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INTRODUCTION
1.1 STRATEGIC VISION

‘Working with the community and the government to be the key provider of aquatic safety, and lifesaving rescue services in New South Wales’.

LIFESAVING SERVICES
- Develop quality lifesaving services across New South Wales
- Develop and implement a Lifesaving Service Plan that is flexible and meets the expectations of all stakeholders
- Foster continuous improvement in lifesaving

MEMBER SERVICES
- Grow membership for sustainability
- Value members by providing recognition in a safe and positive environment
- Encourage development opportunities and fulfilment for all members, Clubs and Branches

TRAINING AND EDUCATION
- Provide internally/externally accredited training and education
- Facilitate water safety education

BUSINESS SERVICES
- Provide effective management and administrative structures for the delivery of surf lifesaving in New South Wales
- Manage and grow the financial sustainability of the organisation
- Manage and grow the sustainability and integrity of surf lifesaving in NSW
- Deliver effective communication to surf lifesaving at all levels

SURF SPORTS
- Develop and deliver Surf Sports and Event Management
- Provide development opportunities for all participants

OUR VALUES
- Put our customers first
- Respect and value the contributions of each individual member
- Act with integrity and honesty
- Have open and honest communications
- Work together as a committed team
- Embrace our family and friends
- Continuously improve our services
- Cherish our history and tradition

OUR BUSINESS
- Lifesaving and Education
- Surf Sports and Events
- Member Services
- Surf Life Saving Services

OUR CUSTOMERS
- New South Wales Clubs and Branches and Surf Life Saving
- New South Wales community and visitors
- Our volunteer members and staff
- Surf Life Saving Australia
- New South Wales Government and Local Government Authorities
- Kindred organisation
1.2 ABOUT THE CLUB GUIDE

The Club Guide has been designed as a reference for club personnel to create better managed, more sustainable and high quality services to their members and the wider community.

Members within your club who actively participate in the design, implementation, management and evaluation of its activities should have easy access to the Club Guide. Templates, proformas and general policy and procedures are included to allow Clubs to adopt relevant aspects.

This Guide should assist Clubs in effective and efficient administration, systems and procedures essential to gaining consistency at Club, Branch and State level.

The ultimate goal – to maintain the high standards required and expected of Surf Life Saving New South Wales.

The contents of the Club Guide will enable clubs to:
- Manage administrative functions
- Prepare strategic business plans
- Practice good finance
- Liaise effectively with relevant parties

This Guide should be referred as a means to:
- Identify areas for improvement
- Identify what areas are already being met
- Monitor progress and re-evaluate objectives

HOW TO USE THE CLUB GUIDE

It is recommended that relevant members of each Club have copies of sections applicable to their roles and responsibilities. The Guide will prove particularly useful when a member assumes a new role in club management.

A master copy of the Guide should be stored in an accessible location in the surf club at all times, making it a readily available resource. Copies may be made and distributed to relevant parties.

The Club Guide is available in soft and hard copy, any queries should be directed to Surf Life Saving New South Wales.
1.3 HISTORY OF SURF LIFE SAVING IN NEW SOUTH WALES

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

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

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

Surf Life Saving in New South Wales remains a volunteer based community service association, providing an essential emergency service to all NSW residents: surveillance, protection, medical assistance and rescue services at all patrolled beaches.

Today Surf Life Saving New South Wales comprises of Surf Life Saving New South Wales Inc. (SLSNSW) which primarily governs and co-ordinates Surf Life Saving in New South Wales, eleven Branches, and 129 Surf Life Saving Clubs strategically located around the New South Wales coastline, each tasked with the same primary vision - “To provide a safe beach and aquatic environment throughout New South Wales”. From Pambula in the State’s south to the Fingal Rovers club in the north, over 59,000 members contribute to a volunteer emergency service of the highest standard.

