

Memorandum

To: Branch Presidents, Branch Secretaries & CEOs, Club Secretaries
From: SLSNSW President, George Shales OAM & SLSNSW CEO, Steven Pearce AFSM
Date: 12 February 2021
Pages: 2
Subject: Calling for nominations for Surf Life Saving New South Wales Standing Committees

The Surf Life Saving New South Wales Board of Directors is calling for nominations for Surf Life Saving New South Wales Standing Committee positions as outlined on the attached nomination form.

With respect to the **Lifesaving and Surf Sports Standing Committee**, as per the attached relevant Charters, each of the Committees comprise of a SLSNSW Board Director who has been appointed as Committee Chair, the relevant Portfolio Director from each of the 11 Branches, and up to 5 independent members.

With respect to the **Life Membership and Honours Standing Committee**, as per the attached Charter, the Committee is comprised of four members, two of whom are required to be current Life members of SLSNSW. Please be advised that nominations will be considered by the Surf Life Saving NSW Board of Directors. All appointments are for the terms indicated on the nomination form.

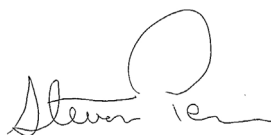
Candidates interested in expressing an interest for any position should submit the attached signed and endorsed nomination form, along with a typed copy of your resume (1 page maximum) which details your credentials and relevant experience for the position/s to assist the Board of Directors to make a decision about the suitability of the candidates for the position/s.

The attached nomination form needs to be forwarded to the Surf Life Saving NSW CEO by noon, Friday, 5 March 2021.

Yours sincerely



George Shales OAM
President
Surf Life Saving NSW



Steven Pearce AFSM
Chief Executive Officer
Surf Life Saving NSW

**Surf Life Saving New South Wales
Nomination Form for Standing
Committees**

Name:

Address:

Postcode:

Email:

Work Ph:

Mobile Ph:

Home Ph:

Club:

Branch:

Please tick the position/s you wish to express an interest for:

Committees

- ☐ Lifesaving Committee (3 years)
- ☐ Surf Sports Committee (3 years)
- ☐ Life membership & Honors Committee (2 years)

Nominee signature:

Date:

Nominations close at Surf Life Saving NSW – noon, Friday, 5 March 2021.

Please return this signed nomination form to Mr Steven Pearce AFSM, Chief Executive Officer, Surf Life Saving NSW, PO Box 307, Belrose, NSW, 2085 or via email: pa@surflifesaving.com.au

Memorandum

To: Branch Presidents, Branch Secretaries & CEOs, Club Secretaries
From: SLSNSW President, George Shales OAM & SLSNSW CEO, Steven Pearce AFSM
Date: 12 February 2021
Pages: 2
Subject: Calling for nominations for Surf Life Saving New South Wales Surf Sports Panels

The Surf Life Saving New South Wales Board of Directors is calling for nominations for Surf Life Saving New South Wales Surf Sports Panel positions as outlined on the attached nomination form.

State Selection Panel – This role of this panel is to select SLSNSW representative teams for Interstate Championships and other events where SLSNSW selects representative or development teams. This may include internal SLSNSW events and programs such as the Elite Surf Team Series. Applicants must demonstrate their awareness of competitor results across various key events which are considered for selection, and through their normal activity, have a presence at key events to observe key competitors in competition. There will be three appointees.

Officials Panel – The role of this panel is to make Officials appointments to SLSNSW Championships and other key events conducted by SLSNSW. It is also to consider development pathways for officials across the various sport disciplines. Applicants must be an accredited Surf Sports official who can demonstrate their awareness of the performance and skills of the official's cohort and have the ability to attend key SLSNSW events as part of their normal officiating activities. There will be three appointees.

Surf Boat Advisory Panel – The role of this panel is to provide insight and recommendations to the Surf Sports Standing Committee and management on matters related specifically to surf boat competition. This includes event scheduling, athlete & sweep development, participation and growth initiatives. Applicants from the diversity of surf boat series organisers, branches, coaches, sweeps, competitors and officials are sought.

Please be advised that nominations will be considered by the Surf Life Saving NSW Board of Directors. All appointments are for the terms indicated on the nomination form.

Candidates interested in expressing an interest for any position should send the attached signed and endorsed nomination form, along with a typed copy of your resume (1 page maximum) which details your credentials and relevant experience for the position/s to assist the Board of Directors to make a decision about the suitability of the candidates for the position/s.

