

Club Management Induction Program

Surf Life Saving NSW Club Management Team Induction Pack



SURF LIFE SAVING
NEW SOUTH WALES

Welcome

On behalf of Surf Life Saving NSW (SLSNSW) I would like to welcome you to the management team of your surf lifesaving club.

The members of your club have elected you to lead them and to make decisions on their behalf for the betterment of your club, its members and for the Surf Life Saving movement as a whole.

Taking on a role on your club's management team is a privilege, but one which comes with responsibilities. It is important that you take the time to fully understand these responsibilities as soon as possible after being elected. Taking the time to review this resource is a great start, and your branch along with the SLSNSW team of staff and volunteers are here to support you at every step.

I would like to take this opportunity to thank you for so generously giving your time, knowledge and skills to this important role in your club, and hope that it brings you enjoyment and fulfilment.



George Shales OAM

President of Surf Life Saving NSW



Contents

Part 1 Club Management Team Induction Pack

Understanding the organisation	4
<ul style="list-style-type: none">• Surf Life Saving Australia• Surf Life Saving NSW• Surf Life Saving NSW's Branches• Surf Life Saving Clubs	
Decision making	6
<ul style="list-style-type: none">• Decision making in SLSNSW• Decision making at a club level	
Understanding your responsibilities	6
<ul style="list-style-type: none">• The role of your management team• The Australian Charities and Not-for-profit Commission (ACNC)	
Information to help get you started	7
<ul style="list-style-type: none">• Goal setting and action planning• Club constitution and by-laws• Advocacy and communication• Financial viability	
Risk management	8
Compliance	8
Grievances and complaints	8
Safety	8
Safeguarding	8
Evaluating your own performance	8
Additional support and resources	9
Our beliefs	9
Part 2 Local Induction Checklist	10
Part 3 Role-specific information	10

About

The Club Management Team Induction Program is made up of three parts:

1. Surf Life Saving NSW Club Management Team Induction Pack (this resource).
2. Local induction (provided by your club and/or branch with a supporting checklist in this resource).
3. Role-specific information (see [Part 3](#) below).

If you have any questions about the program or about your role on your Club's Management Team after reading this resource, please contact your Club or Branch President, or a member of the Surf Life Saving NSW Development Team (www.surflifesaving.com.au/resources/ground-support).

Introduction

The primary role of a Club Management Team is to:

- provide leadership and direction for the club;
- ensure that the club's financial assets are well managed; and
- mitigate any risks to the club, its members and its reputation.

Our members trust that each member of their management team will act in good faith, and always in the interest of the club.

This resource aims to give you an overview of the structure and decision-making processes of Surf Life Saving, and of your key responsibilities as a member of your Club Management Team. It will also signpost you to additional sources of information and support to assist you in your role.

Part 1 - Understanding the organisation

Surf Life Saving Australia

Surf Life Saving Australia (SLSA) is Australia's peak coastal water safety, drowning prevention and rescue authority. With 176,443 members and 314 affiliated SLSCs, Surf Life Saving Australia represents the largest volunteer movement of its kind in the world. SLSA's organisation chart can be found [here](#).



Surf Life Saving NSW

From Pambula SLSC in the state's south to Fingal Rovers SLSC in the north, Surf Life Saving NSW (SLSNSW) has approximately 75,000 members, working together to keep the public safe. The SLSNSW Head Office is based in Belrose, where a team of committed and friendly staff work closely with the SLSNSW Board (see *Decision making in SLSNSW* on page 6), Presidents, Directors and members more broadly to support the delivery of lifesaving services across the state.



Take some time to familiarise yourself with SLSNSW's strategic plan to better understand our focus for the next couple of years. Take a look at the snapshot below or visit the website to watch a short video: <https://www.surflifesaving.com.au/strategic-plan>.

Surf Life Saving NSW's Branches

SLSCs in NSW are organised into 11 branches. The role and responsibilities assumed by each branch is slightly different. As part of this program your branch may provide you with information about its role in your area, and about the branch support available to you and your club. You may also find it useful to visit your branch's website if you have not already to familiarise yourself with the support and services available.



