continue to engage in more advanced training in future.

There are several different education training and education options and pathways that members of SLSCs and/or your local community may choose to follow.

Member Education

Member education impacts every member of your SLSC, and it is what they often remember most as they start their member journey within the SLS organisation. As a volunteer workplace, all members of an SLSC must be professionally trained, qualified and prepared to perform the duties that their volunteer role requires of them.

Member Education Pathways

Member training and education are categorised into different pathways for members to choose from, depending on the volunteer role they wish to perform within the SLSC. At present, the five member education pathways are:



Aquatic rescue

Courses within the aquatic rescue pathway allow SLSC members to participate on patrol as a lifesaving cadet or lifesaver, or assist with water safety provisions for SLS activities and special events. It includes advanced lifesaving courses that cover aquatic search and rescue operations. Existing and potential new members who like being in the water should be encouraged to engage in this pathway.

Powercraft

Courses within the powercraft pathway allow SLSC members to perform patrol duties and rescues that include the use of powercraft such as inflatable rescue boats, rescue watercraft (jet skis) and offshore rescue boats. Existing and potential new members who like being on the water should be encouraged to engage in this pathway.

Emergency care

Courses within the emergency care pathway allow SLSC members to participate on patrol as first responders trained in resuscitation and/or the use of first aid equipment. Emergency care includes advanced training courses covering specialised emergency care equipment such as medical oxygen cylinders within resuscitation kits for oxygen-aided resuscitation or methoxyflurane (green whistle) for pain management. Existing and potential new members who like staying on the beach should be encouraged to engage in this pathway.

Beach management

Courses within the beach management pathway allow SLSC members to participate on patrol as Radio Operators or Patrol Captains. Encourage existing and potential new members to follow this pathway if they exhibit good leadership skills and would like to patrol more than one season.

Training and education

Courses within the training and education pathway allows SLSC members to train and/or assess SLS courses within the pathways listed above, in addition to participation awards within the Junior Development and Community Education programs.

Encourage existing and potential new members to follow this pathway if they like teaching others valuable lifesaving skills and would like to train volunteers more than one season.

Refer to the [SLS pathways](#) website for information on the different member education pathways.

Nationally Recognised Training

SLSNSW is a registered training organisation (RTO) approved to deliver nationally recognised training. This RTO status allows for some SLS courses to formally recognise our members' skills and time spent training through the issue of units of competency (UoCs). These UoCs are also externally recognised by employers across the country, such as emergency service organisations. Being an RTO also ensures consistent, high-quality member training and assessment across SLSCs and branches in NSW as the course resources and members who deliver them comply with the national RTO standards for Australia's professional vocational education and training (VET) sector.

Some nationally recognised training courses can be delivered by your SLSC's member education team. In contrast, some other courses fall within a high-risk category so are delivered only by appropriately qualified members endorsed by SLSNSW, such as Training Officer Certificate courses.

Member training course resources are in the [SLS Members Area Document Library](#), such as the course syllabus/overviews and course guides that inform course advertisements aimed at potential new or existing members. Some member training resources in the SLS Members Area Document Library are restricted for only SLSC trainers, assessors and facilitators to see, such as the course delivery and assessment guides, which contain the answers to theory assessment questions.

There are also SLSNSW training resources applicable to all courses on the [SLSNSW Training Resources website](#) and SLSNSW or SLSA YouTube channel that SLSC member education teams should refer to regularly, e.g. course enrolment forms, evaluation forms and reports which SLSC Chief Training Officers (CTOs) should monitor closely as part of continual improvement activities.

For the full list of nationally recognised member courses available for members in NSW, refer to the latest [SLSNSW Awards and Qualifications Chart](#).

Internationally Recognised SLS Training

Surf Life Saving Australia is one of many national aquatic lifesaving organisations worldwide that collectively form the International Life Saving Federation (ILS). ILS awards are accepted internationally by ILS members, such as SLSA, to provide SLS members professional recognition of their lifesaving knowledge and skills.

SLSA's membership of the ILS means that several SLSA awards are recognised internationally, e.g., the SLSA Bronze Medallion. This recognition helps SLS members in Australia participate in international lifesaving exchange programs and obtain work opportunities in other countries.

SLSNSW members in Australia who want recognition for ILS awards obtained in other countries need to complete an 'in-depth proficiency' as part of their skills maintenance requirements. They also need to be inducted into the SLS organisational policies, procedures and guidelines relevant to their SLSC(s).

Memo:

To patrol in NSW, SLS members will also need to hold a Certificate II Public Safety (Aquatic Rescue). The valuable lifesaving and emergency care knowledge and skills that SLS members have obtained internationally may mean that they are suitable candidates for an 'RPL assessment-only pathway' to obtain Australia's nationally recognised Certificate II Public Safety (Aquatic Rescue).

Refer to the [SLSNSW Education Team](#) and the [ILS International certificates](#) and [ILS certificate equivalency tables](#) webpage for more information on internationally recognised SLS training.

Award Processing Times and Education Administration

After all assessment tasks have been completed by course participants, the relevant SLS award and any associated units of competency will be assigned to the member in SurfGuard within 4–5 weeks by the SLSNSW Training and Education Team.

The member will then be able to view their award details within the SLS Members Area Awards menu. The SLSNSW SLSC or branch will also then be sent a hard or electronic copy of the member's Statement of Attainment, qualification and/or Surf Life Saving Award, as applicable to present to their member, e.g., at the end of year SLSC award and recognition ceremonies.

Refer to the [SLSNSW Education standard operating procedures \(SOPs\)](#) for more information about the education administration process, including replacements of lost or missing awards.

Note:

- The SLSA IT Helpdesk cannot administer any changes to SLS awards for them to appear sooner within the SLS Members Area or SurfGuard. Advise members to contact their CTO regarding the status of their awards.
- The award processing 4–5 week processing time may be extended if all the required assessment paperwork is not provided or completed accurately as per assessment instructions.

Member Education Teams and Committees

SLSC Member Education Teams

Position descriptions for each education team role are available in the SLS Members Area Document Library. Any financial member wanting to become a member of their SLSC's education team should refer to the [SLNSW website](#) for more information.

Endorsed Delegates

Endorsed delegates are content experts who assist qualified trainers and assessors in managing the SLSA and SLSNSW skills maintenance requirements. All patrolling SLSC members must demonstrate to continue to patrol after the 31 December each year.

Training Administrators

Assist the SLSC CTO with training administration requirements for course promotion, enrolment, delivery and assessment paperwork compliance. They are allocated the SLSA Training Administration award in SurfGuard to have access to restricted SLS training resources in the SLS Members Area Document Library as Trainers, Assessors and Facilitators for 12 months.

Trainers

Trainers are professionally qualified to teach the skills and knowledge of SLS courses.

Endorsed Assessors

Endorsed Assessors are professionally qualified to act as an industry expert and collect assessment evidence under the SLSNSW supervisory framework.

Assessors

Assessors are professionally qualified to conduct assessments and collect assessment evidence independently.

Facilitators

SLNSW endorses Facilitators to train and assess the same course participant for specific SLS courses.

SLSC CTOs

SLSC CTOs also coordinate the SLSC education team members and their endorsed delegate assigned in SurfGuard on an annual basis. They manage the SLSA and SLSNSW skills maintenance requirements set out in the annual Skills Maintenance circular that all patrolling club members must demonstrate to continue to patrol after 31 December each year.

The CTO also ensures all course paperwork is administered and completed accurately before sending it to their local SLSNSW branch as required.

Any financial member wanting to become their SLSC's CTO should refer to the [SLNSW Keys for Success for Chief Training Officers](#), their Branch Director of Education and the induction resources available for CTOs (See [Leadership—Induction Training](#)).

If a CTO does not hold any SLS training and education pathway awards themselves, they may be allocated the SLSA Training Administration award in SurfGuard to access restricted SLS training resources in the SLS Members Area Document Library as Trainers, Assessors and Facilitators for 12 months.

Branch Director of Education (DoE)

Branch DoEs support SLSC CTOs and oversee the same RTO requirements at a regional level.

SLSNSW Training and Education Team

The SLSNSW Training and Education Team provides support and guidance to both SLSC CTOs and Branch DoEs.

SLSNSW Training and Education Manager

The SLSNSW Training and Education Manager introduces policies and procedures to ensure that all SLSCs and branches within SLSNSW remain RTO compliant. They adopt SLS member feedback in line with the current SLSNSW strategy and lead the SLSNSW Training and Education Team.

As an RTO, it is important to have qualified, digitally competent and engaging members of SLSC education teams to ensure that:

- Constructive feedback is made available for SLS courses to continue to provide training on the relevant skills and knowledge that members need to succeed in SLS's aquatic rescue emergency service industry
- Members achieve and maintain their competency to successfully perform in their volunteer work role and respond effectively to emergencies
- Members are engaged throughout their training to motivate them to continue volunteering and participating in further training
- Members exemplify the safety first and inclusive culture of SLS
- The high integrity of current best-practice training for Australia's iconic lifesavers is maintained
- Training and assessment remains consistent between SLSCs and between member education team members.

SLSC education team members should refer to the [SLSNSW Member Training and Education SOPs](#) for the policies and guidelines that apply to nationally recognised member training in New South Wales, as well as the [SLSNSW Lifesaving SOPs](#) and their SLSC's [Patrol Operations Manual](#) (POM) needed to train lifesavers in NSW.

They should also frequently refer to the [Training updates and FAQs](#) webpage and [SLSNSW Circulars](#) to stay up to date with the latest industry changes applicable to the professional vocational education and training industry they are a part of and SLS organisational requirements for member training.

You should send any feedback or queries about member education procedures and resources to your Branch DoE and the [SLSNSW Training and Education Team](#). They will collate feedback for reference during resource updates at the start and end of each patrol season.

Member Education Committees

Branch Director of Education Network (DoE Network)

The network of volunteer Branch DoEs regularly meets with the SLSNSW Training and Education Manager to discuss significant matters relating to education within NSW and advise the SLSNSW representatives of the national education committees.

SLSNSW Education Committee (EC)

The SLSNSW Education Committee (EC) is made up of the SLSNSW DoE (Chair), all SLSNSW Branch DoEs and up to five independent members appointed for a 3–6 year term who do not otherwise sit on the SLSNSW or SLSS Board or SLSNSW State Council.

The purpose of the EC is to provide strategic leadership for education and training activities to support effective decision-making at all levels of SLSNSW. The committee is responsible for supporting and informing the overall strategic development, growth and management of SLSNSW's education and training activities related to SLSNSW's strategic priorities.

The EC meets quarterly and as required or as directed by the SLSNSW Board of Directors (SLSNSW (Board) Refer to the latest [SLSNSW Regulations](#) and [SLSNSW Standing Committees Charter](#) for more information on the committee and its structure. Also, refer to the expression of interest requests from SLSNSW if you wish to join this committee as an independent member.

Feedback for this committee can be sent to education@surflifesaving.com.au.

National Education Advisory Committee (EAC)

The EAC is a group of elected volunteer education advisers from each state who regularly meet to represent the views of SLS members on nationally significant matters relating to education. The Education Chair role is responsible for supporting and informing the overall strategic development, growth and management of SLSA education operations to meet SLSA strategic priorities.

National education resources developed by SLS paid workers in collaboration with elected volunteer working group members.

The EAC meets at least two times per year (May and November) and as required or as directed by the SLSA Board. Refer to the latest SLSA Regulations for more information on the committee and its structure. Also, refer to the expression of interest requests from SLSA if you wish to join this volunteer committee.

Feedback for this committee can be sent to education@surflifesaving.com.au.

National Education Management Committee (EMC)

The EMC is a group of SLS state centre education managers who collaboratively deliver advice on nationally significant matters relating to education within the scope of Lifesaving, Sport and Development. They also elect volunteer and paid working group members with the support of the EAC to inform education program and resource development. The EMC meets at least two times per year (May and November) and as required or as directed by the SLSA Board. Refer to the latest SLSA Regulations for more information on the committee and its structure.

Feedback for this committee can be sent to education@surflifesaving.com.au.

Community Education

Community education is an integral component of branch and SLSC operational capability and strategies to achieve the SLSC vision of zero preventable drowning deaths in Australian waters through patrolling beaches, coastal risk assessments, education and training.

SLSNSW aims to 'Engage, Educate and Empower' all communities to be safer at the beach. Community education programs are a vital component of non-member and general community education and outreach.

Many people in Australia do not want to become a patrolling lifesaver, yet they want to obtain surf awareness and aquatic rescue skills to help them safely enjoy the surf and coastal waterways with their friends and family. Each year the SLSNSW state centre, branches and SLSCs receive many requests from education providers, corporate organisations and other social community groups to provide beach and water safety training.

SLSNSW is committed to extending the reach of community education programs throughout NSW. They support members in their delivery by working closely with SLSNSW SLSCs, branches and partner organisations to increase targeted community education programs providing member employment opportunities for sustainable capability.

Club Management Team (CMT) and branch members should contact the [SLSNSW Community Education Team](#) [SLSNSW Community Education SLSC and Branch Strategy](#) for more information on the support available to them in this space.

What Is Community Education?

Community education refers to any programs or resources developed and delivered to aid in the education of non-members of SLSC. They target specific or general community groups. For the most part, community education in this context will refer to the delivery of programs or resources to develop knowledge of beach and ocean safety. Community education audiences may include:

- Corporate business groups
- General public groups
- Indigenous/Aboriginal communities
- Multicultural, culturally and linguistically diverse (CALD), refugee or new migrant groups
- Schools and early childhood centres
- Tertiary (university/TAFE) groups (university/TAFE)
- Tourist or backpacker groups.

Community education programs can be delivered in various capacities and depend on the available resources, the desired outcome and the targeted audience. Delivery methods and types of programs may include:

- Beach dry sessions delivered to school or multicultural groups
- Beach wet sessions delivered to school or multicultural groups
- Community beach safety awareness days
- Incursions to a school or community group centre
- Presentations delivered at the SLSC house or an external venue as part of an event or program.

Community Education Benefits and Challenges

You should expect to encounter opportunities and barriers at different times and in different ways.

Benefits

Improved community awareness of aquatic safety through structured community education programs tailored to a community group's age, economic and cultural background has many potential benefits for SLS, such as:

- Adding value to SLSCs and branches beyond the flags
- Creating a safer patrolling environment for our lifesavers and lifeguards
- Engaging local business to attract new and foster existing partners and sponsors
- Engaging local communities to attract new members
- Keeping safety messages relevant to your local community
- Offering opportunities for brand growth
- Providing engagement opportunities for existing members to develop new skills and gain employment

- Providing members of the public with the essential knowledge and skills they need to safely enjoy the beach and coastal environment.

Challenges

For SLSNSW, SLSCs or branches (as volunteer-based organisations), community education programs can be a challenging component of an to engage in and derive its many benefits. The most identified challenges include:

- Funding
- People
- Resources
- Support
- Time.

You should acknowledge these challenges and work with your SLSNSW branch and SLSNSW towards minimising their associated barriers. To address these challenges, the Club Guide offers the following advice on developing and delivering community education.

1. Identify community needs for community education.
2. Develop capability through developing a team.
3. Identify skills and engaging members for support.
4. Engage and deliver different programs for the different community audiences in your local region.
5. Review, report and build your presence in the community education space.

For more detailed information on how you can have support from SLSNSW against the challenges identified above and barriers within community education, please see the [SLSNSW Community Education Health Check Report](#).

Community Education Teams and Committees

For larger SLSNSW clubs and branches, a separate community-education-focused team or member may be appropriate. Smaller SLSNSW clubs and branches may incorporate the management functions for community education within existing appointments. In either case, a community education team and members work together to equip all communities with the confidence, knowledge, resources and tools to prevent drownings and create safe, fun, welcoming and enjoyable beachside experiences.

Position description templates for all community education team roles are available in the SLS Members Area Document Library.

SLSC Community Education Teams

Community Education Presenters

Community Education Presenters deliver SLS community education programs using resources available in the SLSNSW Beach and Coastal Safety Hub and the [SLSNSW Community Education Digital Learning Centre](#) along with other approved SLS community education resources.

Community Safety Advisers

Community Safety Advisers are involved in the proactive engagement with people, especially those from multicultural backgrounds at the beach. They provide the first line of assistance and a final line of defence for those who may lack the confidence to approach patrolling lifesavers for help and assistance.