The attached nomination form needs to be forwarded to the Surf Life Saving NSW CEO by noon, Friday, 5 March 2021.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G Shales'.

George Shales OAM
President
Surf Life Saving NSW

A handwritten signature in black ink, appearing to read 'Steven Pearce'.

Steven Pearce AFSM
Chief Executive Officer
Surf Life Saving NSW



Surf Life Saving New South Wales
Nomination Form for
Surf Sports Panels

Name:

Address:

Postcode:

Email:

Work Ph:

Mobile Ph:

Home Ph:

Club:

Branch:

Please tick the position/s you wish to express an interest for:

Committees/ Panels

- ☐ Officials Advisory Panel (3 years)
- ☐ Surf Boat Advisory Panel (3 years)
- ☐ Surf Sports Selection Panel (3 years)

Nominee signature:

Date:

Nominations close at Surf Life Saving NSW – noon, Friday, 5 March 2021.

Please return this signed nomination form to Mr Steven Pearce AFSM, Chief Executive Officer, Surf Life Saving NSW, PO Box 307, Belrose, NSW, 2085 or via email: pa@surflifesaving.com.au

STANDING COMMITTEE CHARTER

(Approved by the Board on 16 December 2020)

1. Introduction

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

This charter sets out the objectives, responsibilities and governance framework for the operation of the Standing Committees and their relationship with other stakeholders.

2. Role of the Standing Committee

The fundamental role of the Standing Committees is to provide subject matter advice & expertise to the Board & Management of SLSNSW as related to their respective portfolio areas.

Under the leadership of the Committee Chair, the role of the respective Standing Committee is to:

- a. work within the scope of the respective Committee as outlined in the respective committee annexure
- b. provide recommendations to the Board with respect to changes to the SLSNSW Regulations and Policies
- c. provide recommendations to the Board with respect to any proposed or suggested changes to SLSA or SLSNSW Regulations, policy or any matter that is referred to them
- d. provide management with feedback on operational issues affecting members or service delivery to the membership with respect to its portfolio area
- e. develop strategic thinking around the application of the organisation's strategic plan against its portfolio area
- f. monitor contemporary trends and best practice in its portfolio area including external influences and key performance metrics of the portfolio area
- g. through collaboration & consultation with branches and clubs, review relevant policies and best practice related its portfolio area to ensure they are appropriate and that these can be applied effectively & equitably to those participants or persons for whom they are intended and ensure adherence to relevant legislation
- h. provide advice on the appointment of Working Groups and Panels to provide high quality and informed technical input into the various operational areas related to the portfolio area
- i. Identify, discuss, and develop solutions to any challenges or concerns arising from the volunteers related to the portfolio area.



STANDING COMMITTEE CHARTER

- j. interact with key stakeholders and members as required
- k. evaluate its effectiveness as a committee

3. Operating Style

The Standing Committees will operate with an emphasis on:

- a. strategy and policy which will be advantageous to SLSNSW in its portfolio area;
- b. anticipating and planning for change;
- c. objectivity;
- d. accountability and transparency;
- e. use of evidence and research to guide decision making & recommendations
- f. strategic leadership;
- g. clear distinction of its role and the role of Management;
- h. constructive, robust and collaborative debate;
- i. collective decision making rather than individual. Recommendations to the Board shall be via consensus, unless there is a conflicting view in which case both positions will be taken to the Board;
- j. focus on the future direction of its portfolio area within SLSNSW; and
- k. being proactive rather than reactive.

4. Powers, Delegations and Limitations

- a. The Committee has the full powers to carry out its role and responsibilities set out in this Charter.
- b. The committee does not have any delegated authority to approve any expenditure or incur debit on behalf of SLSNSW or enter into any transactions or agreements with third parties

5. Role of the Committee Chair

The nominated Committee Chair shall chair all meetings of the Committee. If the nominated Committee Chair cannot chair a meeting, a Chair will be selected from the Committee.