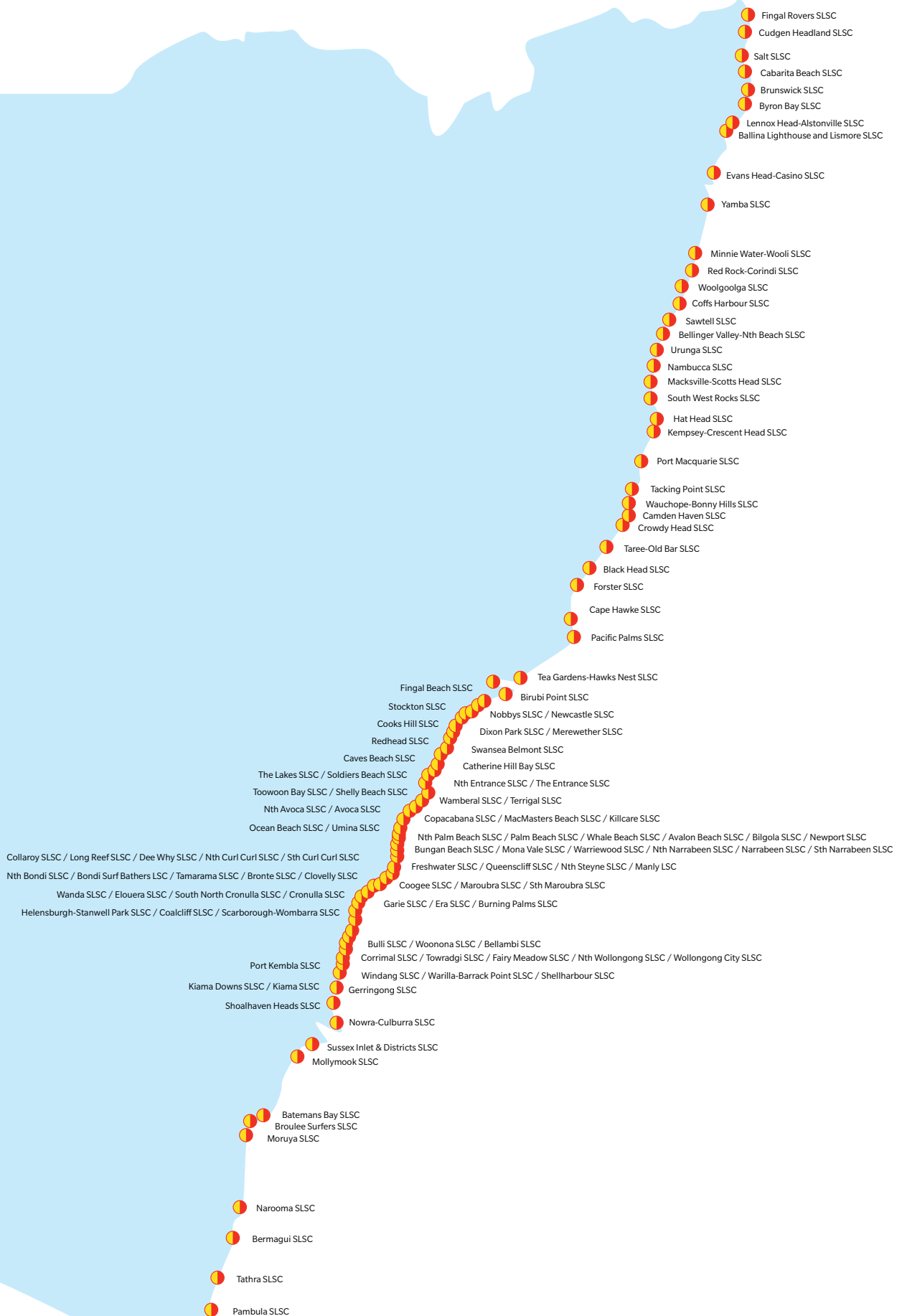
Surf Life Saving Clubs

Your Surf Life Saving Club (SLSC) is one of 314 in Australia and one of 129 in New South Wales. Clubs come in all shapes and sizes, and no two are the same. In addition to patrolling your beach, your club may have a strong focus on community education or on surf sports or on junior development or on the provision of community facilities. It may have a strong focus on more than one of these.