SLSC Community Education Officer

Community Education Officers promote and coordinate the delivery, evaluation and management of community education programs at a local SLSC level. They work in close collaboration with branch community education officers.

If a stand-alone Community Education Officer role is not appropriate or feasible, an SLSC may incorporate this role into a pre-existing SLSC CTO role.

Branch Community Education Officer

The Branch Community Education Officer promotes and coordinates the delivery, evaluation and management of community education programs at a branch level. They work in close collaboration with and support SLSC community education officers. They also lead trainer inductions as required for several structured community education programs, such as the Surf Survival Certificate.

If a stand-alone Branch Community Education Officer role is not appropriate or feasible, an SLSNSW branch may incorporate this role into a pre-existing Branch DoE role.

SLSNSW Community Education Team

The SLSNSW Community Education Team has a primary function of supporting SLSCs and branches to deliver community education programs and provides the capacity to do this in many ways, depending on the needs and goals of specific SLSNSW clubs and branches.

SLSNSW Community Education Team assistance to SLSCs may include:

- Guidance and contacts for accessing and engaging specific community groups
- Guidance and support in accessing resources and program information
- Guidance and support in the promotion or delivery of programs
- Practical support in running a community education special event, such as providing multilingual community education presenters and personnel for the support and delivery of community education programs.

The SLSNSW Community Education Team also works to strengthen multicultural engagement, manage the Coastal Accommodation Network and facilitate community education engagement with councils, educational institutions, CALD communities and targeted community groups. Each year, SLSNSW requests expressions of interest from members to deliver [community education programs](#) for at-risk populations and communities that may or may not be subsidised by government grants obtained by SLSNSW.

Contact the [SLSNSW Community Education Team](#) for more information about how they can support your SLSC's community education initiatives.

SLSNSW Community Education Manager

The SLSNSW Community Education Manager oversees and manages all community education and community engagement related activities, programs and events. They are responsible for ensuring that the following stakeholders are engaged and educated in a meaningful, respectful and relevant way:

- All core target communities
- At-risk populations
- Coastal accommodation providers
- International students
- Multicultural and CALD communities
- Rural and remote communities
- Schools
- Tourists and backpackers
- Young males.

The SLSNSW Community Education Manager also identifies and manages external stakeholder relationships and opportunities to collaborate with community groups and other aquatic and related organisations and services. This role ensures that the community education space remains innovative and responsive to our communities' ongoing and changing needs. They also lead the SLSNSW Training and Education Team and oversee all activities within the community education space.

CALD and Multicultural Service Provider Network

SLSNSW works with many external CALD and multicultural service providers from across NSW. These service providers deliver support and give expert insights into the development and provision of multicultural targeted programs and resources

geared towards key safety concerns outlined in SLSNSW coastal safety reports, such as rip current and rock fishing safety. These networks also support our engagement with specific communities along the coastline and across NSW and promote SLSNSW community education programs and resources to these target communities. You can use this network to:

- Identify at-risk multicultural communities in specific coastal locations
- Promote programs, events or resources to specific community groups
- Provide advice and support with engaging specific cultural groups
- Provide contacts and linkage with local multicultural groups and communities.

CALD Water Safety Committees

The SLSNSW CALD Water Safety Committees draw on the cultural and local area demographics, knowledge and expertise of their members and communities. They support, promote and advocate for new initiatives and programs targeting CALD communities within their local areas and the areas in which their communities congregate. Current active committees include:

- South East Sydney CALD Water Safety Committee
- South Western Sydney CALD Water Safety Committee
- Western Sydney CALD Water Safety Committee.

SLSNSW CALD Coastal Water Safety Reference and Advisory Group

The SLSNSW CALD Coastal Water Safety Reference and Advisory Group is an independent body that draws on its members' cultural and geographical diversity, expertise and real-life experiences to work towards engagement in future SLSNSW plans. They support and assist the development of SLSNSW community education programs and collateral through the process of expert review, feedback and insights. They also empower and engage the CALD, migrant and refugee communities from across NSW by directly involving them in workshoping, trialling and reviewing programs and content along the whole development journey.

Delivering Community Education Programs

A community education program may be delivered by an SLSC as an educational special event. There are several key phases that SLSCs should progress through in order to deliver community education programs that are outlined below:

Phase 1—Develop a Community Education Program Plan and Program Schedule

This plan should address the following considerations:

Purpose

Why does the SLSC want to run a community education program?

e.g., This may be recruitment, local community concerns or recent events, general community engagement/involvement or it may be with the intention to set up a commercial venture.

Audiences

What community groups for engagement and education exist in our local community?

Community Education Team Members

Who is available at the SLSC to manage, coordinate and deliver community education programs, and what skills and expertise do they possess or need to develop?

e.g., SLS volunteers or staff, tertiary students on school holidays.

Community Education Resources

What resources are available at the SLSC for the delivery of programs and what resources and support do we need?

e.g., Physical, human and online resources.

SWOT Analysis

What strengths, weaknesses, opportunities and threats exist for engagement and education in the SLSC's local community?
e.g., Access to resources, challenges, partnerships, competition with local council beach safety programs, schools overwhelmed with contact requests from different SLSCs and branches.

Community Education Programs

What type of community education program do we want to run and how do we want to run it?
e.g., Programs for primary schools, secondary schools, tertiary institutions, CALD communities, corporate groups.

Promotion

How will we reach out to these community groups and what support do we need in this area?
e.g., Social media, promotional trailers, SLSNSW committee members, collaboration with other SLSCs or services.

SLSNSW Support

What does SLSNSW have available to support our community education plans and how we can maximise these?

Phase 2—Establish an SLSC Community Education Team

Appoint an SLSC Community Education Officer to lead and engage existing members wanting to develop their coastal safety knowledge, event coordination, marketing and/or presentation skills through the coordination and delivery of community education programs.

This team should regularly connect with the SLSNSW Community Education team for support, guidance and insights into their local community. All team members should also complete the SLS Safer Surf Clubs online course Parts 2 and 4 covering risk assessments and special events.

All CMT members should support the SLSCs' community education teams by promoting the SLSNSW beach and Coastal Safety Hub as a vital learning and resource tool for delivering community education programs.

Phase 3—Access and Obtain Community Education Resources

Provide your community education team members with access to, and familiarise them with, the SLSNSW Beach and Coastal Safety Hub resources and the specifically structured programs and learning resources on the [SLSNSW Community Education Digital Learning Centre](#). Also, provide them with permission to order giveaway merchandise available on the SLSNSW Shop as required.

Assist community education team members to obtain, prepare, relocate and maintain community education program specific resources such as:

Phase 4—Connect with Local Targeted Community Groups

Connect with local targeted community groups to promote planned programs. The [SLSNSW Community Education Team](#) can assist with guidance and resources on how to do this.

Phase 5—Apply for Involvement in a Special Event

Screenshot of special event application forms

The SLSC Community Education Officer should complete an [Application for Involvement in a Special Event Form](#) for all relevant events. The form must be lodged with your local SLSNSW branch or SLSNSW for endorsement at least 2 weeks before the event date (or first event date in a series of events) as per the SLS special event procedures outlined in the [SLSA Guidelines for Safer Surf Clubs](#). This endorsement ensures that the SLS insurance provider covers the community education program activities.

Phase 6—Deliver the Community Education Program and Collect Feedback

The Community Education Presenters deliver the community education program using the current SLSNSW community education resources and collect feedback for review by Community Education Officers for improved program delivery and engagement with local community members.

Community Education Resources

There are many freely available resources for SLSCs and branches to access to support their community education and engagement needs.

The [SLSNSW Beach Safety Hub](#) is a digital portal to provide not only key target audiences with easily accessible aquatic safety information but also provides SLSCs and branches interested in accessing community education relevant resources, downloads, programs and merchandise with a one-stop shop for all things community education.

The [SLSNSW Community Education online learning](#) provides a platform for our key target audiences to engage in specific learning modules as part of or separate from community education programs. The learning centre additionally provides access for SLS clubs and branches to specially designed learning and training modules to support and assist in:

- Specific audience induction and training pathways
- Specific program and event induction and training pathways
- Training of Community Education Officers and Presenters.

You should promote the DLC to engaged schools and community groups as part of SLSNSW club and branch delivered programs as it adds additional value and incentive for engagement from schools and community groups.

Contact the [SLSNSW Community Education Team](#) for support with the BCS Hub or DLC.

Australian Lifesaving Academy NSW

The Australian Lifesaving Academy (ALA) NSW delivers both accredited and non-accredited first aid, emergency care and CPR training on a fee-for-service basis. It does this through [public courses](#) and onsite courses to schools, childcare centres, private industry and government agencies.

The ALA also supplies SLSNSW endorsed first aid equipment for SLSCs and members of the public to purchase online through the online [SLSNSW Shop](#).

Sometimes SLSCs require assistance to ensure their members receive or maintain the currency of their accredited training for patrolling or assessing purposes, notably, for accredited awards that expire within 12 months or 3 years in line with the Australian Resuscitation Council (ARC) guidelines. SLSCs may also like to offer mental health first aid training to their members at the start of the patrol season to better prepare them for any critical incident that may occur while on patrol or during situations they may encounter in a leadership role.

The ALA is available through SLSNSW to support SLSCs provide regular training to its members at significantly discounted rates. SLSNSW CTOs may contact the ALA (training@surflifesaving.com.au or call 1300 766 257) to enquire about courses, group booking options for your SLSC members and any of the SLSNSW endorsed first aid equipment on their online shop.

Reflection Questions

1. How does your SLSC consistently promote the different member education pathway options to new and existing members?
2. How does your SLSC partner with other SLSCs and your branch to provide multiple training and assessing opportunities for SLSC trainers and assessors and skills maintenance endorsed delegates in your region?
3. How regularly are you speaking to the SLSNSW Community Education Team about training options for at-risk groups within your local area?
4. Are there any commercial community education training options for your SLSC that you are aware of to upskill community members and encourage membership?
5. Does your SLSC partner with the ALA to ensure that volunteer workers at your SLSC maintain the currency of their emergency care qualifications each patrol season, such as Provide resuscitation and Provide first aid units of competency?

Lifesaving

Minimum Standards

SLSNSW is NSW's peak water safety and rescue organisation, made up of a network of volunteer surf lifesavers, professional lifeguards and support operations. Each summer, over 21,000 members don the iconic red and yellow uniforms at beaches across the state. Every patrol member is trained to the highest possible standard and dedicates countless hours each season to protecting members of the public.

As a core public safety organisation, SLS sets minimum standards for all SLSCs/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 SLS organisation. These minimum standards include:

- Minimum patrol season length/dates
- Minimum patrol hours
- Minimum patrol member numbers
- Minimum patrol member qualifications
- Minimum lifesaving equipment
- Policies/procedures.

The following agreements/documents that set out these minimum standards are listed below.

- [Annual Compliance Circular](#)
- [Annual Skills Maintenance Circular](#)
- [Gear and Equipment Inspections](#)
- [Lifesaving Service Agreements](#)
- [Lifesaving Standard Operating Procedures](#)
- [Patrol Audits](#)
- [Patrol Operations Manuals](#)

Setting and adhering to minimum standards requires consistent coordination and support, as outlined within this Lifesaving section of the SLSNSW Club Guide.

Phases of Lifesaving Operations

There are three phases of lifesaving operations under an emergency management structure that has relevance at both a wider SLSC season level and daily patrol level. Refer to the following table to see how each phase relates to an SLSC/service and patrol level.

Lifesaving operations phase	SLSC/service level	Patrol level
1. Planning and preparation		
The planning and preparation phase involves monitoring conditions, situational awareness, contingency planning and training to ensure lifesaving services are always prepared and ready to provide an operational response.	Pre-season activities outlined in the SLSNSW pre-season information pack Start of season briefings SLSC inductions, training and qualifications for new and returning members	Rostering and establishing a patrol that meets the SLSC's lifesaving service agreement Pre-patrol operations including risk assessments and gear and equipment checks Pre-patrol briefing Completing patrol records
2. Operational response phase		
The operational response phase involves coordinating and communicating to appropriate responding lifesaving assets and other emergency services.	Patrol operations (patrol teams) Emergency responses (call-out teams) Maintaining gear and equipment	Various patrol methods operating Responding to an incident Search and rescue operational responses

Updating patrol records
Reporting faulty or damaged equipment

3. Recovery phase

The recovery phase involves post-event activities including reports, reviews, debriefs and member welfare checks.	End-of-season activities outlined by SLSNSW	Re-establishing patrol operations following an incident
	End-of-season debriefs	Post-incident debriefs including incident and statement reporting
	Documentation submissions as required	Post-patrol debriefs including updating patrol records
		Post-patrol operations
		Critical incident support

Lifesaving Operations

Pre-season

In preparing for an upcoming patrol season, all Club Management Team (CMT) members must complete a number of tasks to ensure the SLSC is ready to provide its community service. For example, the SLSC Director of Lifesaving must update the SLSC's Patrol Operations Manual (POM).

Pre-season Briefing

The SLSC Director of Lifesaving (DoL) should deliver a pre-season briefing with all Patrol Captains, Gear Stewards and Chief Training Officers (CTOs).

Items to discuss should include:

- Active patrolling member numbers and qualification requirements
- Annual gear and equipment inspection program
- SLSC radio procedures
- Emergency response equipment and call out teams
- Lifesaving Service Agreement (LSA)
- Local government regulations
- Patrol audit program
- Patrol Captain skills maintenance requirements and supplementary learning
- POM
- Patrol rosters
- Powercraft safety and image
- Public image
- SLSA and SLSNSW circulars and news and events relating to lifesaving operations
- SLSNSW lifesaving standard operating procedures (SOPs) and any updates
- Special event management
- Support operations
- Surf sport and junior development program activities
- The SLSC hazards and risk register—registered items relating to lifesaving operations, gear and equipment.
- Training activities on patrol
- Uniform

Patrol Rosters

Patrol rosters should be promoted to SLSC members as far in advance as possible. As per the SLSNSW lifesaving standard operating procedures (lifesaving SOPs), all SLSC patrols shall have on duty, at a minimum, the following financially current and proficient personnel with the following SLS awards/VET qualifications for the duration of the base patrol:

- 1 x IRB Driver with Silver Medallion IRB Driver (SMIRBD)
- 1 x IRB Crewperson Silver Medallion IRB Crewperson (SMIRBC)
- 3 x Fully qualified lifesavers with Bronze Medallion (BM)/Certificate II Public Safety—Aquatic Rescue (Cert II)
- 1 x First responder with Advanced Resuscitation Techniques Certificate (ARTC)
- 1 x Patrol Captain with Silver Medallion Beach Management (SMBM)

Note:

- One person can hold more than one of the above listed SLS awards/VET qualifications, however, the IRB Crewperson and the IRB Driver cannot be the same person. This means that a minimum of three qualified lifesavers can be on patrol if the Patrol Captain holding a current SMBM is also proficient in their BM and ARTC.
- SLSNSW branches and/or SLSCs may set a minimum number of personnel and SLS awards/qualifications for a patrol higher than the SLSNSW minimum. An SLSC will need to reflect this in its LSA and POM.
- Your local SLSNSW Branch DoL must be notified at the time and given updates if and when they occur if less than a full patrol is available.

When preparing the patrol roster, it is necessary to consider the experience and qualifications of the members and their external commitments. Many SLSCs will produce two or more patrol rosters per season to allow for greater human resources management.

Some SLSCs have found improved patrol attendance and member retention by allowing their members to allocate themselves to patrol dates requiring certain qualified members instead of being assigned to patrol teams and specified dates. This self-allocation is possible when there are more than the minimum required proficient members on each patrol, such as the Patrol Captain and IRB crew.

Note:

- Your SLSC's LSA shall form the basis of annual patrol roster planning.
- The SLSC DoL should regularly review patrol attendance to determine if patrol standards are met and if there are any changes to the patrol roster that need to be made during the patrol season.

Patrol Season

You must complete several tasks during a patrol season to ensure your SLSC continues to provide quality and efficient community service.

Examples of tasks include:

- Ensuring all patrol records are updated into SurfGuard in a timely manner
- Maintaining and replenishing patrol gear and equipment to a rescue-ready status
- Participating in patrol audits
- Providing water safety for SLS activities as required
- Responding to incidents as per SLSNSW lifesaving SOPs
- Reviewing and monitoring rostered patrol attendance.
- Updating hazard and risk registers.