The role of the Chair is summarised below:

- a. Ensure that discussion at meetings is on issues that, clearly belong to the Committee to decide, and do not impinge on the role of other Committees, Management or operational areas.
- b. Decide the order in which the business of the meeting will be taken;
- c. not change Board decisions or decisions of other Committees.
- d. provide leadership in the conduct of the Committee's responsibilities, including setting the agenda and ensuring the meetings take place with adequate frequency



STANDING COMMITTEE CHARTER

- e. identify the issues of significance to the Committee, provide the right environment for consideration of those issues and ensure that all Committee Members have the opportunity to put their views and have them considered
- f. Ensure Meetings are carefully structured and must deal with routine matters quickly and efficiently, allowing time for attention to key areas of responsibility such as accountability, strategic thinking, monitoring and policy issues

6. Role of the Individual Committee Member

Individual Committee Members are to:

- a. be committed to ethical, business like and lawful conduct including proper use of authority and appropriate decorum when acting as a committee member
- b. act with honesty, good faith and in the best interests of SLSNSW;
- c. not improperly use their position or misuse SLSNSW information;
- d. avoid and declare any conflict of interest;
- e. act with care and diligence, respect, integrity and demonstrate ethical leadership
- f. not attempt to exercise individual authority or make decisions outside of their designated scope of authority;
- g. devote the necessary time to the performance of their duties including the review of Committee papers prior to Committee meetings
- h. not publicly voice any negative comments or individual opinions relating to SLSNSW Directors, the CEO, staff, fellow committee members or any Company matter or issue;
- i. only speak to the media as requested by the CEO or the President;
- j. adhere to and support the Committee Chair in an effort to for the Committee to function effectively and should act with solidarity around Committee decisions and agreed actions; and
- k. respect the confidentiality of sensitive issues or business items under negotiation or discussion.

7. Committee Member Induction and Training

All new Committee members will be briefed by the Committee Chair and the Portfolio Manager upon appointment, including access to the last two sets of Committee papers and minutes and other relevant documents on request.



STANDING COMMITTEE CHARTER

8. The Committee Chairperson and Management

The Chairperson represents a most critical link to the Board with respect the matters considered by the respective Committee. This link is enhanced through their relationship with the Portfolio Manager. The Chairperson must be able to strike the right balance in supporting and trusting the Portfolio Manager while retaining an objective view of the management of that portfolio area. Where the Chairperson has concerns or has identified performance issues that should be raised directly through the CEO.

9. Reporting

The Committee shall report to the Board and are accountable for the performance of their duties as committee members.

10. Meetings

Unless otherwise stated in the annexure for the specific Committee, it will meet a minimum of 4 times per year or as regularly as is prudent and necessary to effectively offer advice and recommendations to the Board and management with respect to specific portfolio matters

- a. The Chair through the portfolio manager will prepare an agenda and supporting documentation for each meeting. Agendas and papers will be circulated seven (7) days in advance of the meeting to ensure sufficient time for Committee Members to read and consider before the meeting.
- b. The portfolio manager will endeavour to circulate Meeting minutes 10 days after the meeting
- c. The Committee should develop a calendar/work plan based around SLSNSW's Strategic Plan and the portfolio's key annual activities.
- d. Meetings maybe held in person or via teleconference/video conference to ensure budgetary efficiencies are maintained wherever appropriate
- e. A quorum shall be 2/3 (rounded up) of the named members of the committee
- f. Respective management and relevant staff may attend all meetings as required and approved by the Chair. The President & CEO may attend any meeting of any committee.

11. Remuneration of Committee Members

No Committee member of SLSNSW shall receive remuneration for work carried out as a Committee member of SLSNSW. Committee Members of SLSNSW are entitled to receive reimbursements and/or reasonable expenses for work carried out as a Committee Member in accordance with the Constitution.



12. Evaluation of The Committee

The Board considers the ongoing development and improvement of each Committee's performance as a critical input to effective governance. As a result, the Board requires an annual evaluation of the Committee and its Committee member performance.

In undertaking the annual review, the Board aims to reach a balanced view of the Committee performance, identifying the positive aspects of the committee's operation and areas for improvement (eg team dynamics, effectiveness, progress towards strategic objectives and adequacy of administration around the Committee.) The outcome of the evaluation process should be used as the basis to identify any gap in the skills mix of the Committee and performance issues.

13. Review of Charter

This Charter will be reviewed annually or more frequently by the Board as required.



ANNEXURE FIVE SURF SPORTS COMMITTEE

1. Introduction

This annexure describes arrangements specific to the Surf Sports Committee (SSC) and should be read in conjunction with the Standing Committee Charter above.