Whatever the differences, SLSCs are united in their vision of zero preventable deaths in Australian waters.



Surf Life Saving Clubs in NSW



Decision making

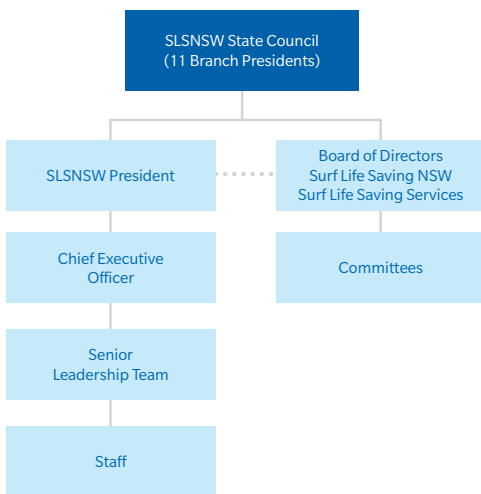
Decision making in SLSNSW

The way in which any SLS entity makes decisions is set out in a governing document called a constitution.

You can find SLSNSW's constitution on its website. In summary though, SLSNSW is "legally owned" by the SLSNSW State Council, consisting of the 11 Branch Presidents who represent the "equitable owners" being the clubs and individual members. The State Council elects the SLSNSW Board of Directors, which is the governing body for SLSNSW and which also maintains SLSNSW's Headquarters with various portfolios to implement national and state policies and to provide the services necessary to support the activities of New South Wales Branches and SLSCs.

One of the key responsibilities of the State Council is to inform the Board of significant issues affecting the membership and to input into the strategic direction of SLSNSW. The State Council meets formally four times per year, with the Annual General Meeting (AGM) generally being held in November each year.

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



Decision making at a club level

Each SLSC has its own constitution which governs the make-up of the Club Management Team and the SLSC's decision-making processes. Your club may also have a set of by-laws. By-laws generally contain rules or regulations about the administrative or other processes of your club which can more easily be changed by the Club Management Team, as opposed to the formal member approval processes required to change the constitution.

Your club may provide you with a copy of your club's constitution and any by-laws as part of your local induction, but if not, just ask them for a copy to familiarise yourself with them.

Understanding your responsibilities

An effective, well-functioning Club Management Team is the key to a strong and sustainable club. Whatever the size of your club, your members expect to see a management team which works positively together to set strategy and ensure a safe environment in which members can effectively and transparently deliver the club's services to the community – essentially, they expect good governance.

The role of your management team

Whilst every Club Management Team will be different, there are some responsibilities that are common to most. These include:

- **Accountability** – making sure that the club meets its obligations, manages its finances and operates transparently.
- **Strategy** – setting the club's long-term goals and making sure it pursues its charitable purpose.
- **Resourcing** – securing funding and other resources to support the work of the club.
- **Advocacy** – representing the club to the community and to its members and stakeholders.
- **Compliance** – making sure that the club is run as required under its constitution and the law.

The Australian Charities and Not-for-profit Commission (ACNC)

As you will no doubt be aware, your SLSC is a registered charity. The ACNC is the national regulator of charities. It registers and regulates Australia's 57,038 charities and helps charities to understand and meet their obligations through information, advice and guidance.

The ACNC sets out 6 key duties and responsibilities of Club Management Teams. There 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.

SLSNSW encourages you to find out more about these responsibilities and what they mean in practice by reading through the ACNC's Governance for Good Guide: <https://www.acnc.gov.au/tools/guides/governance-good-acncs-guide-charity-board-members>.

This guide answers commonly asked questions about management teams, outlines obligations for charities in Australia (highlighting when something is a legal obligation, rather than being optional or suggested) and provides a Top 10 Tips for members of management teams. And it's only around 20 pages long!

Information to help get you started

The following information aims to help you to start thinking about how well your club is meeting its responsibilities and carrying out its role. SLSNSW has a range of services, tools and resources to assist you in your role.

If the below information raises any questions for you or you would like to discuss how your club can start to make improvements, visit the SLSNSW website for further information or contact a member of the SLSNSW Development Team: <https://www.surflifesaving.com.au/resources/ground-support>.