Post-season

You must complete several tasks following the end of a patrol season to ensure your SLSC is ready to conclude and improve its community service.

Post-season Debriefing

The DoL should deliver a post-season debriefing with all Patrol Captains, Gear Stewards and CTOs.

Items to discuss should include:

- Challenges/issues to resolve
- Club Health check for lifesaving operations
- Emergency response equipment and call out teams
- Equipment needs (repairs/new)
- Membership number and qualification shortfalls (for action in offseason)
- Patrol Captain succession planning
- Roster needs/changes for next season
- Statistics
- Uniform needs.

Lifesaving Teams and Committees

SLSC Lifesaving Teams

Position descriptions for each lifesaving team role are available in the SLS Members Area Document Library.

SLSC lifesaving team members should refer to the [SLNSW lifesaving standard operating procedures \(lifesaving SOPs\)](#) for the policies and guidelines that apply to lifesaving operations in NSW. You should send any feedback or queries about lifesaving operations to your local SLSNSW Branch DoL and the [SLNSW Lifesaving Team](#), who will collate and refer to it for future policy, guideline and procedure updates.

They should also frequently refer to the On Patrol, SLSNSW Circulars and SLSNSW Publications webpages to stay updated with the latest industry changes applicable to the public safety and aquatic rescue industry and SLS organisational requirements for lifesaving operations.

Any financial member wanting to become a member of their SLSC's lifesaving team should refer to the [SLNSW website](#) for more information.

Patrol Captains

Patrol Captains are the key leaders of their patrol's lifesaving functions on the beach. At the operational level, the primary role of the Patrol Captain is to ensure effective beach management and rescue capabilities are established and maintained during their rostered watch.

Patrol Vice-captains

Patrol Vice-captains may be available to support Patrol Captains manage the beach.

Gear Stewards

Gear Stewards support patrol teams and the SLSC DoL to look after the condition and storage of SLSC gear and equipment, and help ensure that the SLSC has any required emergency response equipment set up and ready to respond 24/7. Some Gear Stewards may be responsible for particular equipment areas within an SLSC, for example, a first aid officer may be responsible for equipment within the first aid room and an IRB captain may be responsible for all powercraft equipment.

SLSC Emergency Call-out Teams

SLSC Emergency Call-out Teams respond (if available) to incidents at their beach and surrounding areas outside of patrol hours and/or in support of an on-duty patrol. Refer to the [SLSC Emergency Call-out Team](#) section of this guide for more information.

Support Operations Teams

Surf Life Saving Support Operations Teams consist of members working in offshore rescue boats (ORBs), jet rescue boats (JRBs), rescue watercraft (RWC), or as Duty Officers and SurfCom operators. Refer to the [Branch Support Operations](#) section of this guide for more information.

The SLSC Director of Lifesaving

The SLSC DoL has overall responsibility for the SLSC's lifesaving operations and services.

SLNSW Branch DoL

The SLSNSW DoL supports the SLSC DoL and oversees the same lifesaving services in addition to support operations at a regional level.

SLNSW Lifesaving Team

The SLSNSW Lifesaving Team provides support and guidance to both SLSC and SLSNSW Branch DoLs.

SLNSW State Director of Lifesaving

The SLSNSW State DoL introduces policies and procedures to ensure that all SLSCs and branches within SLSNSW meet their obligations and minimum lifesaving standards, and that SLS member feedback is adopted in line with the current SLSNSW strategy. They also lead the SLSNSW Lifesaving Team.

Lifesaving Committees

SLSNSW Branch DoL Network

The SLSNSW Branch DoL Network consists of volunteer Branch DoLs who meet bi-monthly with the SLSNSW DoL and SLSNSW Public Safety Manager to discuss significant matters relating to lifesaving within NSW and provide advice to the SLSNSW representatives of the national lifesaving committees.

SLSNSW Lifesaving Committee (LC)

The SLSNSW LC consists of the SLSNSW DoL Chair, all SLSNSW Branch DoLs and up to five independent members appointed for a 3–6 year term who do not otherwise sit on the SLSNSW or SLSS Board or SLSNSW State Council.

The purpose of the LC is to provide strategic leadership for lifesaving activities to support effective decision-making at all levels of SLSNSW. The committee is responsible for supporting and informing the overall strategic development, growth and management of SLSNSW's lifesaving activities related to SLSNSW's strategic priorities.

The LC meets quarterly and as required or as directed by the SLSNSW Board. Refer to the latest [SLSNSW Regulations](#) and [SLSNSW Standing Committees Charter](#) for more information on the committee and its structure. Also, refer to the expression of interest requests from SLSNSW if you wish to join this committee as an independent member.

You can send feedback for this committee to the [SLSNSW Lifesaving Team](#).

National Lifesaving Advisory Committee (LAC)

The LAC is a group of elected volunteer lifesaving advisers from each state who regularly meet to represent the views of SLS members on nationally significant matters relating to lifesaving operations.

The Lifesaving Chair role is responsible for supporting and informing the overall strategic development, growth and management of SLSA lifesaving operations to meet SLSA strategic priorities.

The LAC meets at least two times per year and as required or as directed by the SLSA Board. Refer to the latest SLSA Regulations for more information on the committee and its structure. Also, refer to the expression of interest requests from SLSA if you wish to join this volunteer committee.

You can send feedback for this committee to the [SLSNSW Lifesaving Team](#).

National Lifesaving Management Committee (LMC)

SLS state centre DoLs collaboratively deliver advice on nationally significant matters relating to lifesaving. They also elect volunteer and staff working group members with the support of the LAC to inform lifesaving program and resource development. The LMC meets at least two times per year (May and November) and as required or as directed by the SLSA Board. Refer to the latest [SLSA Regulations](#) for more information on the committee and its structure.

You can send feedback for this committee to the [SLSNSW Lifesaving Team](#).

Lifesaving Service Agreements (LSAs)

All SLSCs and services in NSW shall have an SLSNSW endorsed LSA covering the standards of service provision for lifesaving or lifeguarding. The SLSNSW LSA is SLSNSW's patrol contract with local government authorities. It sets out the NSW SLSC and service's responsibilities and commitments for providing lifesaving services to communities in NSW.

The LSA covers:

1. The patrol season
2. Times of the day services are provided
3. Patrol strength (minimum number of people)
4. Equipment to be available
5. Minimum qualifications held by members
6. The location and extent of your service.

Your SLSC's lifesaving service must always meet its obligations under this agreement. For this reason, the LSAs shall form the basis of annual patrol roster planning. SurfCom notes any breach of your SLSC's LSA and reports this to your local SLSNSW Branch DoL.

Your SLSC needs to ensure its LSA is signed and sent to its local SLSNSW branch at the start of each season (for co-signing). The annual review and re-endorsement of the SLSNSW LSA provides an opportunity to prepare a case to request a variance to your patrol times or other service details. Note that any request will not be considered endorsed until you have received a co-signed copy of your LSA from SLSNSW.

Once signed by both parties, the SLSC should display its LSA in a prominent location where patrol members can easily refer to it. A good example may be to laminate a copy and place it the SLSC's patrol room or first aid room, in addition to uploading an electronic copy to your SLSC's Document Library in the SLS Members Area.

Standard Operating Procedures (SOPs)

SLS has SOPs that relate to the conduct of certain lifesaving activities. The [SLSNSW Lifesaving SOPs](#) outlines the policies, procedures and guidelines to be followed when managing and delivering lifesaving operations in NSW. While a Patrol Captain is ultimately responsible for the effective management of the beach during a patrol, all patrolling members need to be familiar with these lifesaving SOPs that are always accessible on the SLSNSW website.

The key sections of the SLSNSW lifesaving SOPs include:

LS1 Work Health and Safety	LS7 Patrol Operations General	LS12 Lifesaving Vessels and Aircraft
LS2 Information Management	LS8 Patrol Operations Emergency	LS13 Post Incident Recovery Phase
LS3 Obligations and Standards	LS9 Surf Emergency Response System	LS14 Index
LS4 Regulations Rescue Vessels	LS10 SAR Operations	LS15 SLSA References
LS5 Gear and Equipment	LS11 SurfCom	LS16 Glossary of Terms
LS6 Radio Communications		LS17 Changes Log

The policies that the lifesaving SOPs support are constantly changing. Updates to the SLSNSW lifesaving SOPs or temporary changes will be communicated by SLSNSW, such as those in response to the COVID-19 pandemic.

SLSNSW has developed the [Lifesaving Operating Procedures Guide](#) for all patrolling members, DoLs and Patrol Captains that summarises and focuses on the following key lifesaving areas:

- Preparation
- General operations
- Emergency operations
- Recovery operations
- Communication.

You should send feedback or queries about lifesaving SOPs and resources to your local SLSNSW Branch DoL and SLSNSW Lifesaving Team. All feedback is collated, tracked and reviewed by the respective lifesaving working group and referenced in circulars.

Patrol Operation Manuals (POMs)

POMs outline specific local beach hazards and risk management plans for all patrolling members. All patrolling members need to be made aware of them during their on-patrol training and follow them on patrol.

All NSW SLSCs and services shall develop, implement and endorse an SLSC POM outlining their local beach management and response plans aligned with each of the three phases of lifesaving operations.

The SLSC DoL must review and update the POMs as part of the annual pre-season planning, communicate the changes to patrolling members and make the SLSC POM available electronically within the SLSC's Document Library within the SLS Members Area.

Gear and Equipment

The following information is a guide for DoLs and Gear Stewards in particular.

The SLSNSW lifesaving SOPs outline the minimum level SLSCs in NSW should operate regarding equipment. SLSC shall use only equipment approved by SLSA and/or NSW for lifesaving operations in NSW. The use of non-approved equipment falls outside the SLSNSW lifesaving SOPs and SLS insurance. Any supplier, SLSC or SLS member wishing to propose a new or modified item of lifesaving equipment for approval by SLSNSW or SLSA should contact the [SLSNSW State DoL](#). An SLSC in NSW leaves itself open to insurance issues if they are not using the specified equipment and/or correctly using equipment.

Note:

Personal equipment used on patrol is also not covered by SLS insurance, e.g., mobile phones and tablets.

Maintenance

It is important to ensure all lifesaving equipment is maintained. Your SLSC should have a regular preventive maintenance program to ensure all equipment is at its optimum operating level and meets WHS guidelines. At a minimum, you should service the following equipment annually:

Carousel images of the following.

- Defibrillators
- Patrol equipment (e.g., signage, tents, flags)
- Oxygen resuscitation equipment
- Powercraft
- Radios (handhelds + base sets)
- Side-by-side vehicles.

Annual Gear and Equipment Inspections

Image of equipment being inspected

As per the SLSNSW Lifesaving SOPs, an SLSC must annually inspect all frontline lifesaving equipment before the commencement of each patrolling season to ensure:

- Gear and equipment is operationally fit to use for Surf Life Saving purposes and is not damaged or faulty
- SLSCs and services meet the minimum patrol equipment requirements as outlined in the SLSNSW lifesaving SOPs
- Gear and equipment repairs, maintenance and upgrade requirements are identified
- New gear and equipment, lifesaving SOPs, specifications and policy update requirements have been implemented
- Correct and current information is updated on SurfGuard
- All gear and equipment is SLSA or SLSNSW endorsed.

As per the [SLSNSW Lifesaving SOPs for Gear and Equipment](#), and as part of the annual SLSC compliance process, all SLSC gear and equipment shall be inspected through an SLSNSW branch administered [Annual Gear and Equipment Inspection Program](#) before each lifesaving season. An overview of the program process is outlined below:

Step 1—SLSNSW branch

Inspection dates allocated and communicated to SLSCs.

Step 2—SLSC DoL and Gear Steward

Pre-Inspection of SLSC gear and equipment (ideally using SLS Patrol Operations app).

Step 3—SLSC DoL and Gear Steward

SLSC gear and equipment information updated in SurfGuard.

Step 4—SLSNSW Branch and SLSC DoL

SLSNSW branch inspection of SLSC gear and equipment (ideally using SLS Patrol Operations app).

Step 5—SLSNSW branch and SLSC DoL

SLSNSW branch re-inspection of SLSC gear and equipment (ideally using SLS Patrol Operations app).

Step 6—SLSNSW branch and SLSC DoL

Confirm SLSC gear and equipment information is updated in SurfGuard based on SLSNSW branch inspection.

Step 7—SLSNSW branch and SLSC DoL

Completion of SLSNSW online compliance requirements checklist facility.

As each SLSNSW branch coordinates the inspection program differently, your local SLSNSW branch will advise your SLSC of their specific inspection requirements, local processes and inspection dates. Your SLSNSW branch will arrange an inspection date with your SLSC well in advance of the season to ensure that:

- Your SLSC has ample time to conduct pre-inspections on all gear and equipment to guarantee that you can conduct any maintenance or repairs before the inspection dates
- Your SLSC has updated all gear and equipment information in the 'Manage Gear and Equipment' SurfGuard menu
- The SLSNSW branch is informed of the completed SurfGuard update before the designated branch inspection dates to make sure checklists are accurate for inspections
- There is sufficient time to re-inspect any pending equipment if needed in addition to completing all administration requirements by the due date.

SLSNSW Branch Gear Inspectors will mark all defective equipment with an SLSNSW gear inspections 'Defective Equipment' tag each year. Equipment not passed by the Gear Inspectors is to be recorded in the SLS Patrol Operations app and must not be used by SLSC members on patrol until the equipment has been passed.

As a minimum, SLS clubs and services are required to inspect and update the following lifesaving equipment in SurfGuard annually:

Carousel of images showing each of the below

- Automated external defibrillators
- First aid equipment
- IRB motors
- IRBs
- Radios
- Rescue boards
- Rescue tubes
- Resuscitation kits including oxygen cylinders
- Side-by-side and other beach vehicles
- Spinal equipment.

Refer the latest [SLSNSW Annual Gear & Equipment Inspections Program Circular](#) on the [SLSNSW Website](#) for more information.

Powercraft

All powercraft users and vessels in NSW fall under NSW maritime regulations and legislation, including all SLS rescue vessels, services and personnel. Due to the nature of Surf Lifesaving operations, a series of formal exemptions have been granted to SLSNSW. All SLS rescue vessels, services and personnel operating in NSW shall adhere to the requirements of regulations and legislation as directed by Services NSW, including all formal exemption requirements.

Refer to the SLSNSW Lifesaving SOPs for Regulations Rescue Vessels, SLSA Powercraft training manual and the Powercraft Code of Conduct for more information on powercraft in NSW.

Patrol Audits

SLSCs can expect to have their patrols assessed over the season. The mandatory assessment is a basic check of compliance with the SLSC's LSA. The Patrol Audit Program delivered by SLNSW branches aims to assist SLS clubs and services in standardising the process of assessing the compliance of patrols and services to LSAs and SLS lifesaving policies and procedures.

SLNSW branches are expected to deliver at least four patrol audits per SLSC within the patrol season (on average one every 5 to 6 weeks) and by the due dates for the SLSCs to be compliant for the following patrol season.

The Patrol Audit Form used for audits is distributed widely following its seasonal review. It is also available on the SLNSW website so there are no surprises and SLSCs are aware of the expectation. The auditors take on their role in a volunteer capacity.

SLSC members are encouraged to refer to the Patrol Audit Guide as a self-assessment tool to assess their own SLSC's assets and personnel, and to help maintain their SLSC's overall compliance throughout the patrol season.

Your local SLNSW branch should communicate information on the Patrol Audit Program throughout the patrol season.

Patrol Competition

In addition to the standard assessment, SLSCs may participate in their own internal 'Patrol Competition' using the Patrol Audit Form as the competition criteria. It is sincerely hoped that SLSCs find involvement in the competition a positive experience and an opportunity to polish their skills. The role of the competition is to identify excellence in patrolling service and is not just a measurement of compliance. Many SLSCs successfully hold internal and inter-SLSC patrol competitions. They are encouraged, allowing patrols to pit their skills against one another and receive recognition from their peers for their efforts.

Patrol Records

There are several essential documents that patrols need to complete in their patrolling duties that may be required for police or coronial investigations and will form the basis of research that informs SLS lifesaving committee decisions and supports the acquisition of government grants. An SLSC should never underestimate the importance of the good quality and timely management of records.