The purpose of the SSC committee 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 Surf Sports activities as they relate to SLSNSW's strategic priorities.

The functions of the SSC do not relieve the Board of any of their responsibilities under law.

2. Composition

The SSC comprises up to seventeen (17) members:

- a. One (1) SLSNSW Director
- b. each respective Branch Director of Surf Sports (11)
- c. up to five (5) independent members who do not otherwise sit on the SLSNSW or SLSS Board or SLSNSW State Council
- d. The Surf Sports Manager as an ex-officio member
- e. The President & CEO may attend any meeting of the committee

The independent members should be independent of management, free of any relationship which might impair the exercise of their independent judgment and possess skills and experience in surf sports which will allow them to be effective in their role.

The Chair shall be appointed by the Board and will be a SLSNSW Director

The following specific skills are required of all independent SSC nominees:

- Professional or substantive volunteer experience in Surf Sports and/or the sports sector
- Have specific expertise in at least one specialty area of Surf Sports (eg coaching, officiating, competition, administration, discipline specific [craft & swim, surf boats, IRB racing, pool rescue, "lifesaving competition"])
- Have an understanding of the industry in which the Company operates.

Diversity amongst SSC members will be considered by the Board of SLSNSW in making appointments.

3. Tenure

The Branch Directors of Surf Sports (BDOSS) shall remain on the SSC whilst ever they are the appointed BDOSS for their respective Branch.

The Board of SLSNSW shall make all appointments and replacements of Independent SSC members.



STANDING COMMITTEE CHARTER

Independent members will be appointed for a three (3) year term to a maximum of six (6) consecutive years. If more than one independent member is appointed at the commencement of this Charter, at least one will only be appointed for an initial two (2) year term.

Members may be removed by the SLSNSW Board at any time or may resign by written notice to the Board of SLS NSW

4. Board Delegated Powers and Limitations

The SSC does not have an operational standing within SLSNSW with respect to its management of Championships and other events, notwithstanding members of the SSC maybe seconded onto Championships Committees or similar within SLSNSW, or fulfil roles such as Championships Referee, SEMC or similar.

5. Meetings

The SSC is to meet at least quarterly each year.

6. Specific Duties

The specific duties of this committee are to:

- a. Consider the pathways which are in place for members of all ages and abilities to pursue their interests in surf sports and result in increased numbers of members engaging in competition
- b. Ensure elite development pathways are developed and underpinned by evidence-based approaches to athlete development
- c. Ensure the competition program offered at both state and branch level is contemporary, aligned and meets the needs of various cohorts within the surf sports participants of the membership
- d. Consider event types and formats which present to the membership as engaging and worthwhile to participate in
- e. Through continuous improvement make recommendations for best practice approaches to delivery of surf sports events
- f. Liaise and collaborate with the Lifesaving portfolio to ensure the safety of members whilst training & competing is underpinned by sound approaches to safety and risk management
- g. Consider structures and programs which will enhance coaching and officiating pathways for members who wish to support surf sports in this way
- h. Liaise the other portfolio areas to ensure Surf Sports policies align with contemporary approaches to member recruitment & retention across the organisation

STANDING COMMITTEE CHARTER

(Approved by the Board on 16 December 2020)

1. Introduction

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

This charter sets out the objectives, responsibilities and governance framework for the operation of the Standing Committees and their relationship with other stakeholders.

2. Role of the Standing Committee

The fundamental role of the Standing Committees is to provide subject matter advice & expertise to the Board & Management of SLSNSW as related to their respective portfolio areas.

Under the leadership of the Committee Chair, the role of the respective Standing Committee is to:

- a. work within the scope of the respective Committee as outlined in the respective committee annexure
- b. provide recommendations to the Board with respect to changes to the SLSNSW Regulations and Policies
- c. provide recommendations to the Board with respect to any proposed or suggested changes to SLSA or SLSNSW Regulations, policy or any matter that is referred to them
- d. provide management with feedback on operational issues affecting members or service delivery to the membership with respect to its portfolio area
- e. develop strategic thinking around the application of the organisation's strategic plan against its portfolio area
- f. monitor contemporary trends and best practice in its portfolio area including external influences and key performance metrics of the portfolio area
- g. through collaboration & consultation with branches and clubs, review relevant policies and best practice related its portfolio area to ensure they are appropriate and that these can be applied effectively & equitably to those participants or persons for whom they are intended and ensure adherence to relevant legislation
- h. provide advice on the appointment of Working Groups and Panels to provide high quality and informed technical input into the various operational areas related to the portfolio area
- i. Identify, discuss, and develop solutions to any challenges or concerns arising from the volunteers related to the portfolio area.