Goal setting and action planning

Does your club have a strategic plan or a business plan?

Planning helps to ensure that your club is healthy and sustainable. If you do have a plan in place, is it still appropriate and achievable, and are you delivering on this plan? If you do not, consider how you can develop a plan which represents the views of your members and the needs of your club and the community. The [Club Health Check](#) and your [club's sustainability report](#) will help you to better understand your club's strengths and areas for development.

Club constitution and by-laws

When was the last time your club constitution and by-laws were reviewed?

The [model constitution for SLSNSW clubs](#) was updated in June 2018 and if your club constitution hasn't been looked at in a while, you may wish to compare. Bear in mind that at the time of writing, SLSNSW has very recently adopted a new constitution, which may have a flow on impact for the model club constitution.

Any relevant information relating to the outcomes of this review will be circulated to Club Presidents – so make sure your email address is up to date on SurfGuard!

Advocacy and communication

How does your club communicate with its members and with the community?

It is important for members to feel that they have input into determining the long-term goals and direction of the club. There are a number of ways in which you can do this depending on the size of your club. It may include online surveys, face to face workshops or one-to-one conversations. Your AGM presents you with an important opportunity to report back to your members on the achievements of the club against any plans that are in place, so be sure to make the most of the opportunity!

When thinking about communicating with the community, local government and sponsors, consider how your annual report is used to promote the club's activities and how your website portrays your services. [Click here](#) to view our annual report guidelines to assist. Consider also who is the primary contact for these stakeholders and how they go about engaging with them.

Financial viability

Do you understand your club's finances and are you confident that your club is financially sustainable? Are there solid financial controls in place to ensure the appropriate use of the club's funds?

Although profitability is not the core purpose of a club, it is necessary to ensure that the club is properly funded and that resources are used effectively and appropriately in accordance with the charitable aims of the club. A range of resources are available within our Club Guide to assist SLSCs in NSW with financial management, grants and sponsorship.

Charitable fundraising

If your club undertakes fundraising activities, are you aware of your responsibilities in relation to charitable fundraising? Is there someone on your Club Management Team who ensures compliance with these requirements?

SLSNSW and each of the affiliated clubs and branches are registered charities. This allows each entity to access benefits available only to charities and is administered through the Australian Charities and Non-Profit Commission (ACNC). Each club/branch is required to be individually registered with the ACNC and submit annual returns.

Aligned but separate to this is the authority/license to fundraise in NSW which enables organisations to undertake fundraising activities. Currently SLSNSW hold the authority / licence to fundraise on behalf of all clubs in NSW. This authority is provided by the department of Fair Trading in NSW.

The holder of the authority/license to fundraise is responsible for ensuring that each entity listed on the authority/license undertakes fundraising activities in line with the Charitable Fundraising Act. This means that any breach of the regulations may impact the entire organisation, and ultimately may result in the revocation of the organisation's authority/license to fundraise which would adversely impact each club, branch and SLSNSW itself.

The NSW Department of Fair Trading - Charitable Fundraising Guidelines provide clear direction on the requirements of clubs with respect to charitable fundraising activities. We encourage all clubs to regularly review and adhere to these [guidelines](#).

Risk management

Do you understand the risks facing your club and have plans in place to mitigate these?

Risks can be reputational, operational, financial or legal and a risk management process should be put in place to ensure that any risks are identified, analysed, controlled and monitored. Some common risks include those related to non-compliance, grievances or complaints, safety and safeguarding, for which the below information may be useful. More information and templates to assist with risk management can be found on SLSNSW's website.

Compliance: Each year, SLSNSW assists clubs to meet their internal and external compliance requirements. If you are unfamiliar with the SLSNSW [Annual Compliance Requirements](#), take a look at the SLSNSW website to familiarise yourself for next season.

Grievances or complaints: Dealing with a complaint is not the nicest job. But it is vital that any complaints are handled fairly and in a timely manner according to SLSNSW's complaint procedure. This procedure is driven by SLSA Policy 6.05 Member Protection, which you should familiarise yourself with if you have not already read it.