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

Surf Life Saving New South Wales as the governing and coordinating body has four major programs which reflect its core business:
- Lifesaving and Education
- Surf Sports and Events
- Member Services
- Surf Life Saving Services
1.4 SURF LIFE SAVING AUSTRALIA

Presently in Australia there are 305 clubs with approximately 112,000 members who protect the bathing public around the Australian coastline. Surf Life Saving Australia (SLSA) is the authority for the whole of Australia. The administration of its services is adopted internationally under affiliation to the International Life Saving Federation (ILS).

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

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

The Australian Council is the governing body of SLSA. Each State is represented on the Australian Council by the State President. The Australian Council meets quarterly throughout the year.
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- Peak governing, policy and decision-making body
- Create world class intelligence improving safety standards and services
- Production of high quality national resources, systems and collateral for application by States/Territory, Clubs, services and personnel
- High level Federal representation and advocacy
- Protection of SLSA’s and surf lifesavers’ reputation and respect
- Enabling, facilitating and building the capabilities and capacities of the State/Territory Centres to develop and maintain quality frontline services
- Acquiring and allocating national resources to prioritise based on maximum impact on water safety
- Conduct of national Surf Sports events
- Satisfying ILS and international affairs

- Governing bodies within their respective jurisdictions
- Compliance with national policies, standards and decisions
- Coordination/delivery of effective, quality frontline lifesaving services, training and development programs for members and community education programs
- Determination of State/Territory specific policies and decisions within SLSA frameworks
- High level representation and advocacy in the State/Territory jurisdictions
- Participation in national advisory and special purpose groups
- Acquiring and allocating State/Territory resources to prioritise based on maximum impact on water safety
- Conduct of state surf sports events and associated developmental programs for members, coaches and officials
- Management and delivery of member recruitment, retention, well-being and protection policies and programs
- Collection and input of data into national databases

- Governing bodies within their respective regional jurisdictions
- Coordination/delivery of lifesaving, surf sports, training and education services within their respective regions
- Coordination/delivery of effective, quality volunteer/Club frontline lifesaving services
- Implementation of, and compliance with, national and State/Territory policies, standards and decisions
- Determination of Branch specific policies within SLSA and State/Territory frameworks
- Representation and advocacy within the regional jurisdictions
- Acquiring and allocating Branch resources to prioritise, based on maximum impact on water safety
- Participation in State/Territory advisory and special purpose groups
- Conduct of Branch surf sports events and associated developmental programs for members, coaches and officials
- Coordination/delivery of regional training and developmental programs for members, i.e. lifesavers, juniors, administrators
- Coordination/delivery of community education programs
- Management and delivery of member recruitment, retention, well-being and protection policies and programs
- Collection and input of data, reports, records etc. into State/Territory and national databases

- Coordination/delivery of frontline lifesaving services
- Recruitment and retention of members
- Delivery and retention of members
- Delivery of frontline training and re-training programs
- Provision of safe, enjoyable facilities and environment for all members
- Promotion of participation of all members in health and fitness activities
- Acquisition of financial resources to ensure viable Club operations
- Collection and input of data into State/Territory and national databases
- Operation within SLSA, State/Territory and Branch policy frameworks
1.5 SURF LIFE SAVING NEW SOUTH WALES GOVERNANCE

The State Council of Surf Life Saving New South Wales (SLSNSW) consists of 11 Branch Presidents.

**Powers/Duties**
- Election of the Executive Committee
- Inform the Executive of significant membership issues
- Design/review SLSNSW’s strategic direction
- Discuss Statewide/ National issues
- Approve changes to SLSNSW’s Rules and Regulations
- Provide feedback to the Executive on the results of its governance decisions in practice at the member level.

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

**EXECUTIVE COMMITTEE**
The Executive Committee comprises the President, Deputy President, Director of Finance, Director of Lifesaving, Director of Education, Director of Surf Sports and Director of Member Services.

President, Director of Finance, Director of Education and Director of Surf Sports shall be elected in each year of even number. Deputy President, Director of Lifesaving and Director of Member Services shall be elected in each year of odd number.