STANDING COMMITTEE CHARTER

- j. interact with key stakeholders and members as required
- k. evaluate its effectiveness as a committee

3. Operating Style

The Standing Committees will operate with an emphasis on:

- a. strategy and policy which will be advantageous to SLSNSW in its portfolio area;
- b. anticipating and planning for change;
- c. objectivity;
- d. accountability and transparency;
- e. use of evidence and research to guide decision making & recommendations
- f. strategic leadership;
- g. clear distinction of its role and the role of Management;
- h. constructive, robust and collaborative debate;
- i. collective decision making rather than individual. Recommendations to the Board shall be via consensus, unless there is a conflicting view in which case both positions will be taken to the Board;
- j. focus on the future direction of its portfolio area within SLSNSW; and
- k. being proactive rather than reactive.

4. Powers, Delegations and Limitations

- a. The Committee has the full powers to carry out its role and responsibilities set out in this Charter.
- b. The committee does not have any delegated authority to approve any expenditure or incur debit on behalf of SLSNSW or enter into any transactions or agreements with third parties

5. Role of the Committee Chair

The nominated Committee Chair shall chair all meetings of the Committee. If the nominated Committee Chair cannot chair a meeting, a Chair will be selected from the Committee.

The role of the Chair is summarised below:

- a. Ensure that discussion at meetings is on issues that, clearly belong to the Committee to decide, and do not impinge on the role of other Committees, Management or operational areas.
- b. Decide the order in which the business of the meeting will be taken;
- c. not change Board decisions or decisions of other Committees.
- d. provide leadership in the conduct of the Committee's responsibilities, including setting the agenda and ensuring the meetings take place with adequate frequency



STANDING COMMITTEE CHARTER

- e. identify the issues of significance to the Committee, provide the right environment for consideration of those issues and ensure that all Committee Members have the opportunity to put their views and have them considered
- f. Ensure Meetings are carefully structured and must deal with routine matters quickly and efficiently, allowing time for attention to key areas of responsibility such as accountability, strategic thinking, monitoring and policy issues

6. Role of the Individual Committee Member

Individual Committee Members are to:

- a. be committed to ethical, business like and lawful conduct including proper use of authority and appropriate decorum when acting as a committee member
- b. act with honesty, good faith and in the best interests of SLSNSW;
- c. not improperly use their position or misuse SLSNSW information;
- d. avoid and declare any conflict of interest;
- e. act with care and diligence, respect, integrity and demonstrate ethical leadership
- f. not attempt to exercise individual authority or make decisions outside of their designated scope of authority;
- g. devote the necessary time to the performance of their duties including the review of Committee papers prior to Committee meetings
- h. not publicly voice any negative comments or individual opinions relating to SLSNSW Directors, the CEO, staff, fellow committee members or any Company matter or issue;
- i. only speak to the media as requested by the CEO or the President;
- j. adhere to and support the Committee Chair in an effort to for the Committee to function effectively and should act with solidarity around Committee decisions and agreed actions; and
- k. respect the confidentiality of sensitive issues or business items under negotiation or discussion.

7. Committee Member Induction and Training

All new Committee members will be briefed by the Committee Chair and the Portfolio Manager upon appointment, including access to the last two sets of Committee papers and minutes and other relevant documents on request.



STANDING COMMITTEE CHARTER

8. The Committee Chairperson and Management

The Chairperson represents a most critical link to the Board with respect the matters considered by the respective Committee. This link is enhanced through their relationship with the Portfolio Manager. The Chairperson must be able to strike the right balance in supporting and trusting the Portfolio Manager while retaining an objective view of the management of that portfolio area. Where the Chairperson has concerns or has identified performance issues that should be raised directly through the CEO.

9. Reporting

The Committee shall report to the Board and are accountable for the performance of their duties as committee members.