All DoLs and their delegates should have a username and password for SurfGuard to record the following information relating to lifesaving operations:

- SLSC member and officer contacts
- Emergency call-out team member contacts
- Gear and equipment
- Incident reports within the incident report database (IRD)
- Lifesaver qualifications and their proficiency status that must be current at the time of patrol
- Lifesaving officer positions
- Patrol logs and statistics
- Patrol rosters.

Key Patrol Forms and Logs

The following key patrol forms and logs should be regularly updated and monitored by DoLs and Patrol Captains using the SLS Patrol Operations app:

Incident Report Form

Captures the details of incidents that have occurred within or outside the SLSC.

Note:

If an incident is reported via SurfCom, the Patrol Captain will not need to complete this via the SLS Patrol Operations app as the SurfCom Management System will automatically generate an Incident Report Database number.

IRB Log

Captures the information about an IRB every time it is used to make it available for the Patrol Captain.

Patrol Log

Captures the details about a patrol's personnel and surf conditions to; determine whether lifesaving service agreements have been met safely, capture accurate information to inform coroner reports and SLSA research and update the public SLS BeachSafe website and application information in a timely manner.

The SLS Patrol Operations app automatically enters the information into SurfGuard to allow for real-time data collection in an easier to read format while also reducing the administrative burden for volunteer SLSC Administrators. It also shows live information from SurfGuard, such as the currency of patrol member qualifications. Use the app to enter in data on the same day as, if not within 2 weeks from, the date of occurrence.

Paper-based versions of forms and logs available to download from SurfGuard or purchase as hard-copy logbooks from the SLS Members Area Online Store need to have their information manually entered into SurfGuard no later than 2 weeks from the date of occurrence.

Refer to the [SLSNSW On Patrol](#) webpage for more examples of forms and logs relevant to patrol records.

Patrolling Members

Patrolling members are made up of first responders, lifesavers and lifesaver cadets. They perform different duties as assigned by their Patrol Captain based on their awards and qualifications.

Patrolling members should view their patrol rosters and communicate their availability to patrol via the [SLS Members Area](#) Dashboard or Patrols menus. They should arrive at the designated patrol meeting place 30 minutes before a rostered patrol to take part in a patrol briefing and set up the patrol area with gear and equipment checks completed as required.

The [SLS Members Area Patrols menu](#) allows members to filter and view their upcoming and/or past patrol roster for a selected season and let their SLSC know that they need to find a substitute for a rostered patrol. They can also automatically accept other patrol swap requests from other members at their SLSC. Although some SLSCs have introduced other patrol roster and swap options using external applications in the past, this SLS Members Area Patrols menu should be encouraged as it automatically updates SurfGuard patrol rosters. Refer to the [SLS Members Area User Guide](#) for more information.

Patrolling members also need to ensure they have completed their annual [skills maintenance](#) requirements before 31 December to remain proficient to continue patrolling with some or all of their SLSA and SLSNSW awards from 1 January each year. SLSNSW will annually distribute a Pre-Season Information Pack specific to lifesavers before the patrol season. This will provide a detailed description of the skills maintenance requirements for all SLSA and SLSNSW awards in addition to lifesaving operational information. You can obtain the most recent version from the [SLSNSW Lifesaving](#) webpage. The SLSC's CTO oversees skills maintenance arrangements for an SLSC.

Refer to the latest copies of SLSA training manuals, learner guides, online courses and the SLSNSW Lifesaving SOPs and your SLSC's POM for information on current patrol member training. Speak with your SLSC's CTO regarding the training needs for your patrolling members and inform them of any foreseeable gaps in qualified members that are required to meet lifesaving service agreements.

All patrolling members also need to ensure that they are wearing the current SLSA uniforms with any of their most recent local partner branding while constantly communicating a positive and professional image. Refer to the latest [SLSA Lifesaving Equipment and Uniform Brand Guidelines](#) and [SLSA Patrol Uniform Policy](#) in the SLS Members Area Document Library for more information.

Unmanned Aerial Vehicle (UAV) Operations

UAVs or drones are a new technology that provides greater coverage and surveillance of potential risks along our coastline. When used as part of a patrol, UAVs provide valuable intelligence, enabling patrol teams to efficiently deploy people and other assets to carry out preventive actions and rescues.

SLSNSW operates a Membership UAV Program where UAV services are delivered across fixed and mobile locations across NSW. SLSNSW uses drone services for:

- The surveillance of sharks and other marine life
- The identification of rip currents and other hazards
- The surveillance of swimmers and other beach users away from the patrolled location.

The SLSNSW UAV team also helps obtain government funding to extend UAV services and achieve the SLSNSW vision. For example, all NSW government-funded UAVs are fitted with a speaker attachment for live and pre-recorded messaging to beachgoers.

The [SLSNSW Standard Operating Procedures Unmanned Aerial Vehicles \(UAV SOPs\)](#) provide instructions for the operation and management of Unmanned Aerial Vehicles (UAVs) and all persons involved in the operation of UAVs that are operating under SLSNSW as sub-2kg excluded commercial operators. They are regularly updated as new legislation become available.

Members wishing to become a volunteer or paid SLSNSW UAV Operator must complete a 2-day course and have an Aviation Reference Number (ARN). If they have a current Remote Pilots Licence (RePL) or other aviation qualification, they may be granted recognition of prior learning (RPL) and only be required for SLS operation-specific aspects of the 2-day course to obtain the SLSNSW UAV Pilot qualification. Refer to the [SLSNSW UAVs in Surf Life Saving](#) webpage for more information and UAV resources related to the SLSNSW Membership UAV Program.

At this point in time SLSNSW, is only using UAVs to service those contracts we have with the government and our internally funded Membership UAV Program. If your SLSC is interested in being involved in the future, then please contact the [SLSNSW UAV Team](#).

Branch Support Operations

Surf Life Saving Support Operations consist of ORBs, JRBs, RWC, Duty Officers and SurfCom. Support Operations enable multiple high-risk areas to be patrolled without the overhead costs of establishing a new SLSC. Additionally, they assist SLSCs in patrolling their beach during dangerous surf conditions and peak times.

All Support Operations members complete regular patrols for their SLSC during the season and must be an endorsed member to complete patrol with the various Support Operations groups. SLSC members should enquire about joining a Support Operations group by contacting their DoL or Branch DoL for more information prior to completing the latest Support Operations Member Application Form.

The locations of Support Operations are determined through a risk analysis process to ensure that resources are appropriately placed along the NSW coastline. Refer to your Branch DoL and the latest SLSNSW Guide to Establishing a Support Operation for more information.

Emergency Response and Management

An emergency response is a request for assistance from any of the following agencies/organisations:

- Emergency services (police, fire, ambulance, state emergency services [SES] etc.)
- Lifesaving services (contracted lifeguards, council lifeguards, SLSCs etc.)
- National Parks and Wildlife Service rangers
- Volunteer marine rescue (coastal patrol, coast guard etc.)

The nature of emergency response often results in a situation where:

- A person of interest is missing, and a search is required
- Incident is at an unpatrolled location or time
- Response time is critical to the victim's survival and/or recovery
- There is limited or unknown information about the incident circumstances or details
- Victims are in the mid-latter stages of the drowning cycle.

State Operations Centre (SOC)

The SLSNSW SOC at the SLSNSW head office coordinates the Surf Emergency Response System (SERS) that has been responsible for saving over 1,000 lives since 2008. It is manned daylight hours 365 days a year; however, an SLSNSW State Duty Officer (SDO) is contactable by other emergency services 24 hours a day. This availability is possible thanks to a network of dedicated SLS volunteers and staff who are an indispensable part of supporting all SLSCs in NSW, managing emergency situations and search and rescue operations across the NSW coastline and developing relationships with other emergency service stakeholders.

All year, the SOC coordinates multi-agency responses with other NSW emergency service agencies/organisations, including NSW police and ambulance and the SES. It also doubles as a backup emergency management centre for the Northern Beaches Local Government Area (LGA) and the North West Metropolitan Region.

Before contacting the SLSNSW SOC to initiate any emergency response, ask yourself the following questions.

- Do the patrol members have the knowledge and skill to respond safely to the incident?
- Is the appropriate equipment available and adequate for the job?
- Will you maintain an ability to continue to provide a lifesaving service at the patrolled beach?
- Are the weather and sea conditions, present and forecast, safe for a response?
- What time frame will you set yourself before contacting another emergency agency/organisation?
- Would another emergency agency/organisation be more suitable for the response?

The SOC (call sign 'SurfCom') will assign an SLSNSW Branch Duty Officer (BDO) who may attend the incident and oversee the emergency response. This allows the patrol to receive advice deploying assets and continuing to undertake normal patrol obligations. Remember, SLSCs must notify the SOC before or while preparing to respond to any incident outside of patrol hours. During any multi-agency incident, tasking must be approved by the SLSNSW BDO (onsite) or by the SLSNSW SDO located in the SOC.

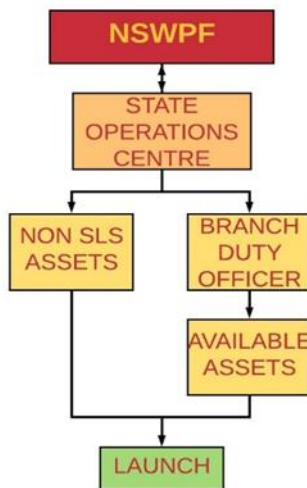
Surf Emergency Response System (SERS)

SERS (aka 13SURF) is primarily responsible for disseminating emergency information to lifesaving services on behalf of the NSW police force and other emergency agencies/organisations and providing updated incident action plan and situation reports (SITREPS) to those agencies/organisations as appropriate. SERS also enables an on-duty SLSNSW state duty officer to be contacted 24/7.

Call triple zero (000) in the rare event the SOC is not contactable. The 13SURF phone number (02 9471 8092) is solely for other emergency service agencies when the SOC cannot be contacted by radio.

Refer to the SLSNSW Lifesaving SOPs for the Surf Emergency Response System for more information, such as incident notifications for DoLs sent by email or text.

Duty Officers



SLSNSW State Duty Officer

The SLSNSW SDO is a Board-appointed role within SLSNSW that provides operational communication, command, coordination and external liaison to emergency services in response to incidents and joint emergency service operations within NSW. Notably, they coordinate activities with the Police Operations Centre.

The SDO receives notifications through SERS and contacts the relevant SLSNSW BDO to settle on a response. Once it is agreed that the SLSNSW Branch has the capability and resources to respond, the SDO continues in a (remote) support role while the SLSNSW BDO assumes the role as the SLS Forward Commander in support of the lead Agency Incident Controller.

The SDO is a paid professional when working in the SOC during daylight hours or a volunteer for after hours. On average, a volunteer SDO is expected to be available for at least four shifts per month. SDOs are required to be contactable and able to always fulfil the SDO function while on shift (as either 'primary' or 'backup' SDO). These shifts are normally 7.00 pm to 7.00 am.

The SLSNSW SDO is also supported by the SLSNSW Member Welfare Officer, NSW State Operations Manager, emergency call-out team members and SLSNSW SOC staff members. Refer to the [Lifesaving SOPs](#) for more information.

SLSNSW Branch Duty Officers

SLSNSW BDOs provide invaluable local information concerning any critical incident within their branch, such as what assets are available, the prevailing weather conditions and advice on access to the incident site. They will usually attend the incident scene as the Forward Commander for all SLS assets and as Liaison Officer with the Combat Agency Incident Controller in charge of the incident.

Through their psychological first aid training, they will also review the emotional wellbeing of all SLS participants as part of the [SLSNSW Critical Incident Support Process](#). The BDO will provide the names of attending members to the SOC for submission to the SLSNSW Member Welfare officer, who will follow up with the member within 24 hours and pass them on to the SLS organisation's Employee Assistance Program (EAP), if required. Patrol Captains and SLS members are also encouraged to apply the principles of psychological first aid immediately after an incident to review the safety and wellbeing of their fellow members.

Another critical role of the BDO is to conduct a post-incident operational debrief with attending SLS volunteers, usually within 2–3 days following an incident. During this debrief, you can expect a BDO to:

- Ask for feedback to improve operations in similar future situations or incidents
- Gather documentation for the historical record or planning purposes
- Identify what happened and the causes and consequences
- Offer additional information about natural reactions to critical incidents and advice on critical incident stress management
- Refer members who require additional assistance with critical incident stress management to a mental health professional.

SLSC Emergency Call-out Team

Each SLSC should also identify and form an emergency call-out team of at least six SLSC members who may be available to respond (if available) to incidents at their beach and surrounding areas outside of patrol hours and/or in support of an on-duty patrol. Call-out teams include appropriately experienced and qualified personnel who are versed in the relevant SLSNSW procedures and other locally specific requirements.

The SDO or SOC will notify SLSC emergency call-out teams by text to respond with their availability and estimated arrival time to an incident. SLSNSW will also inform them of any training requirements and drills throughout the year.

Emergency Response Equipment

All SLSCs should ensure that the following core items of emergency response equipment are available and ready to respond 24/7:

- Side-by-side vehicle (SSV)
- Automated external defibrillator (AED)
- IRB (fully set up with a full tank of fuel)
- Oxygen equipment (full)
- Radios (fully charged)
- Rescue boards
- Rescue tubes.

Emergency Management

Emergency management is a significant factor of Surf Life Saving. SLSNSW sits on several committees, such as local and regional emergency management committees, local and regional rescue committees and marine advisory subcommittees. To cope with emergencies, these committees have specific plans that are robust, effective and flexible enough to deal with the range of emergencies experienced in NSW.

The Surf Life Saving representatives join with other agencies, including the Rural Fire Service, Marine Rescue, State Emergency Service, police, ambulance and more. Meetings occur roughly every 4 months, giving agencies time to work together on issues such as recruitment, operational coordination and community engagement if an emergency were to occur. Surf Life Saving is also involved in search and rescue training exercises (SAREX). NSW water police coordinate these exercises with the assistance of presenters from Royal Australian Navy (RAN), NSW ambulance and NSW surf lifesavers.

For more information on emergency management and the committees that SLSNSW is a member of, contact the SLSNSW State DoL.

Exchange Programs

Lifesaving exchange programs provide participants with an exciting opportunity to experience different patrolling methods and environments in a fun, practical and interactive setting. The skills learnt during the programs will be useful personally and can be implemented within your own SLSC. Overall, lifesaving exchange programs aim to:

- Broaden the lifesaving experience and skills of participants
- Provide development opportunities for our members
- Increase lifesaving standards across NSW.

Exchange programs may be between metro and regional SLSCs, large and smaller SLSCs and between international lifesaving organisations.

Australian Lifeguard Service

The SLS Australian Lifeguard Service NSW (ALS NSW) is a subsidiary of SLSNSW. It exists to uphold the core principles and values of SLS in the commercially competitive lifeguard market. The operations of the ALS NSW support and contribute to lifesaving activities in NSW.

The ALS NSW provides a comprehensive, integrated service that includes highly qualified lifeguards, lifeguard supervisors, management staff, the latest surf rescue gear and equipment, onsite delivery of community education programs. It supports the state-wide [Coastal Accommodation Network](#). The service also places a significant investment in the extensive radio communication network and is a core unit of SERS.

Through its affiliation with SLSNSW and its registered training organisation (RTO) status, the ALS NSW also offers nationally accredited qualifications and training, ensuring ALS NSW lifeguards have industry-leading and peak-body knowledge and support.

Club Management Team members should refer to the [SLS Australian Lifeguard Service NSW](#) website for more information and encourage members wanting to become a professional lifeguard to do the same.

Publications

Each year, both SLSA and SLSNSW produce several reports and publications that will assist you in providing the most current and accurate information to both SLS members and members of the public.

The data and information within these reports come from various sources, such as patrol logs and incident reports completed by patrol members and members, and provides evidence to support the need for continued sponsorship and funding as a non-profit organisation.

Refer to the [SLSNSW Reports and Publications](#) webpage and the [SLSA Publications](#) website to read the latest and past versions of the following SLS reports and publications on a state and national level.

Coastal Safety Reports

Each year both SLSNSW and SLSA release a coastal safety report that provides an overview of the community, SLS capability (including incident and preventive action statistics) and an analysis of the coastal drowning statistics.