**Powers/Duties**
- Oversee SLSNSW’s strategic direction and priorities
- Interact with key stakeholders to inform them of achievements and ensuring that they have input into determining strategic goals and direction
- Regularly scanning the external operating environment to ensure that SLSNSW’s strategic direction remains both appropriate and achievable
- Monitor organisational performance and evaluating strategic results
- Ensure financial viability and security of SLSNSW by setting financial governance policies
- Report back to the stakeholders at the AGM
- In accordance with the SLSNSW Strategic Plan, establish the policy framework for governing SLSNSW, from which all operational policies and actions are developed
Section 1 INTRODUCTION

- Assess risks facing the organisation and monitor the compliance of the Risk Management Plan
- Evaluate its effectiveness as an Executive
- Appoint committees and officers to carry out aspects of their work
- Meets as often as is deemed necessary in every calendar year
- Rotating two year terms for Directors

ADVISERS
The SLSNSW advisory positions oversee and advise in specialty areas of surf life saving including competition, coaching, education, medical and health and so on. Advisers are appointed by the Executive as soon as practical after the Election State Council Meeting.

- Lifesaving Adviser
- Education Adviser
- Surf Sports Adviser
- Member Services Adviser
- Any other Adviser that SLSNSW Executive may consider necessary from time to time and whom need not be members of a Branch or Club

Powers/Duties
- May be required to attend State Council Meetings without the right to vote
- May be invited to attend Executive Meetings for specific discussions

STANDING COMMITTEES
Appointed or elected each year by the Executive in accordance with the qualifications stated in the SLSNSW Regulations. Other committees may be formed if required and will be appointed by the executive according to the Constitution.

- Life Membership and Honours Committee
- The Rules and Constitution Committee
- Meritorious Awards Committee
- Surf Sports Selection Committee
- Finance and Audit Compliance Committee

SURF LIFE SAVING NEW SOUTH WALES STAFF, OFFICERS AND COMMITTEES
Chief Executive Officer, Senior Management team, Lifesaving Services, Member Services, Training and Education, Surf Sports, Administration, Finance and Communication.

- Appointed to facilitate the delivery and implementation of the events, programs and initiatives of SLSNSW
- Manage all administrative and operational matters relating to SLSNSW
- Oversee the financial management of SLSNSW through annual budgeting and reporting processes
- Advise and recommend to the Executive where required
- Appoint staff
- Assist committees and officers to carry out aspects of the Executive’s work
1.6 SURF LIFE SAVING NEW SOUTH WALES EMPLOYEES

The Staff organisational chart below overviews the relationships of the CEO and the Surf Life Saving New South Wales Staff.

Lifesaving Services
SLSNSW provides volunteer surf patrols and beach surveillance via 129 Surf Life Saving Clubs along the New South Wales coastline. These patrols are provided on weekends and public holidays generally from early September to the end of April.

Education
Develop and manage educational programs for SLSNSW, which are designated as water safety services, member training and development. SLSNSW has developed a wide range of instructional programs including, educational manuals, posters, pamphlets and videos, to ensure members achieve a high standard of knowledge and proficiency in current rescue and emergency care techniques and equipment.

By further utilising these resources in public education programs, SLSNSW continues to actively promote surf education, awareness and surf safety with schools, both in the public and corporate sectors.

This department is also responsible for the management and development of Registered Training Organisation compliance.

The Education department encompasses the Surf Life Saving New South Wales Academy, whose aim is to assist the development, accreditation and delivery of a range of surf related training awards which will support the skill development of volunteers in our state. The Academy will provide a broader and solid training base for members, for the benefit of surf life saving in New South Wales.

Member Services
Primarily responsible for increasing membership and retention rates as well as increasing the knowledge and skills in the movement by providing leadership, teamwork, recognition and training. Member Services also provides leadership training, youth development, junior and youth programs in addition to child and membership protection.
Section 1 INTRODUCTION

Surf Sports and Events
Surf Sports is responsible for developing and managing programs of SLSNSW designated as Surf Sports events. This involves preparing and circulating all Surf Sports notices of meetings, agendas, minutes and reports, and maintaining the currency of Surf Sports publications. One of the most significant responsibilities for this department, however, is managing and coordinating all of the Surf Sports events including carnivals, competitions and special events. This division also develops and manages the overall operation of SLSNSW’s coaching and officials education programs.