10. Meetings

Unless otherwise stated in the annexure for the specific Committee, it will meet a minimum of 4 times per year or as regularly as is prudent and necessary to effectively offer advice and recommendations to the Board and management with respect to specific portfolio matters

- a. The Chair through the portfolio manager will prepare an agenda and supporting documentation for each meeting. Agendas and papers will be circulated seven (7) days in advance of the meeting to ensure sufficient time for Committee Members to read and consider before the meeting.
- b. The portfolio manager will endeavour to circulate Meeting minutes 10 days after the meeting
- c. The Committee should develop a calendar/work plan based around SLSNSW's Strategic Plan and the portfolio's key annual activities.
- d. Meetings maybe held in person or via teleconference/video conference to ensure budgetary efficiencies are maintained wherever appropriate
- e. A quorum shall be 2/3 (rounded up) of the named members of the committee
- f. Respective management and relevant staff may attend all meetings as required and approved by the Chair. The President & CEO may attend any meeting of any committee.

11. Remuneration of Committee Members

No Committee member of SLSNSW shall receive remuneration for work carried out as a Committee member of SLSNSW. Committee Members of SLSNSW are entitled to receive reimbursements and/or reasonable expenses for work carried out as a Committee Member in accordance with the Constitution.



12. Evaluation of The Committee

The Board considers the ongoing development and improvement of each Committee's performance as a critical input to effective governance. As a result, the Board requires an annual evaluation of the Committee and its Committee member performance.

In undertaking the annual review, the Board aims to reach a balanced view of the Committee performance, identifying the positive aspects of the committee's operation and areas for improvement (eg team dynamics, effectiveness, progress towards strategic objectives and adequacy of administration around the Committee.) The outcome of the evaluation process should be used as the basis to identify any gap in the skills mix of the Committee and performance issues.

13. Review of Charter

This Charter will be reviewed annually or more frequently by the Board as required.



ANNEXURE FOUR LIFESAVING COMMITTEE

1. Introduction

This annexure describes arrangements specific to the Lifesaving Committee (LC) and should be read in conjunction with the Standing Committee Charter above.

The purpose of the LC committee 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 lifesaving and broader public safety operations as they relate to SLSNSW's strategic priorities.

The functions of the LC do not relieve the Board of any of their responsibilities under law.

2. Composition

The LC comprises up to seventeen (17) members:

- a. A SLSNSW Director who shall be the Director of Lifesaving (1)
- b. Each respective Branch Director of Lifesaving (11)
- c. Up to five (5) independent members who do not otherwise sit on the SLSNSW or SLSS Board or SLSNSW State Council
- d. The Manager Operations – Public Safety as an ex-officio member
- e. The President & CEO may attend any meeting of the committee

The independent members should be independent of management, free of any relationship which might impair the exercise of their independent judgment and possess lifesaving skills and experience which will allow them to be effective in their role.

The Chair shall be the SLSNSW Director of Lifesaving

The following specific skills are required of independent LC nominees:

- Professional or substantive volunteer experience in Lifesaving and/or emergency services
- Have specific expertise in at least one specialty area of life saving (eg RWC/Powercraft operations, support services, operational command, patrolling, joint agency operations, first aid/paramedical, coastal safety education, aviation/UAV operations)
- Have an understanding of the industry in which the Company operates.

Diversity amongst LC members will be considered by the Board of SLS NSW in making appointments.

3. Tenure

The Branch Directors of Lifesaving (DOL) shall remain on the LC whilst ever they are the appointed DOL for their respective Branch.

The Board of SLSNSW shall make all appointments and replacements of Independent LC members.

Independent members will be appointed for a three (3) year term to a maximum of six (6) consecutive years. If more than one independent member is appointed at the commencement of this Charter, at least one will only be appointed for an initial two (2) year term.



STANDING COMMITTEE CHARTER

Members may be removed by the SLSNSW Board at any time or may resign by written notice to the Board of SLS NSW.

4. Limitations

The LC does not have an operational standing within SLSNSW with respect to its management of emergency operations situations, notwithstanding members of the LC maybe seconded onto Incident Management Teams or similar both within and external to SLSNSW, or occupy roles such as Duty Officer, State Duty Officer, Patrol Captain etc.

5. Meetings

The LC is to meet at least quarterly each year.