It also includes feature articles that contain information resulting from research into coastal and ocean drowning deaths.

View and download them for free from the [SLSA Publications](#) website.

Coastal Safety Briefs

Each year SLSA releases coastal safety briefs that aim to inform future mitigation strategies to reduce unintentional coastal deaths attributed to the most common causes of drowning. They also provide insights into the results of SLSA's annual National Coastal Safety Survey that explores current Australian attitudes and behaviours towards coastal safety.

Past coastal safety briefs have included featured topics concerning drowning and emergency care incidents such as alcohol and drugs, rip currents, rock fishing, boating, snorkelling and scuba diving and surfing and watercraft.

View and download them for free from the [SLSA Publications](#) website.

SurfLife Magazine

The SLSNSW SurfLife Magazine is produced quarterly and features the latest lifesaving news, funding updates and member stories from across NSW. The magazine is a valuable tool to help potential sponsors recognise the time and contribution of your SLSC members. It is available to view or download for free from the [SLSNSW Reports and Publications](#) webpage.

Australian Lifeguard Magazine

Packed with the latest lifeguard news, features stories, lifeguard profiles and the latest innovations in rescue equipment and technology. Produced quarterly by SLSA, the magazine is available to view and download for free from the [SLSA Publications website](#).

Reflection Questions

1. How am I regularly communicating the latest lifesaving information with SLSC members and committees?
2. How do you ensure all your patrolling members are familiar with the details of and following the latest SLSNSW lifesaving SOPs and your SLSC's POM?
3. How are Patrol Captains and patrolling members trained in the regular updates to the SLS Patrol Operations app and other SLS mobile applications?
4. When did you last review and update your SLSC's lifesaving documents, such as its POM, in your SLSC's SLS Members Area Document Library (Lifesaving category)?
5. How are your SLSC's lifesaving service and patrolling members performing?

Surf Sports

Surf Sports

Surf sports are a great way to improve your lifesaving skills, stay fit to save a life and actively participate in a healthy lifestyle. Surf Life Saving sport is also part of our national sporting and cultural heritage. It showcases the skills and physical abilities required to save a life in the surf environment.

All SLSC Club Management Team (CMT) members need to promote and encourage fun participation in surf sports at your SLSC. It plays a vital role in maintaining and developing a lifesaver's proficiency in rescue techniques and the physical capability to perform their patrol duties in the dynamic surf environment.

The SLSC should develop a structure to assist with training, coaching and general competition across various disciplines and age categories for those who are more competitive. Competitors benefit from an enjoyable and motivating environment, as it enhances personal skill development, thus creating a sense of achievement. It is important to remember any person may become a 'competitive member', irrespective of their stage of development, skill and fitness level. Many surf sport events can be modified/adapted to suit the SLSC's needs to ensure every individual can participate.

The following five aims have been identified to help maximise the benefits of surf sport activities within your SLSC:

1. Develop lifesavers who possess the skills and knowledge to respond more effectively in rescue situations
2. Increase the retention rates of members in Surf Life Saving SLSCs in NSW
3. Provide SLSC activities to help create a sense of belonging to the SLSC for all members
4. Increase participation of SLSC members, coaches and officials within SLSNSW
5. Provide a pathway for participation in Surf Sports competitions.

Surf Sports in Australia

Types of Surf Sports in Australia

Surf Life Saving is unique because it provides opportunities for members to participate or compete in a broad range of surf sport activities. These activities play an essential role in enabling members to be fit and rescue ready by training and practising in surf conditions. It is also an essential element of the recruitment and retention of members at clubs. It provides clubs with a great focal point for members to get behind their various teams and individuals throughout the competition seasons.

The SLSC Surf Sports Officer (SSO) should collaborate with the SLSC Media and Communications Officer and SLSC Membership Officer to promote the opportunities to participate in surf sports to help their members stay fit to save a life.

There are several types of surf sports disciplines available for members to participate in, such as:

Carousel of images showing different disciplines OR would be great to link each of the below disciplines to an 'about section on the SLSNSW website.

- Beach events
- Board paddling
- Board riding
- Champion lifesaver
- First aid competition
- Inflatable rescue boat (IRB) competitions
- Marathons, multi-discipline and endurance events
- March past
- Patrol competition
- Pool rescue
- Rescue and resuscitation
- Ski paddling
- Still water competition (pool)
- Surf boats
- Surf swimming.

Refer to the [SLSNSW website](#) for more information on each of the different types of surf sport disciplines. Also refer to the current SLSA Surf Sports Manual for more information about surf sports competition safety and general conditions for surf sport events.

Participation Surf Sports

Regular social and fun beach activities involving surf sports can also help build camaraderie and friendship groups between SLSC members and SLSCs. They also support recruiting new members, such as friends and family members who also participate or members of the public who witness such fun activities.

Beach activities, such as beach sports and novelty competitions, should also be encouraged to provide fun, active and socialising opportunities for all members, especially those who do not like to get into the water. Embed beach activities with foundation lifesaving skills that members can later apply on patrol and showcase in competitive surf sports.

Refer to [Participation Surf Sports Guide](#) for an overview of participation surf sport activities at SLSCs that are open to all ages.

Competitive Surf Sports

SLSCs can hold various intra-SLSC, inter-SLSC and modified format surf sports competitions to enhance member participation, showcase their lifesaving skills and allow for varying levels of competitiveness.

The latest [SLSA Surf Sports Manual](#) provides an overview of the general competition conditions, types of competition events and competition administrative requirements for SLS competitive surf sports. It also includes information about what to do when situations may arise that may give rise to protests and/or appeals and/or disciplinary matters.

While eligibility for SLS member competition will still require a minimum number of patrol hours, SLSCs can formally recognise other services as a component of the eligibility criteria. CMT members should refer to the [SLSNSW Regulations](#) concerning these criteria.

SLSNSW branches deliver several inter-branch events for competitive SLSNSW members, such as the NSW Inter-branch Championships. SLSNSW delivers many State Premiership and Championship events on a rotating roster including IRB and pool rescue events. Other major SLSNSW events include the SLSNSW Championships and the SLSNSW Country Championships that are held annually. Clubs and branches seeking to conduct any events open to multiple clubs should refer to the SLSNSW Regulations with respect to sanctioning requirements to conduct such events.

In preparing to apply for sanction, clubs and branches should consider the [Annual Calendar Of Events](#) to ensure alignment with other events and avoid clashes. SLSCs should also work with their local SLSNSW branch other SLSCs in their region when planning events to prevent athletes from choosing between two different events on the same day. For example, an SLSC multi-discipline event at the same time as a single-discipline event at another near-by SLSC. They should also help ensure there is sufficient rest time for athletes between events.

The results for all SLS competitions at an SLS branch, state and national level are made available on the [SLSNSW results](#) webpage to download as a PDF file. Any protests or appeals to competition results, and any surf sport disciplinary action, should be managed as per the rules within section 14 of the latest [SLSA Surf Sports Manual](#) and as per the [SLSA Complaint Resolution Policy](#).

Refer to the SLSNSW website for more information on the following key surf sport competitions:

1. Aussies
2. NSW Age Championships
3. NSW Country Championships
4. NSW Inclusive Championships
5. NSW Interbranch Championships
6. NSW IRB Championships
7. NSW Lifesaving Championships
8. NSW Masters Championships
9. NSW Open Championships
10. NSW Pool Rescue Championships
11. NSW Surf Boat Championships
12. Other surf sport events

The [SLSNSW website](#) will provide the following information for each SLSNSW surf sports event in the one place online:

1. Event overview
2. Date, location, and event map
3. Daily schedules, e.g., list events and their running schedules
4. Team lists including names of different teams and their members (no private information)
5. Draws (event heat and lane numbers)
6. Online forms, e.g., application to participate, team or athlete substitution, late entries
7. Official appointments (who will be officiating different events and where)
8. Rosters for event personnel, e.g., water safety personnel, RWC and IRB crew.
9. Merchandise available to purchase
10. Final event info guide to download
11. Event risk assessment and safety information
12. Surf sport events results

Note:

It is essential to remember any person may become a 'competitive member', irrespective of their stage of development, skill, and fitness level.

Junior Surf Sports

SLSCs are encouraged to establish a Junior Surf Sport Program as surf sports and competition plays an important role in helping to strengthen and develop the skills of surf lifesavers, boost their motivation and provide them with additional social networking opportunities.

From the age of 7 (U8s), competitive Junior Surf Sport Program participants may begin to compete in intra-SLSC, inter-SLSC, branch, and state competitions. To ensure all junior members who wish to compete have the required ability, strength and fitness to participate safely, they must complete the Junior Competition Evaluation (JCE) for their age group. The JCEs are based on the minimum swim competition distances set out in the [SLSA Surf Sports Manual](#).

The SLSA Junior Development Program's resource kit also includes Junior Surf Sports—Coaching Points to:

- Get a complete understanding of the correct technique for a whole skill set, i.e., all board skills as opposed to just one skill set found in a lesson (e.g., paddling)
- Ensure you are teaching the correct surf skills technique when teaching surf skills beyond what the age lessons provide for.

You can find resources to support junior sport programs on the SLSNSW website including:

- A range of junior coaching videos to assist with coaching juniors
- The Junior Board Guide to assist with understanding which craft is used at each age group
- The Mid-week Training Fact Sheet for the requirements that relate to this type of training.

When scheduling junior surf sports activities, remember to refer to and use the SLSA Safeguarding resources and tools available to help your SLSC build and support a child-safe environment and meet the Australian Sports Commission Child Safe standards. Refer to the [SLS Safeguarding](#) website for more information.

Structure of Surf Sports in Australia and NSW

SLSA

'Surf Sports Australia' is a subsidiary of SLSA that strives to develop surf sport participation initiatives in line with the SLSA strategic plan. Surf Life Saving Australia holds several national sporting events that are either open to the general public or solely for SLS members.

As the head of surf sports in Australia, SLSA establishes policies, programs, and other supporting resources that have the added value of increasing safety competence in and around water.

For example, SLSA

SLSA has several policies specifically relating to Surf Sports available on their website and within the SLS Members Area Document Library. For example, SLSA Policy 5.04 outlines proficiency and patrol hour requirements for all members wishing to be eligible to compete at SLS Championship Events.

SLSA also publishes their SLSA Surf Sports Manual that's made for the proper advancement, encouragement, management and administration of surf sports competitions in Australia. In the event of any inconsistency between this Manual and the SLSA constitution the SLSA constitution takes precedence.

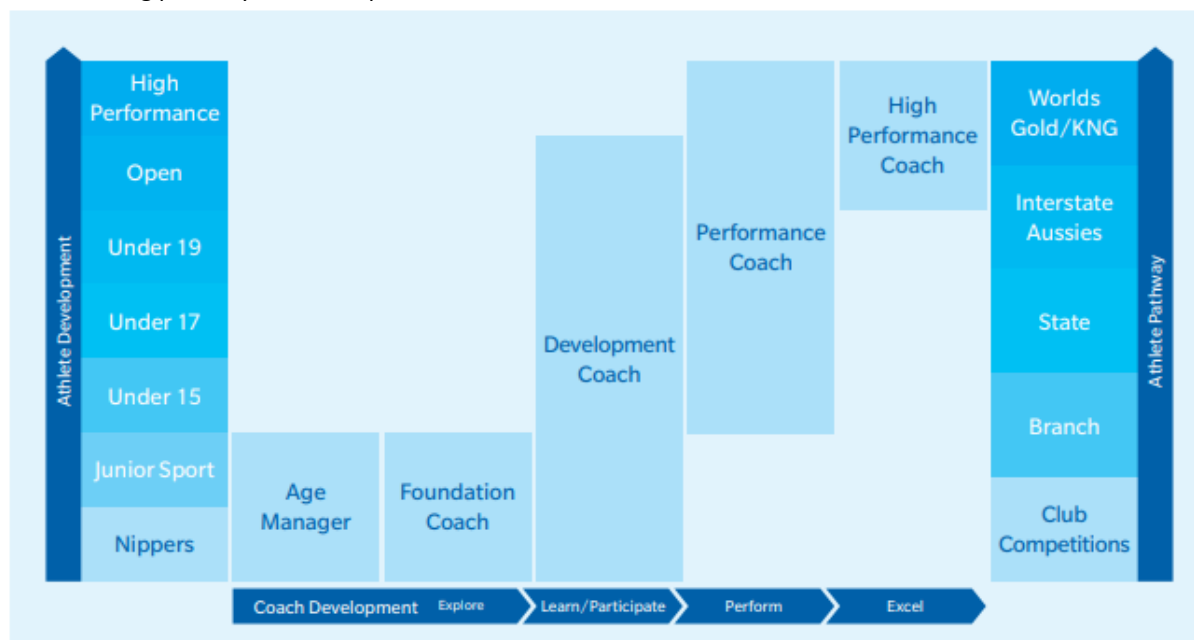
The manual contains the SOPs for surf sport competitions and complaint handling processes for surf sports events.

The junior surf sport program is designed with a Surf sport skills focus on: body boarding; wading; dolphin-diving; beach sprint starts; and beach flag starts.

Not only can SLSA provide sporting opportunities that support fundamental movement skills and a sporting pathway through the SLSA club system, our programs have an added value of increasing safety competence in and around water, providing basic water and beach skills involved in Surf Life Saving surf sports in an active, fun and engaging way.

SLSA follows the minimum standards of fitness testing set out by the International Life Saving Federation (ILS) [3]. Each patrolling member must take part in an annual skills maintenance session to demonstrate they meet the minimum fitness levels for duty.

The following pathways for Surf Sports in exist in Australia.



SLSNSW

In addition to an emergency service, SLSNSW is also classed a State Sporting Organisation (SSO) for sport purposes. As a SSO recognised by the Sports Australia, SLSNSW is affiliated with Surf Sports Australia and responsible for developing surf sports from community participation to high performance levels in NSW.

SLSNSW's status as a SSO also means that SLSNs may apply for government grants and other benefits for sporting organisations (see Grants section of this Club Guide for more information on applying for grants).

The SLSNSW Chair of Surf Sports sits as a Director on the SLSNSW Board of Directors. They also Chair the SLSA Surf Sports Standing Committee and, along with the SLSNSW Sports Manager, develops strategies and outcomes for the advancement of surf sports in NSW and sitting on various national level committees.

They are supported by a number of advisory committees that provide advice on surf sports in NSW, especially in relation to surf sport and athlete development, partnerships, team and personnel selection, and competition rules. The composition of these advisory committees regularly change in response to the SLSNSW strategic plan and policies and procedures established by Surf Sports Australia.

The list below outlines the current key advisory committees at the time of publication:

- NSW IRB Advisory Panel
- NSW Surf Boat Commission
- Official advisory panel
- Surf Sports Selection Committee

There are also various working groups at any given time that are established to achieve specific strategic goals before they are disbanded at the completion of the project.

Refer to the [SLSNSW Annual Report](#) for more information on current advisory panels.

Surf Sport Officers and Committees

All SLSC surf sports team and committee members should frequently refer to the latest [SLSA Surf Sports Manual](#) in the SLSA Publications app, [SLSNSW Circulars](#), [SLSNSW Surf Sports Hub](#), [Surf Sports Weekly Edition](#) (subscribe to receive every Wednesday) and [SLSNSW News and Events](#). These publications help you stay up to date with the latest changes applicable to the various surf sports association disciplines that are a part of an SLS organisational requirements for surf sports.

SLSC Surf Sports

Surf Sport Competitors

Surf sport competitors are SLS members competing in surf sports competition activities who meet the minimum age, membership and/or SLS award requirements to compete.

Coaches

Coaches educate, train and assist members across all SLS surf sports disciplines for fun and competition. Club coaches provide an essential service to club members, and their involvement is key to the recruitment and retention of SLS members interested and involved in surf sports activities. There are several different types of coaches.

- **Foundation coaches** deliver entry-level coaching sessions.
- **Development coaches** have the knowledge and skills to effectively plan and deliver discipline-specific coaching sessions with a particular focus on skill development. These coaches lay a foundation for their competitors, teaching important skills and achievement of fitness levels that prepare them for rescue readiness or as a platform for high-performance participation.
- **Performance coaches** also have the knowledge and skills to effectively plan and deliver discipline-specific coaching sessions with a particular focus on athlete performance.