Marketing and Fundraising
Coordinates a broad range of fundraising, marketing, intellectual property, cause-related and sponsorship activities of SLSNSW and to ensure that existing sponsorships and donations are developed. Responsible for sourcing and increasing sponsorship and grant income. Media is interrelated in this department, being responsible for transferring information relevant to the public and relevant parties.

Human Resources
Develops and manages HR strategies, policies, processes and activities throughout SLSNSW for both staff and volunteers.

Finance
Responsible for directing the organisation’s financial planning and accounting practices as well as its relationship with financial institutions and auditors. Compliance with legislation and to analyse and prepare financial reports as required to meet the SLSNSW business plan.

SURF LIFE SAVING SERVICES
Surf Life Saving Services (SLSS) is a wholly owned subsidiary of SLSNSW and provides professional services to various parties throughout New South Wales. SLSS operates three business units (Professional Lifeguard services, Education and Coastal Auditing) to serve the community whilst delivering extra funds to benefit SLSNSW.

Professional Lifeguard services
To complement volunteer surf patrols, SLSNSW provides lifeguard services contracted to Local Councils, resorts, and special events throughout NSW at times and places when volunteer surf patrols are either non-existent or unavailable.

Education as a Business
Marketing and delivery of nationally accredited commercial training courses through SLSNSW’s Registered Training Organisation (RTO).

Coastal Auditing
Offers Councils and private developers coastal safety and hazard identification audits that cover duty of care issues for these groups.
1.7 SURF LIFE SAVING NSW CLUBS AND BRANCHES

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

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

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

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

HUNTER
- Tea Gardens-Hawks Nest SLSC
- Fingal Beach SLSC
- Stockton SLSC
- Nobby's SLSC
- Newcastle SLSC
- Cooks Hill SLSC
- Dixon Park SLSC
- Merewether SLSC
- Redhead SLSC
- Swansea Belmont SLSC
- Caves Beach SLSC
- Catherine Hill Bay SLSC
- Birubi Point SLSC

CENTRAL COAST BRANCH
- The Lakes SLSC
- Soldiers Beach SLSC
- North Entrance SLSC
- The Entrance SLSC
- Towowo Bay SLSC
- Shelly Beach SLSC
- Wamberal SLSC
- Terrigal SLSC
- North Avoca SLSC
- Avoca Beach SLSC
- Copacabana SLSC
- Macmasters Beach SLSC
- Kincardine SLSC
- Ocean Beach SLSC
- Umina Beach SLSC

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

SYDNEY
- North Bondi SLSC
- Bondi SBLSC
- Tamarama SLSC
- Bronte SLSC
- Clovelly SLSC
- Coogee SLSC
- Maroubra SLSC
- South Maroubra SLSC
- Wanda SLSC
- Elouera SLSC
- North Cronulla SLSC
- Cronulla SLSC
- Garie SLSC
- Era SLSC
- Burning Palms SLSC

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

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

FAR SOUTH COAST
- Batemans Bay SLSC
- Broulee Surfers SLSC
- Moruya SLSC
- Narooma SLSC
- Bermagui SLSC
- Tathra SLSC
- Pambula SLSC
Section 2
CLUB MANAGEMENT

SURF LIFE SAVING
NEW SOUTH WALES
2.1 GOVERNANCE OF COMMITTEES

The role of the Management Committees should be as a general oversight and control, best referred to as governance. Governance can be described as 'the overall guidance, direction and supervision of the organisation'. The Committee is responsible for guiding the Club through varying circumstances and is essential for strategic management.

COMMITTEE RESPONSIBILITIES

The Committee has a responsibility to manage the organisation on behalf of the members. The responsibilities of the Committee are summarised as:

Plan
Examine alternatives for action and decide on appropriate directions according to the purpose, philosophy, culture and budget of the Club. Determine relevant policies to guide the implementation of organisational plans.