Safety: As a member of your Club Management Team, you are defined as a Person in Control of Business or Undertaking (PCBU) by the Work Health and Safety Act 2011 (NSW). As a PCBU, you have a responsibility, so far as is reasonably practicable, to ensure the health and safety of members and others interfacing with the club. The Guidelines for Safer Surf Clubs and the related online learning provides members with detailed information on health and safety matters in Surf Life Saving Clubs.

Safeguarding: SLSA's 'Safeguarding Children and Young People Program' has been designed to support clubs and members to minimise the risk of harm to children and young people involved in Surf Life Saving. The program has been rolled out in SLSNSW by Club Safeguarding Champions and communications related to this roll-out are ongoing. If you're unaware of the program, visit <https://www.surflifesaving.com.au/resources/member-safeguarding> to find out more. Your club should also have access to a Member Protection Information Officer (MPIO) – if you don't, consider appointing one.

Evaluating your own performance

Do you have an awareness of how well you are performing as a management team?

If not, consider completing a [Club Health Check](#). This self-evaluation can be worked through as a management team, and facilitated by the SLSNSW Development Team if required.

We are here to help

SLSNSW's Development Team, made up of a team of regionally based staff, act as a first line of support for clubs for anything Surf Life Saving related. They have a broad wealth of knowledge and awareness of what is happening across the organisation. If they cannot help you, they will point you in the direction of someone who can! Visit Surf Life Saving NSW's website to find your local contact in the Development Team: <https://www.surflifesaving.com.au/resources/ground-support>.

Additional support and resources

Club Management resources: <https://www.surflifesaving.com.au/resources/club-management-templates-resources>

SLSNSW Club Guide: <https://www.surflifesaving.com.au/resources/club-management-templates-resources>

SLSNSW Website: Club Development - https://www.surflifesaving.com.au/resources?field_faq_topic=165&search_api_views_fulltext=

ACNC Governance for Good Guide: <https://www.acnc.gov.au/tools/guides/governance-good-acncs-guide-charity-board-members>

Governance Institute of Australia: <https://www.governanceinstitute.com.au/resources/resource-centre?Categories=Good+Governance+Guides&Keywords=&Availability=>

Australian Sports Commission (ASC) – Governance: <https://www.sportaus.gov.au/governance>

NSW Department of Sport and Recreation – What is Corporate Governance: www.dsr.nsw.gov.au/sportsclubs/ryc_corporate_what.asp and <https://www.sport.nsw.gov.au/clubs/ryc>

Our Community - Code of Governance for the Australian Community Sector: <https://www.ourcommunity.com.au/>

Australian Institute of Company Directors <https://aicd.companydirectors.com.au/>

We believe...

Our everyday actions change lives, build stronger communities and create great Australians



We believe...

A happy, caring and fun environment will attract and retain the people we need



We believe...

Our community relies on us to protect life, promote life and save life



We believe...

We are iconic, we are proud and what we do makes a difference

We believe...

Strong leadership, responsiveness and flexibility are critical in our changing environment

We believe...

Our volunteers are core to Surf Life Saving and vital to our success



We believe...

That honesty, integrity and respect are essential to creating a healthy culture

Part 2- Local Induction Checklist

Your club or branch should provide you with the following information. If it is not made readily available to you, speak to your Club or Branch President in the first instance, followed by a member of the SLSNSW Development Team.

I have been provided with / am aware of:

- My club's constitution and by-laws which outline the structure and responsibilities of the management team and individual officers.
- Any strategic or business plans for the club.
- The club's financials and budget.
- My role description and any related Codes of Conduct.
- Who the other members of the management team are and how to contact them.
- A meeting calendar and past meeting minutes.
- The most recent Annual Report for the club.
- Details of any paid staff employed by the club.
- Insurance information specific to your club.

Part 3 - Role specific information

Visit the relevant [role-specific section](#) of the SLSNSW website for information on what to expect in your role, what you may need to do and when and who can help you. The web pages also contain information about the IT platforms and resources you may need to be familiar with.

Pages exist for the following roles:

- President
- Administrator
- Treasurer
- Director of Lifesaving
- Chief Training Officer
- Junior Activities Chair
- Surf Sports Officer

In addition to these web pages, your local Development Officer can help you to settle into your role by providing resources and information. You may also receive a handover from the previous holder of your role.