Coaches who work with these athletes have specific aspirations around competition and performance, commonly seeking higher honours and outcomes at state, national and representative competitions.

Officials

Officials ensure competitions are run in a safe and secure environment while maintaining rules and regulations. There are several different types of officials.

- **Core officials** work in a range of officiating roles at recreational or competitive surf sports carnivals with entry-level participants who generally non-proficient Bronze Medallion (BM) award.
- **Technical officials** work in a range of officiating roles at competitive surf sports carnivals with entry-level participants. These participants are mix of proficient and non-proficient SRC and BM award holders actively competing in various surf sport competition environments. Examples of technical official roles include Marshall, Starter, Check-starter, Recorder, Timekeeper and Finish Judge.
- **Senior officials** work in a range of officiating roles at competitive surf sports carnivals with award holders actively competing in state/national surf sport competition environments. They are also mentors to other core and technical officials and can facilitate National Officiating Accreditation Structure (NOAS) training workshops in their nominated roles. Examples of technical official roles include Chief Judge, Referee, Area referee, Sectional Referee and Course Supervisor.

- **Performance officials** are a group of officials identified as leaders within their chosen field. These officials are talent identified as a part of either the National High Performance (NHP) program or as experts outside this particular program. Performance officials are supported with an Individual Official Performance Plan (IOPP), which will facilitate SLA's high performance officials to be at the cutting edge of surf sport officiating at the highest level (national/international).

Refer to Section 13 of the current [SLA Surf Sports Manual](#) for more information about officials and their duties.

Water Safety Supervisor

Pic of water safety personnel (Same as above)

A Water Safety Supervisor is responsible for the safe conduct of the SLS surf sports activities in the water. Refer to the [Water Safety](#) section of this Club Guide for more information.

SLSC Surf Sports Officer

The SLSC SSO is responsible for the organisation, administration and coordination of surf sports activities within an SLSC. They are supported by Branch Directors of Surf Sports (DoSS) that share the same surf sports responsibilities at a regional level, as well as their various branch surf sports committees. Both SLSC and Branch DoSSs are supported and guided by the SLSNSW Surf Sports Team.

SLSNSW Surf Sports Team

The SLSNSW Surf Sports Team provides support and guidance to both SLSNSW SLSC and branch SSO. The team is responsible for the staging of Inter-branch and state championships events and development programs for coaches, officials and athletes.

SLSNSW Surf Sports Manager

SLSNSW Surf Sports Manager introduces policies and procedures to ensure that all SLSNSW SLSCs and branches can safely and fairly participate or compete in surf sports. They adopt SLS member feedback in line with the current SLSNSW strategy and lead the SLSNSW Surf Sports Team.

NSW Director Chair of Surf Sports

The Chair of Surf Sports sits as a Director on the SLSNSW Board of Directors (SLSNSW Board). They chair the SLA Surf Sports Standing Committee and, along with the SLSNSW Sports Manager, develop strategies and outcomes for the advancement of surf sports in NSW. They also sit on various national level committees.

Surf Sports Committees

SLSC Surf Sports Committees

CMT members should appoint a group of interested and involved members who have a passion for surf sports to an SLSC Surf Sports Committee. The span of the committee should be to consider coaching and development pathways, high-performance pathways, athlete support, gear and equipment policies and fundraising activities. This committee assists the surf sports cohort of a club in attaining their competitive goals (for example, funding assistance for new surf boats, skis or funding to offset costs of attending national events).

A well-organised Surf Sports Committee can significantly influence the overarching recruitment and retention success of an SLSC, which translates broadly into patrol capability and capacity. It can also ensure a strong and positive culture is developed and perpetuated within the SLSC from among the competitive group and those keen to support and follow their progress.

Your SLSC Surf Sports Committee may also form competition or selection subcommittees.

Branch Director of Surf Sports Network (DoSS Network)

The network of volunteer Branch DOSSs regularly meets with the SLSNSW Surf Sports Manager to discuss significant matters relating to surf sports within NSW and advises the SLSNSW representatives of the national surf sports committees.

SLSNSW Surf Sports Committee (SSC)

The SLSNSW SSC consists of the SLSNSW Director, all SLSNSW Branch DOSSs and up to five independent members appointed for a 3-year term who do not otherwise sit on the SLSNSW or SLSS Board or SLSNSW State Council.

The purpose of the SSC is to provide strategic leadership for surf sports activities to support effective decision-making at all levels of SLSNSW. The committee is responsible for supporting and informing the overall strategic development, growth and management of SLSNSW's surf sports activities related to SLSNSW's strategic priorities.

The SSC meets quarterly and as required or as directed by the SLSNSW Board. Refer to the latest [SLSNSW Regulations](#) and [SLSNSW Standing Committees Charter](#) for more information on the committee and its structure. Also, refer to the expression of interest requests from SLSNSW if you wish to join this committee as an independent member.

You can send feedback for this committee to surfsports@surflifesaving.com.au.

National Sports Advisory Committee (SAC)

The SAC is a group of elected volunteer lifesaving sports advisers from each state, the SLSA Surf Sports Athlete of the Year and independent skill-based (non-voting) members appointed by the Chair who regularly meet to represent the views of SLS members on nationally significant matters relating to surf sports.

The [Surf Sports Chair](#) role is responsible for supporting and informing the overall strategic development, growth and management of SLSA sport to meet SLSA strategic priorities. These priorities include growing participation, enhancing the development and performance of athletes, coaches and officials, technical advice and facilitation of national sporting events.

The SAC meets at least two times per year and as required or as directed by the SLSA Chief Executive Officer (CEO) or President. Refer to the [SLSA Regulations](#) and expression of interest requests from SLSA within SLSNSW communications for more information.

Feedback for this committee can be sent to surfsports@surflifesaving.com.au.

SLSC Surf Sport Activities

SLSC surf sports activities should be inclusive, focusing on fun and encouraging participation from members of all skill and ability levels. SLSC should also develop a structured surf sports program for more competitive members to showcase their lifesaving skills.

The structured program developed should also aim to identify and assist talented athletes and members committed to competitive development and SLSC representation at surf sport competitions at all levels of the organisation and internationally (See [Competitions](#)).

SLSC Surf Sports Development

It is important to remember the focus for SLSC surf sports activities is participation by all SLS members in a relaxed and enjoyable sporting environment. Developing SLSC surf sports activities to suit your SLSC is pivotal to its success. You can do this by:

1. Define your SLSC values, vision, and objectives for surf sports development

It is important that you can define what values drive your SLSC to promote and encourage surf sport activities, the SLSC's vision of surf sports development and what priority it places on surf sports development. This information will help guide your SLSC surf sports objectives for surf sports development for your SLSC members.

You may ask yourself:

- How many SLSC members take part in regular surf sports activities to help stay fit to save a life?
- What does surf sports participation and surf sports competition look like for competitive and non-competitive members at your SLSC?
- How many surf sports events does your SLSC hold, and do they include members of the public or other SLSC members?

The following five aims have been identified to help maximise the benefits of surf sport activities within your SLSC:

1. Develop lifesavers who possess the skills and knowledge to respond more effectively in rescue situations
2. Increase the retention rates of members in SLSCs in NSW
3. Provide SLSC activities that help create a sense of belonging to the SLSC for all members
4. Increase participation of SLSC members, coaches and officials within SLSNSW
5. Provide a pathway for participation in Surf Sports competitions.

2. Create and follow your SLSC surf sports development plan

Work with your SLSC Surf Sports committee to create an SLSC surf sports development plan as most SLSC surf sports committees comprise advisors such as past surf sports champions, coaches, competitors, life members, and other industry experts. They are well-positioned to assist you in analysing and evaluating past plans and contributing to your SLSC's future plans that all SLSC members can follow.

Your plan should highlight your SLSC's strengths and weaknesses, opportunities and threats concerning surf sports activities within your SLSC and the local region, e.g., financial impacts, junior development, member retention strategy, team selection policy. Also, the promotion of inclusive, fun and accessibility for participation in participative and competitive surf sports for both members and non-members.

The plan should include strategies and an action plan with designated responsibilities and accountabilities to achieve the identified Surf Sports vision and objectives. For example, strategies to identify and remove risks to children and young people while also promoting the empowerment of junior members to participate in surf sports. Furthermore, plans to assist with training, coaching, and general competition across various disciplines and age categories.

It should also note and refer to the SLSNSW Surf Sports event calendar and strategic goals for surf sports development in NSW.

Note:

Remember to regularly evaluate your SLSC's surf sports development plan to ensure future success and achieve your SLSC's vision for surf sports development.

Activities Program Schedule

Generic picture of a calendar schedule

Your SLSC should develop and regularly advertise a weekly program of various fun surf sport activities that include flexible options in the event of poor weather or surf conditions and cater to members of all skill levels. Activities programmed may include surf sport disciplines noted earlier in this Club Guide and follow the competition rules outlined in the latest [SLSA Surf Sports Manual](#).

An SLSC can adapt surf sport events to suit the SLSC's needs and ensure every individual can participate. For example, surf Sport activities can be conducted in groups and on a handicapped basis with a time and/or distance allocated based on successful results.

Your SLSC activities program should also include opportunities to recognise those who participate in the surf sport activities with participation certificates, prizes or top core board displayed within your SLSC. Your SLSC may wish to present these at weekly social SLSC events, such as weekly or bi-weekly club social BBQ's.

Before conducting any surf sports activities (and special events) there are number of factors that need to be taken into consideration to ensure the safety of yourself, SLSC members and members of the public. Refer to the latest SLSA Guidelines for Safer Surf SLSCs and online Safer Surf SLSC course (part 4) for more detailed information on [special event considerations](#). Also refer to the [SLS Safeguarding](#) website for more information in relation to creating a safe environment for junior surf sports.

Development Opportunities

Opportunities for Athletes

SLSNSW offers several sport-specific athlete pathways within NSW to help SLSCs engage and retain patrolling members who are also athletes wanting to participate in surf sports competitions.

Competitors develop through enjoyment, motivation and the enhancement of personal skills. A competitor's physical, mental and social development is aimed at individual excellence through teamwork and camaraderie.

Development clinics are the first step in this pathway for new members to Surf Sports wanting to lead into competition and currently competing members who aspire to represent NSW in Surf Life Saving.

Development opportunities exist in the following areas: SLSC coaching programs, specialist water, beach, boats, pool and IRB competition clinics, regional sport academy programs, athlete academies, Australian high performance programs and various representative teams at different levels of the organisation.

For more information on the development opportunities available for surf sport athletes, please contact the SLSNSW Surf Sports team or visit the [SLSNSW Athlete Pathways](#) webpage.

Opportunities for Coaches

An SLSC coach educates, trains and assists developing member athletes with an interest in surf sports. They provide advice on both tactical and technical surf sports skills. In many instances, athletes develop to become SLSC coaches to help prepare other athletes or groups of athletes for events and competitions.

Coaching SLSNSW offers development opportunities alongside most athlete development programs. The objectives of coaching development are to:

1. Increase the quality of coaching delivered by SLSC, state and national coaches
2. Promote a high level of lifesaving skills of members from junior to masters through education, training, junior development activities, coaching and accreditation
3. Increase the numbers of coaches, officials and competitors in NSW.

SLSC members who become an accredited coach help ensure the SLSC is providing a quality service to athlete members as the accreditation is endorsed by the Australian Sports Commission (ASC). The fundamentals learnt in the new coaching courses are easily transferrable to other sports, which are also endorsed by the ASC's National Coaching Accreditation Scheme (NCAS).

Members can [register](#) their details on the SLSNSW Coaching Database to ensure they receive the latest coaching communications along with education and development opportunities.

For more information on the development opportunities, courses available and re-accreditation requirements for surf sport coaches, please contact the SLSNSW Surf Sports team or visit the SLSNSW [Coaching](#) webpage.

Opportunities for Officials

Accredited Surf Sports Officials are required to officiate competition at all levels of competition and are essential to any surf carnival or event success.

There are development opportunities for members to become one of four levels of accredited officials, three of which require re-licensing every 4 years. All levels of officials' accreditation share three basic objectives:

1. To educate members to administer their duties successfully
2. Ensure each member appointed an official at any carnival, event or championship has the best understanding of surf sports.
3. Ensure there are sufficient qualified officials available to conduct surf sports activities at all levels.

Members can register their details on the SLSNSW Officials Database to ensure they are notified about any upcoming official nominations for future SLSNSW events.

Some branches require SLSCs participating in a competition to fulfil a quota of officials to compete in a carnival. Individuals must be nominated for appointment by the relevant SLSC, branch, state or national representative to officiate at competitions. More information about officials and their duties is within the latest [SLSA Surf Sports Manual](#).

For more information on the development opportunities available for surf sport officials, please contact the SLSNSW Surf Sports team or visit the [SLSNSW Officials](#) webpage.

Touring Teams

Being part of an SLS touring team is a great experience and an effective way to retain members and create a sense of belonging to an SLSC. Opportunities to tour at branch, state, national and international level may present themselves with the same principles.

There are several things 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.

- A document clearly detailing the selection criteria for the team and process should be made readily available for athletes, coaches and officials.
- A minimum standard of behaviour is to be maintained by all team members, reflecting the SLSA code of conduct.
- A team manager to organise travel, accommodation, entries and general tour coordination, and to supervise team conduct.
- A head coach who helps ensure each athlete and surf sports team performs to the best of their abilities, functions as a unified group and achieves successful results.

When touring with members under 18 years, chaperones ensure these members are well looked after and are appropriately conducting themselves.

Reflection Questions

1. Who are the members of your SLSC's surf sport committees and teams?
2. What fun and social surf sport activities have you programmed for the year ahead?
3. How is your SLSC identifying and maintaining patrolling members who are also talented surf sports athletes?
4. What surf sports development opportunities is your SLSC promoting to all members?
5. How are you engaging members of the public and other SLSCs to participate in friendly special surf sports events?

Water Safety

Water Safety

One of the most critical responsibilities of an SLS club, branch and state centre is to ensure that SLS water activities are conducted safely.

Water activities that require the provision of water safety include SLS junior membership activities, SLS member award training and surf sports participation and training. The provision of water safety is also required for SLSNSW sanctioned special events with aquatic activities, such as community education programs, ocean swims and triathlons.

As NSW's peak coastal water safety, drowning prevention and rescue authority, SLSNSW also has a large team of professionals who are actively employed to provide water safety services to various clients for a variety of events. For example:

- Australian festivals
- Government-supported events
- Major sporting competitions
- Open water swimming
- Paddle sports
- Surfing contests
- Triathlons
- TV productions such as The Amazing Race and NRL Rookie.

Members should refer to the [Australian Event Safety Services](#) website for more information on water safety employment opportunities.

Water Safety Policy, Procedures and Guidelines

Water Safety Policy and Procedure

The SLSA Water Safety Policy and SLSA Water Safety Procedure outline the provisional water safety requirements for SLS junior activities; member training (lifesaving and surf sports) conducted by SLS and SLS-sanctioned special events.

Note:

- The Surf Rescue Certificate (SRC) or above includes more advanced SLS awards within the SLS aquatic rescue pathway, e.g., Bronze Medallion (BM), Silver Medallion Aquatic Rescue, Gold Medallion.
- SLSC trainers can apply the 'buddy procedure' for SLS member training of two or more qualified activity participants of similar experience and ability participating in the same aquatic activity.
- Water safety procedures for surf sport competitions (excluding surf sports training and participation), as defined by the SLSA Surf Sports Manual, are to be conducted as per the latest [SLSA Surf Sports Manual](#).
- For those activities conducted in a public pool, the safety procedures as laid down by the local pool management must be adhered to.

The following table provides a summary of the SLSA approved equipment for the provision of water safety. Water Safety Personnel (WSP) are using rescue equipment that requires a specific competency and award. The operator must be qualified and proficient in the appropriate awards, e.g., IRB Drivers must have their Silver Medallion IRB Drivers award.

Refer to the latest [SLSA Water Safety Policy](#) and [SLSA Water Safety Procedure](#) for more information.

Surf Education Activities Water Safety Guideline

The SLSA Surf Education Activities Water Safety Guideline provides guidelines for best-practice water safety provision for surf and aquatic education activities for non-SLS members in the coastal aquatic and surf environments.

Refer to the latest [SLSA Surf Education Activities Water Safety Guideline](#) for more information.