6. Specific Duties

The specific duties of this committee are to:

- a. Ensure policies, rules and programs are focused on the promotion of safe coastal aquatic behaviours for both members and the public
- b. Through continuous improvement make recommendations for best practice approaches to “club patrolling” operations
- c. Through continuous improvement make recommendations for best practice approaches to Support Operations activities
- d. Ensure policy development enhances the alignment of SLS activities within the broader emergency services framework
- e. Devise policies which create pathways for members from club patrolling through to support operations and beyond
- f. Liaise with and collaborate with the education portfolio to ensure members operational duties and expectations are matched by suitable and appropriate training programs
- g. Consider research and evidence-based analysis to inform new and contemporary methods in conducting lifesaving and public safety operations
- h. Assess and devise policy approaches to ensure SLSNSW’s position in the broader emergency services framework is enhanced, and member opportunities to operate in the framework is safe, rewarding and valued
- i. Undertake “lessons learned” reviews of major incidents and responses to inform improvements in SOPs, policies, training and approach
- j. Liaise the other portfolio areas to ensure Lifesaving polices align with contemporary approaches to member recruitment & retention



STANDING COMMITTEE CHARTER

(Approved by the Board on 16 December 2020)

1. Introduction

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- d. provide management with feedback on operational issues affecting members or service delivery to the membership with respect to its portfolio area
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- g. through collaboration & consultation with branches and clubs, review relevant policies and best practice related its portfolio area to ensure they are appropriate and that these can be applied effectively & equitably to those participants or persons for whom they are intended and ensure adherence to relevant legislation
- h. provide advice on the appointment of Working Groups and Panels to provide high quality and informed technical input into the various operational areas related to the portfolio area
- i. Identify, discuss, and develop solutions to any challenges or concerns arising from the volunteers related to the portfolio area.



STANDING COMMITTEE CHARTER

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3. Operating Style

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- h. constructive, robust and collaborative debate;
- i. collective decision making rather than individual. Recommendations to the Board shall be via consensus, unless there is a conflicting view in which case both positions will be taken to the Board;
- j. focus on the future direction of its portfolio area within SLSNSW; and
- k. being proactive rather than reactive.

4. Powers, Delegations and Limitations

- a. The Committee has the full powers to carry out its role and responsibilities set out in this Charter.
- b. The committee does not have any delegated authority to approve any expenditure or incur debit on behalf of SLSNSW or enter into any transactions or agreements with third parties

5. Role of the Committee Chair

The nominated Committee Chair shall chair all meetings of the Committee. If the nominated Committee Chair cannot chair a meeting, a Chair will be selected from the Committee.

The role of the Chair is summarised below:

- a. Ensure that discussion at meetings is on issues that, clearly belong to the Committee to decide, and do not impinge on the role of other Committees, Management or operational areas.
- b. Decide the order in which the business of the meeting will be taken;
- c. not change Board decisions or decisions of other Committees.
- d. provide leadership in the conduct of the Committee's responsibilities, including setting the agenda and ensuring the meetings take place with adequate frequency



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- e. identify the issues of significance to the Committee, provide the right environment for consideration of those issues and ensure that all Committee Members have the opportunity to put their views and have them considered
- f. Ensure Meetings are carefully structured and must deal with routine matters quickly and efficiently, allowing time for attention to key areas of responsibility such as accountability, strategic thinking, monitoring and policy issues

6. Role of the Individual Committee Member

Individual Committee Members are to:

- a. be committed to ethical, business like and lawful conduct including proper use of authority and appropriate decorum when acting as a committee member
- b. act with honesty, good faith and in the best interests of SLSNSW;
- c. not improperly use their position or misuse SLSNSW information;
- d. avoid and declare any conflict of interest;
- e. act with care and diligence, respect, integrity and demonstrate ethical leadership
- f. not attempt to exercise individual authority or make decisions outside of their designated scope of authority;
- g. devote the necessary time to the performance of their duties including the review of Committee papers prior to Committee meetings
- h. not publicly voice any negative comments or individual opinions relating to SLSNSW Directors, the CEO, staff, fellow committee members or any Company matter or issue;
- i. only speak to the media as requested by the CEO or the President;
- j. adhere to and support the Committee Chair in an effort to for the Committee to function effectively and should act with solidarity around Committee decisions and agreed actions; and
- k. respect the confidentiality of sensitive issues or business items under negotiation or discussion.

7. Committee Member Induction and Training

All new Committee members will be briefed by the Committee Chair and the Portfolio Manager upon appointment, including access to the last two sets of Committee papers and minutes and other relevant documents on request.