Water Safety Team

Water Safety Personnel

WSP are qualified and proficient lifesavers, or lifesaving cadets, who provide surveillance and assistance in the water with SLS equipment. You will see them on NSW beaches in their orange high-visibility cap and rash shirt stating 'Water Safety' on the front and back for easy identification. Where water safety supervision ratios are implemented, 75 per cent of water safety personnel must be in the water during the activity and using SLSA approved rescue equipment.

Water Safety Supervisor (WSS)

WSPs are supported by a WSS, who is appointed for all water-based SLS activities and is responsible for the safe conduct of SLS activities in the water.

A WSS must be qualified and proficient in the SLSA BM/Certificate II in Public Safety (Aquatic Rescue) and are strongly recommended to hold the SLS awards required by Patrol Captains as they are in a beach leadership position.

These are the key responsibilities of the WSS.

1. Conduct a risk assessment with the appropriate beach manager on duty (e.g., Patrol Captain, Special Event Manager) before any SLS aquatic activity—suitable risk assessment, risk check and risk management tools include those within the latest *SLSA Guidelines for Safer Clubs* and the SLS Water Safety Risk mobile app (also available in paper form) and SLS Event Risk mobile apps.
2. Brief others performing in supporting roles on safety measures to take to reduce the risk level of any hazards identified.
3. Ensure that water safety ratios are applied during all water-based SLS activities as per the SLSA Water Safety Policy and Procedures.
4. Stay on the beach while continually managing and consulting with their team of WSP as part of conducting ongoing risk management.
5. If there is a missing person, assist the incident controller in organising WSP and other lifesavers to perform [SLSA In-water Search Patterns](#) as part of search and rescue operations (as per lifesaving SOPs).

The SLSNSW Membership Team has also made available the following water safety resources to support the Junior Activities Chair and WWSs appointed to be responsible for SLSA Junior Development Program aquatic activities:

- [Junior Search and Rescue Information](#)
- [Moving Nippers to an Alternative Location](#)
- [Water Safety for Junior Activities Fact Sheet](#)

Lifesavers and Lifeguards

Qualified lifesaving cadets, lifesavers and lifeguards are also available to provide water safety and work closely with the WSS and WSP to ensure that SLS aquatic activities are conducted safely as per the SLSA Water Safety Policy and Procedures.

Signals

Public Safety & Aquatic Rescue



Beach to water signals:



1. Attract attention



2. Pick up swimmers



3. Go to the right or to the left



4. Remain stationary



5. Proceed further out to sea



6. Pick up or adjust buoys



7. Message understood, all clear



8. Return to shore

Water to beach signals:

When you are on duty in or on the water, you should regularly check the shore to see if you are being signalled. All signals should be clearly demonstrated, and the message understood before proceeding.



9. Assistance required



10. Shore signal received and understood



11. Emergency evacuation alarm



12. Code X



13. All clear/OK



14. Boat wishes to return to shore

Reflection Questions

1. What are the different SLS and SLS sanctioned activities that require the provision of a water safety team?
2. How are you encouraging more members to obtain an SRC and fulfil the role of uniformed WSPS?
3. When is the buddy procedure able to be applied to water safety?
4. What SLS tools can you use to conduct a risk assessment for water safety?
5. Are the water safety team members required for an SLS special event SLS volunteers or staff?

People Management

SLSCs provide great opportunities for people to develop their professional skills and personal attributes while also volunteering. SLSC management teams should proactively manage, support and regularly consult with their enthusiastic and knowledgeable human resources, as people are their most valuable asset. They should also help ensure they find the right people for the right roles and ensure they are complying with all relevant workplace legislation.

Human Resources

Volunteer Workers

People who participate in their communities through volunteering feel happier, healthier and more socially connected. SLS volunteers are valuable members of every SLSC as most SLSCs are run entirely through volunteer effort.

Volunteers choose to support the SLSC as it suits them and through their own free will and choice. On average every surf lifesaver volunteers 32 hours each year.

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 SLSC and most of all—to have fun! Many also see volunteering as an activity closely associated with happiness and wellbeing. Finding what interests and motivates your volunteer members will help you make their experience more meaningful and satisfying, and in turn keep them interested and involved in helping your SLSC. Refer to the Membership section of this Club Guide for more information on 'Recruiting new members'.

Although volunteer workers are not covered by awards and workplace agreements, they still legally have rights as per legislation. From a legal perspective they are considered as paid employees. Broadly, Club Management Teams (CMTs) must ensure volunteers are:

- Adequately covered by insurance and provided with an orientation to the workplace (SLSC)
- Given accurate and truthful information about Surf Life Saving
- Provided access to SLS policies and documents that impact their work, including any grievance procedures
- Provided with sufficient training to do their job as per the job description that includes agreed volunteer working hours
- Reimbursed for out-of-pocket expenses
- Have their confidential and personal information dealt with in accordance with the principles of the current Privacy Act
- Working in a healthy and safe environment that provides equal opportunity and is free from discrimination.

Volunteers also have responsibilities, such as those outlined in SLS policies and codes of conduct. SLSCs need to be very careful that they do not inadvertently create an employment relationship with volunteers.

They also need to clarify the limitations and disclosures required of members with respect to receipt of payments for services undertaken in relation to Surf Life Saving activities. Refer to the latest [SLSNSW Regulations](#) for more information.

SLS Staff

In addition to the volunteer workforce, the SLS organisation may also be supported by paid staff members who provide services in a paid capacity on a casual, part-time and/or full-time basis. As a not-for-profit (NFP) community organisation, we rely on the great work of our volunteer members to manage a range of responsibilities. However, with over 72,000 members, the SLS organisation does need to employ paid staff to ensure we can continue to keep our SLSC and the overall organisation running successfully.

Where an SLSC has determined it has the financial means to sustainably engage staff members to undertake key roles and reduce the workload on volunteer members, CMT members should invest in finding authentic, capable and genuine people who are dedicated to Surf Life Saving's vision and furthering the purpose of SLS.

As an NFP, SLSCs have the same legal obligations as any employer to their SLS staff. It is important for CMT members to understand what responsibilities their SLSC has as an employer so they can make sure the SLSC's staff have work conditions that are fair, lawful and safe.

SLSC management teams members should refer to the Australian Charities and Not-for-profits Commission ([ACNC](#)) and [Fair Work Ombudsman](#) website for more information on hiring and managing employees in addition to free resources and services that can help SLSCs achieve compliance with Australian workplace laws. They should also familiarise themselves with the legislation that needs to be considered with SLS staff, such as that relating to appropriate awards/wages, [fair work](#), [independent contractors](#), [insurance](#), [tax](#) and [superannuation](#).

Note:

The amount that an SLS entity spends on staff salaries is decided by their board members. CMT's must ensure staff wages and conditions are at a minimum aligned to the relevant award for that employee.

Examples of SLS Staff

SLSNSW Branch and SLSC Administration Staff

As time constraints make it difficult for some volunteer SLSC members to perform the day-to-day administration of SLSCs, more and more SLSCs are looking to employ staff to ease the load and ensure the efficient running of SLSC operations. This is in addition to the SLS staff provided by SLSNSW branches and SLSNSW.

It is becoming more common for SLSCs and branches to appoint a part-time paid administration officer with a clear and precise job description and responsibilities, written employment contract and quality performance management. This is in addition to effective streamlined communication and consultation between members performing in professional and volunteer work roles. Although the work they do may be similar, the SLSC's legal responsibilities to each are different.

SLSCs should advertise staff positions on their SLSC website. They may advertise internally to SLSC members before advertising to people in the wider community.

SLSNSW and SLSA Staff

A career with Surf Life Saving is a great way to also contribute to the legacy of one of Australia's largest volunteer organisations. Refer to the [SLSNSW Work for Us](#) and [SLSA Career Opportunities](#) webpage for the latest SLS staff opportunities with SLSNSW and SLSA.

Contractors

Sometimes SLSCs also need to source and engage external independent contractors with their own Australian Business Number (ABN) to acquire goods, services, or perform specific works tasks. Contractors for large and ongoing work tasks are often sourced by CMTs via a fair tendering or competitive bidding process with evaluation criteria.

Independent contractors usually have their own insurance, use their own equipment, do not receive leave entitlements and pay their own superannuation and tax. Some general protections provided under the *Fair Work Act 2009* extend to independent contractors.

They must also be inducted to the SLSC as per Work Health and Safety (WHS) legislation. A copy of the latest [SLSC Contractor Induction Checklist](#) is available in the SLS Members Area Document Library. The SLSC must retain a copy of the completed checklist and associated documentation.

CMT members should obtain legal advice as to when an individual can be engaged as a contractor versus a permanent staff member should the engagement be ongoing in any way.

Workers Compensation for SLS Staff

Workers compensation is a form of insurance payment made to both paid and volunteer employees if they are injured at work or become sick due to their work. It includes payments to members to cover their:

- Wages while they're not fit for work
- Medical expenses and rehabilitation.

SLSNSW arrangements with icare do not extend to coverage of paid staff at individual SLS state centre, branch or club levels. SLSCs must take out their own workers compensation insurance to cover themselves and their paid staff.

Any claims and injury reporting procedures related to paid staff is entirely the responsibility of the individual SLSC. Please contact the [SLSNSW Membership Team](#) if you require any advice or information.

Performance Management

In practice, good performance management focuses on how to consistently develop SLS volunteers and staff to achieve high standards and outcomes.

By providing ongoing and continual feedback and aligning expectations with the values and expected behaviours of the SLSC and SLSNSW, SLSCs can create a work environment that enables workers to thrive.

Good performance management:

- **Focuses on people**
e.g., CMT members take a proactive approach to performance management that consistently identifies ways to support and develop workers rather than waiting to complete this through an annual event
- **Flexible and ongoing**
e.g., CMT members have frequent check-in meetings to provide constructive feedback that helps workers understand their progress and supports their ability to succeed
- **Collaborative**
e.g., CMT members develop solutions and ideas together with their workers to help them feel valued, form a sense of purpose and build their confidence and abilities to perform well.

By contrast, poor performance is evident by decreased productivity and behaviours that do not reflect positively, e.g., blaming others and covering mistakes or choosing not to take ideas on board to help achieve their goals.

SLSCs can help manage poor performance by providing workers (both paid and volunteer) with constructive feedback that focuses on facts and examples of poor performance. In addition, it is important for SLSCs not to dictate the expected outcomes but to allow workers to help develop these in partnership with the SLSC. This realigns expectations, ensures they are accountable for their actions and strengthens their commitment to improve.

Our people:

- Are always honest about what's important
- Are good at building engagement and trust with people
- Challenge the status quo—constantly challenging themselves
- Think differently because they want to achieve the best possible outcomes.

Our people possess the following critical skills:

- | | |
|--|------------------------------------|
| • Active listening | • Innovative thinking |
| • Compliance and administration | • Operational leadership |
| • Critical thinking | • Organisation and time management |
| • Customer service | • Resolving conflicts |
| • Digital literacy written communication | • Taking care of others |
| • Gathering and processing information | • Verbal communication. |

More formal performance management resources are available via the [Fair Work Ombudsman website](#) including templates to help manage performance. Note that the resources are designed for paid employees. It is therefore important to always reflect on the SLSC and SLSNSW's values and expected behaviours as part of managing poor performance as this is the standard across the organisation, both for volunteers and workers.

Personal Information

As per the [SLSNSW Privacy Policy](#), SLSNSW and SLSCs and branches in NSW will take all reasonable steps to ensure that the personal information it collects, uses or discloses is accurate, complete and up to date. This relies heavily on the accuracy of personal information as provided to us both directly and indirectly from SLS staff and volunteers who enter the data.

All members should be encouraged to regularly review their personal information via the SLS Members Area and update it there or in SurfGuard as required. Individuals may request access to their personal information held by SLS by contacting their SLSC's Privacy Officer or the [SLSA Privacy Officer](#) (phone: 02 9215 8000) who will respond to their request for access within 14 days and endeavour to provide the requested information within 30 days.

Any issues or complaints in relation to the collection, use, disclosure, quality, security of and access to your personal information should also be made to the [SLSA Privacy Officer](#) who will respond to your complaint within 30 days and try to resolve it within 90 days. If we are unable to resolve your complaint within this time, or you are unhappy with the outcome, you can contact the [Office of Australian Information Commissioner](#) to lodge a complaint.

Note:

Every SLSC should have their own Privacy Officer.

Reflection Questions

1. Why and how are members wanting to volunteer with SLS or any other non-profit organisation?
2. How do you keep your SLS volunteers and staff interested and involved in helping your SLSC?
3. How do you stay familiar with the worker requirements outlined by the ACNC and Fair Work Ombudsman?
4. What must you do the same and differently for SLS volunteer and paid workers (staff)?
5. How is poor performance currently managed at your SLSC and is it effective in improving performance?

Awards and Recognition

Member Recognition

Recognition is genuinely valuing the contributions of members. All SLSC members need to recognise fellow members as everyone deserves some form of recognition, even if it is a simple 'thank you' for helping.

It is also very important for Club Management Team members and their volunteer officers to promote the recognition of SLSC members as members who feel recognised and rewarded for their efforts are more likely to be retained by their SLSC.

Ways to recognise members may include:

- Allocating noticeboard space to applaud member achievement and accomplishment
- Celebrating achievements and efforts
- Celebrating National Volunteer Week and National Youth Week
- Enabling members to develop skills and grow on the job
- Encouraging member participation and consultation in planning that affects their work
- Encouraging member participation and consultation in team planning
- Giving additional responsibility (when desired)
- Involving members in special events
- Issuing certificates of appreciation
- Keeping members informed via formal SLSC communication channels
- Organising medals, certificates or plaques to recognise achievements and contributions
- Organising to have them featured in the SLSNSW *SurfLife Magazine* or the Australian *Lifeguard Magazine*
- Recognising personal needs
- Recommending members to prospective employers and providing letters of reference
- Taking the time to listen to members ideas and concerns.

As a general guideline when providing recognition, you should:

- Consistently recognise everyone's contribution
- Enthusiastically provide recognition to encourage positive attitudes and behaviours
- Immediately recognise effort as soon as it has taken place
- Provide specific and personal recognition
- Sincerely mean what you are saying.

Awards of Excellence

Both SLSNSW and SLSA annually present an Awards of Excellence function to recognise and reward members who have made an outstanding contribution to the delivery and development of surf lifesaving activities across several different SLS portfolio areas. The Awards of Excellence function is inclusive to all members and the public to attend. The night is about recognising achievements and acknowledging members for their contribution and commitment to the communities in which they live. Their efforts reflect Surf Life Saving's position as a vital rescue and emergency service and how their actions position the movement as a valued and beloved organisation to the broader community. Awards not presented on this night will be awarded at appropriate forums.

Refer to the latest [SLSNSW Awards of Excellence](#) webpage for more information.

SLS Core Awards

SLS Core Awards are those that are recognised annually at both the SLSA and the SLSNSW Awards of Excellence, with SLSNSW award winners progressing to represent SLSNSW at a national level. The following categories are eligible for both NSW and national recognition.

- Assessor of the Year
- Athlete of the Year
- SLSC of the Year
- Coach of the Year
- Community Education Program of the Year
- Lifeguard of the Year
- National Innovation of the Year
- Official of the Year
- Surf Lifesaver of the Year
- Trainer of the Year
- Volunteer of the Year
- Youth Athlete of the Year
- Youth Surf Lifesaver of the Year

[Refer to the latest SLSA Rewards and Recognition Framework](#) in addition to the annual SLSA Awards of Excellence circular in the SLS Members Area for more detailed information on the core award criteria. The site also covers nomination opening and closing dates, nomination submission and endorsement procedures and the form of acknowledgement (e.g., trophy or certificate).

SLSNSW Specific Awards

SLSNSW specific awards are those only recognised at the annual *SLSNSW Awards of Excellence*. SLSNSW specific awards include:

- Administrator of the Year
- Branch of the Year
- Facilitator of the Year
- Initiative of the Year
- Junior Lifesaver of the Year
- Masters Athlete of the Year
- Patrol Captain of the Year
- Rescue of the Year (the Rescue of the Year award is selected from the state Rescue of the Month winners)
- Services Team of the Year
- Support Operations Member of the Year
- Surf Sports Team of the Year
- Young Volunteer of the Year

Refer to the latest [SLSNSW Awards of Excellence](#) webpage for more detailed information on the core award criteria. The site also covers nomination opening and closing dates, nomination submission and endorsement procedures, tips for writing a good nomination and the form of acknowledgement (e.g., trophy or certificate).