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8. The Committee Chairperson and Management

The Chairperson represents a most critical link to the Board with respect the matters considered by the respective Committee. This link is enhanced through their relationship with the Portfolio Manager. The Chairperson must be able to strike the right balance in supporting and trusting the Portfolio Manager while retaining an objective view of the management of that portfolio area. Where the Chairperson has concerns or has identified performance issues that should be raised directly through the CEO.

9. Reporting

The Committee shall report to the Board and are accountable for the performance of their duties as committee members.

10. Meetings

Unless otherwise stated in the annexure for the specific Committee, it will meet a minimum of 4 times per year or as regularly as is prudent and necessary to effectively offer advice and recommendations to the Board and management with respect to specific portfolio matters

- a. The Chair through the portfolio manager will prepare an agenda and supporting documentation for each meeting. Agendas and papers will be circulated seven (7) days in advance of the meeting to ensure sufficient time for Committee Members to read and consider before the meeting.
- b. The portfolio manager will endeavour to circulate Meeting minutes 10 days after the meeting
- c. The Committee should develop a calendar/work plan based around SLSNSW's Strategic Plan and the portfolio's key annual activities.
- d. Meetings maybe held in person or via teleconference/video conference to ensure budgetary efficiencies are maintained wherever appropriate
- e. A quorum shall be 2/3 (rounded up) of the named members of the committee
- f. Respective management and relevant staff may attend all meetings as required and approved by the Chair. The President & CEO may attend any meeting of any committee.

11. Remuneration of Committee Members

No Committee member of SLSNSW shall receive remuneration for work carried out as a Committee member of SLSNSW. Committee Members of SLSNSW are entitled to receive reimbursements and/or reasonable expenses for work carried out as a Committee Member in accordance with the Constitution.



12. Evaluation of The Committee

The Board considers the ongoing development and improvement of each Committee's performance as a critical input to effective governance. As a result, the Board requires an annual evaluation of the Committee and its Committee member performance.

In undertaking the annual review, the Board aims to reach a balanced view of the Committee performance, identifying the positive aspects of the committee's operation and areas for improvement (eg team dynamics, effectiveness, progress towards strategic objectives and adequacy of administration around the Committee.) The outcome of the evaluation process should be used as the basis to identify any gap in the skills mix of the Committee and performance issues.

13. Review of Charter

This Charter will be reviewed annually or more frequently by the Board as required.



ANNEXURE EIGHT LIFE MEMBERSHIP & HONOURS COMMITTEE

1. Introduction

This annexure describes arrangements specific to the Life Membership & Honours Committee (LMHC) and should be read in conjunction with the Standing Committee Charter above.

The purpose of the LMHC is to provide recommendations to the Board and SLSNSW State Council for the awarding of major SLSNSW membership honours

2. Composition

The LMHC comprises four (4) members, two (2) of whom shall be current Life Members of SLSNSW, who shall be independent of management, free of any relationship which might impair the exercise of their independent judgment and possess skills and experience within SLSNSW which will allow them to be effective in their role.

The Chair shall be nominated by the SLSNSW Board.

The following specific skills are required of all independent MSC nominees:

- Substantive volunteer experience in SLSNSW
- An understanding of honours and awards frameworks
- Have specific expertise in at least one specialty area of life saving (eg lifesaving, surf sports, education, club management, membership services)
- Have an understanding of the industry in which the Company operates.

Diversity amongst LMHC members will be considered by the Board of SLSNSW in making appointments.

3. Tenure

The Board of SLS NSW shall make all appointments and replacements of LMHC members. Appointments shall be for two (2) years to a maximum of four (4) consecutive years. Members may be removed by the SLS NSW Board at any time or may resign by written notice to the Board of SLS NSW.

4. Limitations

The LMHC may only make recommendations to the Board and/or the State Council as per the constitution and cannot confer Life Membership or any other award upon a member.

5. Access to records and independent advice

The LMHC shall have access to member records and documents to the extent those documents can inform them of a members' suitability for recommendation for an award.



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6. Meetings

The LMHC is to meet a minimum of once per annum to consider Life Memberships prior to the SLSNSW AGM (pending nominations being received) and further as required.

7. Specific Duties

The specific duties of this committee are to:

- a. Consider nominations for Life Membership to SLSNSW as per the Constitution and Regulations and make recommendations to the Board and State Council
- b. Periodically consider the application process and criteria for awarding of Life Membership
- c. Consider members for other honours and awards as required by the Board