Note:

- SLSNSW may also issue certificates of appreciation for outstanding service or support beyond that which is to be expected of a member, non-member, company or group.
- They may also put forward member nominees for other state-level awards such as the NSW Community Sports Awards awarded through Sport NSW and recognise outstanding achievements and contributions to community sport in NSW.

SLSNSW SLSC and Branch Awards

It is recommended that the SLS core awards, the SLSNSW specific awards and their selection criteria are replicated at an SLSC and branch level, such as those for life membership. This replication assists in the progression of winners and reduces the amount of paperwork and re-wording required to submit nominations at state and national levels of the SLS organisation.

SLSNSW clubs and branches may also offer additional recognition awards to recognise their members' community spirit, efforts and contributions.

Refer to your SLSC's website, branch's website and the SLS Members Area Document Library for more information about the awards offered by your local branch and SLSC.

Rescue of the Month Program

The Rescue of the Month (ROM) program aims to recognise excellence in lifesaving service delivery, measured against industry best practice and operating procedures. SLSNSW may select a maximum of 11 SLSNSW branch winners and one SLSNSW winner for significant rescues. The SLSNSW winner will automatically become nominated for the national ROM award. The national ROM will be awarded to recipients at a quarterly ceremony at Parliament House in Canberra.

Appropriate ROM nominations may also be eligible for the Meritorious Awards Program. Refer to the [SLSNSW Rescue of the Month](#) webpage for more information such as key dates, endorsement procedures and previous ROM winners and to complete the [ROM Nomination Form](#).

SLSA Recognition Awards

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

- **Age Managers Service Certificate** for 5–50 years of long service to junior activities as age managers
- **Assessing Service Certificate** for 5–50 years of long service to the assessment of SLS awards
- **Coaching Service Certificate** for 5–50 years of long service to coaching
- **Commendation** recognises outstanding teamwork, rescue skills, rescue management, individual displays of initiative and resourcefulness in addition to well-conducted rescue activities by lifesavers involved in exceptional rescues
- **Facilitating Service Certificate** for 5–50 years of long service to the training and assessment of SLS awards
- **International Life Saving Federation (ILS) Citations** person who has contributed to the furtherance of lifesaving and the goals of ILS in a manner of enduring, global importance
- **Life Membership** recognises those individual members whose volunteering has rendered a distinguished, sustained and conspicuous service to SLSA over a period of at least 20 years
- **Long Service Awards** for 25–75 years of sustained membership of surf lifesaving
- **Meritorious Awards** recognise individuals, SLSCs or groups for outstanding deeds of bravery performed in surf lifesaving operations of various risk levels during and outside of designated patrol hours at any location
- **National Medal** established by the Commonwealth of Australia recognises long service volunteers in organisations that protect life and property at some risk to their members, such SLSA members volunteering 30+ hours each season over a minimum of 15 seasons since 18 September 1986
- **National Patrol Service Awards** for 5–65 years of long service to lifesaving patrols with a minimum of 16 patrol hours each season
- **Officiating Service Certificate** for 5–50 years of long service to officiating
- **SLSA Hall of Fame** permanently displays, commemorates and recognises members and teams who have achieved outstanding accomplishments and exceptional contributions to the development of lifesaving, administration or sport SLS in Australia
- **The Order of Surf Life Saving** is available to individuals or corporations in recognition of their contributions as benefactors
- **Training Service Certificate** for 5–50 years of long service to the training of SLS awards.

Refer to the latest [SLSNSW Recognition Fact Sheet](#) and the detailed [SLSA Rewards and Recognition Framework](#) for more information on award criteria, nomination opening and closing dates, nomination submission and endorsement procedures and the form of acknowledgement (e.g., trophy or certificate). You can find nomination forms for SLSA recognition awards within the SLS Members Area Document Library.

Note:

SLSA may also issue certificates of appreciation for outstanding service or support beyond that which is to be expected of a member, non-member, company or group.

External Awards

External awards that members can be nominated for include and are not limited to:

- International Lifesaving awards (www.ilsf.org/about/honourees)
- Australian honours
- Local citizen awards
- New South Wales Centre for Volunteering (www.volunteering.com.au)
- New South Wales Water Safety awards.

Reflection Questions

1. Why is it important to recognise the time and effort contributed by your SLSC members?
2. How do you consistently, personally and sincerely recognise the valuable time and contributions of specific SLSC members?
3. When did you last review the selection criteria for your SLSC's awards against those of SLSA and SLSNSW and your local SLSNSW branch?
4. How can you make your award nominees stand out from the rest?
5. How do your members like to be recognised for their time and efforts?

SLSNSW Download Resources

Official SLS Resources

SLSNSW creates many valuable and SLS-specific resources for SLSNSW branches and SLSCs to download and use to support SLSC management and the provision of surf lifesaving activities and services.

Members of SLSNSW clubs and branches should refer both paid and volunteer workers to the SLS Members Area Document Library or the SLSNSW resources website to access and download the most current, accurate and professionally developed SLS resources available.

Both SLSNSW SLSC and branch websites and written communication channels should include links to these SLSA and SLSNSW endorsed resource locations instead of uploading their resources on their website or including them as email attachments. This ensures that members always have access to the accurate and current SLS resources, saves administrative time, avoids duplication errors and protects the copyright of SLS resources that are for members only.

SLSNSW has created a [dynamic list of resources](#) that are useful for Club Management Team members to be aware of. This list is reviewed annually by SLSNSW, so be sure to note the date it was last updated. It is in the form of an Excel sheet with tabs organised into document categories and contains links to the resources it references such as:

- Bulletins
- Circulars
- External organisation resources
- Forms and checklists
- Guides
- Memorandums
- Online training
- Publications
- Templates
- Toolkits and information packs
- Video

Note:

Often volunteer members spend time unnecessarily creating resources that already exist. They have been developed in collaboration and consultation with committees and working groups composed of volunteer members elected for their professional and volunteer knowledge and experience. Please remember to always refer your members to the latest version of SLS resources within the SLS Members Area Document Library and on the SLSNSW members website, and to provide feedback to SLSNSW if they require the development of additional resources.

SLSNSW Website

The SLSNSW Website is visible to members of the public, such as potential sponsors and new members and other emergency service organisations. The resources on this website are frequently updated and often applicable only to the current SLSNSW patrolling season or strategic plan.

SLSNSW resources on the SLSNSW website include those related to:

- Competitions, e.g., competitions with prizes for SLS clubs and members
- Lifesaving, e.g., Patrol Operations Manual templates and Gear and Equipment grant information
- Member education and training, e.g., training resources for SLSNSW SLSCs to be submitted to SLSNSW branches
- Member services, e.g., marketing and fundraising toolkits
- Social media, e.g., social media information and recommendations
- Surf sports, e.g., information and forms related to the most recent SLSNSW surf sports events.

Note:

- Sometimes, resources on this website are copied from the SLS Members Area Document Library. Please note that the most current endorsed version of a document is always that within the SLS Members Area Document Library.
- SLSCs cannot make their SLSC member-only resources hidden from the public view on the SLSNSW website or their own SLSC website, unlike the SLS Members Area Document Library.
- SLSCs should hyperlink to SLSNSW resources from their SLSC website and not copy the resources to their website. Hyperlinks avoid SLSC websites showing outdated information and resources as the SLSNSW website resources are frequently updated.
- Some resources on the SLSNSW Member Resources website may be considered out of date once downloaded or printed.

SLS Members Area Document Library

The [SLS Members Area Document Library](#) is a catalogue of the current SLS endorsed resources for SLS members and entities. You should refer all members to it, and upload SLS members-only documents into it for reference.

A member needs to have their own unique Members Area login details to view and search for the SLS member resources. Some member resources may be restricted to be seen only by certain members holding current roles within an SLSC. For example, only SLSC Trainers and Assessors can see the answer sheets for assessment theory questions.

Members may search for resources based upon their job role and/or the following three levels of the SLS organisation:

1. SLSA—SLS member documents and templates applicable to all SLS entities across Australia, such as SLS policies and guidelines, training manuals, committee terms of reference, circulars and Work Health and Safety (WHS) templates.
2. SLSNSW—SLS member documents and templates applicable to all SLSNSW branches and SLSCs such as SLSNSW lifesaving and education standard operating procedures (SOPs), SLSNSW only course resources, SLSNSW role descriptions and SLSNSW patrol operations manual templates.
3. SLSC—SLS member documents applicable only to your SLSC and uploaded by SLSC officers, such as your SLSC's current Patrol Operations Manual and Emergency Management Plan.

They can filter their search results by most recently updated (recommended), name A-Z or most relevant, and choose to display the results in a tile or list format. Members can also refine their search by selecting one of the following document categories.

- Sports
- Lifesaving
- Education
- Member Services
- Circulars/Publications
- Governance/Policies
- Administration
- Work Health and Safety
- Nippers
- Other

SLSC officials with permission to approve SLS Members Area Document Library content are responsible for [maintaining documents in the library](#) for their SLSC by uploading, editing or deleting SLSC member-specific files. The documents within the SLSC Members Area Document Library are only accessible by members of their SLSC when they log into the SLS Members Area. SLSC officials should make their SLSC resources available in the SLS Members Area for quick and easy reference by their SLSC members and maintain them for currency and accuracy.

Note:

- All SLS Members Area Document Library resources are considered out of date once downloaded or printed.
- If a member is in multiple officer positions in SurfGuard, they only need to update one officer position with the approval to maintain documents in the library.
- Make sure members always check the SLS Members Area Document Library for the latest SLSNSW state centre, branch and SLSC endorsed resources to be used before attempting to create their own or potentially referring to outdated printed or downloaded copies of resources.
- Updates to the SLS Members Area Document Library are communicated via [SLSA ICT Circulars](#).
- Refer to the [SLS Members Area User Guide](#) to find and maintain documents in the SLS Members Area Document Library.
- Refer to the [SLSC Records and Reporting](#) section of this Club Guide for more guidance on SLSC records, such as file naming conventions for easy file searches and recognition.

Resource Updates and Feedback

SLSA and SLSNSW resources are regularly updated at the start and/or end of each season based upon resource review schedules, member feedback and changes to local legislation.

For example, many resources are updated based on member feedback and released at the start or the end of each patrol season. Skills maintenance resources are updated annually and released at the start of each new patrol season.

Be sure to provide your feedback on resources to SLSNSW and SLSA using the contact details available in the contact summary section of this Club Guide.

Note:

Sometimes SLSC members create updated SLS member resources that would benefit other SLSC members across NSW to use to achieve the same goals. If you have created a resource for your SLSC that you think would benefit other volunteer members, please let SLSNSW know and tell them the rationale for the updates. SLSNSW can then include the feedback and example resources as part of the literature review for scheduled resource updates or schedule the creation of a new SLSNSW resource requirement identified by SLS members.

Reflection Questions

1. When did your SLSC last update the officer positions within SurfGuard, including their Members Area Document Library and Online Store administrative permissions?
2. How does your SLSC ensure the latest versions of all its documents required by members to access easily are available in the SLS Members Area Document Library for your SLSC organisation level?
3. How do you ensure you are using the latest resources endorsed by SLSA, SLSNSW or your SLSC or branch?
4. When did you last check to see if the resource you think needs creating or updating already exists in the SLS Members Area Document Library (SLSA or SLSNSW organisation level) or on the SLSNSW member resources website?
5. How do you provide specific and constructive feedback to SLSNSW or SLSA about the resources as soon as you identify the need for feedback?

Contact Summary

After reading this SLSC guide and referring to the SLSNSW website or SLS Members Area, you may still require the assistance or advice of an SLS staff person. You may use the following contact details to communicate with SLS staff, many of whom are also volunteer workers at one or more local SLSCs.

It is important to remember that SLS staff are primarily available during regular business hours Monday to Friday. During some special events on weekends, most will respond within 1–2 business days due to the high volume of queries throughout the year from SLSNSW's 76,000+ members. This response time may be extended to 3 business days during peak administrative periods throughout the season, such as at the start and end of each patrol season, during SLSNSW surf sport champion events and during annual skills maintenance and compliance reporting periods.

SLSNSW Contacts

SLSNSW Head Office

EMAIL	info@surflifesaving.com.au
WEBSITE	surflifesaving.com.au
PHONE	(02) 9471 8000
POSTAL ADDRESS	PO BOX 307, Belrose, NSW 2085
OFFICE ADDRESS	3 Narabang Way, Belrose, NSW 2085
OFFICE HOURS	Monday–Friday 8.30 am–5.00 pm

SLSNSW Teams

The SLSNSW staff work in portfolio teams that include education, lifesaving, media and communications, member services, partnerships, sport and more. Each portfolio has a team email address that all staff team members can access so that no query is delayed due to staff availability.

Remember:

Due to the large number of SLS member queries, most SLSNSW team members respond to emails within 1–2 business days and during office hours, and some also have shared phone numbers for urgent enquiries. Also, remember to let the SLSNSW team members know your contact details and the best times to contact you by phone where possible, and to include any relevant screenshots or supporting documentation where relevant.

- Australian Event Safety Services | aess@surflifesaving.com.au
- Australian Lifeguard Service (ALS) | info@australianlifeguards.com.au
- Australian Lifesaving Academy (ALA) | training@surflifesaving.com.au | 1300 766 257
- Australian UAV Service | uav@surflifesaving.com.au
- Community Education | educationevents@surflifesaving.com.au
- Information and Communications Technology | ict@surflifesaving.com.au
- Lifesaving | lifesaving@surflifesaving.com.au
- Media and Communications | media@surflifesaving.com.au | 0405 203 764
- Membership | memberservices@surflifesaving.com.au
- Member Training and Education | education@surflifesaving.com.au
- Member Welfare | memberwelfare@surflifesaving.com.au
- Partnerships | partnerships@surflifesaving.com.au
- Special Events | specialevents@surflifesaving.com.au
- Surf Sports | surfsports@surflifesaving.com.au
- General | info@surflifesaving.com.au

If you do not know which SLSNSW team you need to speak with about a certain topic, simply [get in contact](#) with SLSNSW to have your query directed to the appropriate staff member.

SLSNSW Staff

SLSNSW staff have a variety of roles and responsibilities, uphold the values of SLS and are passionate about SLS's vision. Many also began and continue their SLS journey volunteering at one or more SLSCs when and as it suited them through their own free will and choice.

The [SLSNSW Staff Directory](#) contains a list of current SLSNSW staff who work flexible hours both in and out of the office to support SLSNSW clubs, branches and emergency support response operations and services.

If you do not know which SLSNSW staff member you need to speak with about a certain topic, simply [get in contact](#) with SLSNSW to have your query directed to the appropriate staff member.

SLSNSW SLSC and Branch Contacts

The [SLSC and Branch Directory](#) collates SLSC contact and officer details from SurfGuard to display them on the SLSA and SLSNSW website for existing and potential new members and potential sponsors and partners to note.

SLSCs should ensure their details in SurfGuard are always up to date and update their officer details annually following their annual general meeting for the SLS public directory to accurately reflect their SLSC contact details.

They should also ensure their key officer position contacts are available on their SLSC website so that all members can access their details without any breach of privacy laws. For example, the contact details for your SLSC's Member Protection Information Officer and Complaints Officer.

SLSA Contacts

EMAIL	info@slsa.asn.au
WEBSITE	sls.com.au
PHONE	02 9215 8000
POSTAL ADDRESS	PO Box 726, Bondi Beach NSW 2018
OFFICE ADDRESS	Level 1, 1 Notts Avenue, Bondi Beach NSW 2026
OFFICE HOURS	Monday–Friday 8.30 am–500 pm

Reflection Questions

1. Which FAQs, circulars, documents or electronic notifications should you refer to before contacting other SLS volunteers or staff for answers?
2. How do you collect and collate questions to be answered by the SLS staff during business hours?
3. How do you prepare for answers to your questions to be available within 1–2 business days?
4. Are your personal details correct in SurfGuard and SLSC contact details correct on your SLSC website?
5. What constructive feedback can you provide other SLS staff and volunteers for improved communications?