Lead
Be enthusiastic and work from an informed and well researched knowledge base which includes a sub-committee or working group structure, clear and concise reports and wide representation of stakeholder opinions. Regularly communicate both the vision and detail to members and other relevant stakeholders.

Organise
Ensure that plans are implemented, achievable objectives are agreed to, suitable strategies are designed to ensure satisfactory progress and operational changes are implemented and evaluated. Ensure that resources (people, equipment, money) necessary for these to be achieved are provided.

Control
Be responsible for defining expectations and requirements and taking appropriate action to ensure that the outcomes are achieved.

Examples of committee responsibilities include:
- Conduct long-term planning such as strategic and business planning
- Develop policy and procedure to assist with decision making and actions to be adhered to
- Manage external relations such as council, local government and sponsors
- Ensure all financial and legal matters are properly managed
- Action recommendations from members
- Transfer relevant information to members and other appropriate parties
- Evaluate the performances of trainers, coaches, officials, employees, Committees and their own position
- Ensure that all members of a Committee act in a responsible manner and reflect the ideals of Surf Life Saving

AN EFFECTIVE COMMITTEE MEMBER

A committee consisting of members working individually is unlikely to function efficiently or meet the needs of the Club. A Committee should operate as a team, drawing on the skills and talents of each member, in an effort to achieve the best for the organisation. It is important to identify the types of skills that will be required in a Committee in order to identify the most appropriate person for the position and possible gaps in skills and competencies that may require further development and training.
Characteristics of a good Committee member:

- A commitment to Surf Life Saving
- Time to give to the Committee
- Understanding of the role of the Committee
- An enthusiasm and interest in people
- Leadership skills and willingness to accept responsibility
- Tact, judgement, discretion and good listening skills
- Strategic vision
- Dedication
- Good communication skills

The requirement of each Committee member will vary according to the role they are fulfilling. Clubs should be aware of the skills their members and volunteers possess and allocate Committee positions that would best compliment them.

ELECTION OF COMMITTEES

How the committee functions, how it is elected or appointed, how often it should meet, how long members should serve and who is eligible to serve should be outlined in the Constitution.

Most committees are elected at the Annual General Meeting, nominations generally being called in advance. This may be a process of actively pursuing a particular person for a particular role. It is suggested that you look at the committee as a whole – make sure the committee has a balance of age, gender, ethnic and cultural background, skills and experience.

To ensure that the transition between Committees run smoothly, it is wise to plan the election process:

- Make members aware of the importance of the election well in advance by publicising the position available and the responsibilities incurred
- Target individuals that seem suitable for the available positions
- Invite interested members to attend open Committee meetings so they can see how the committee operates
- Allow members to nominate themselves, allowing everyone a chance to stand
- Keep track of the nominations, in case it is necessary to approach others who may not have been nominated
- Allow time in the Annual General Meeting for each candidate to talk for two or three minutes; make mention of past experience and skills they might have on offer

Your Club’s nomination form may resemble the following example:

---

We, the undersigned, wish to nominate the following person

Name: ____________________________________________

as: ____________________________________________

Position Title

Proposed by (name and signature)  Seconded by (name and signature)

I am willing to be so nominated __________________________

Nominee (name and signature)

________________________________________

Date
HANOVER PROCEDURES
To ensure a smooth transition between Committee members and effective management of the club, it is important that efficient handover procedures are in place. It is essential for the Committee member who is leaving to pass on as much knowledge as possible to the person replacing them. By adopting this process, new members can learn from past experiences that have not been successful, gain an understanding of how past experiences have been a success and how to avoid potential problems.

By conducting the handover in this fashion, accurate record keeping is encouraged.

It is important that:
• New Committee members are provided with a written job description about their roles and responsibilities
• Wherever possible, new committee members are briefed on their role by the previous office bearer
• A senior office member briefs the new Committee member about the club and its plans for the future, in addition to a written business plan
• New members need to know where all the Club's documents are filed and have access to them

Some clubs may wish to adopt a rolling Committee structure, which nominates a number of Committee members to stand down after a set period to enable fresh input from the newly-elected members. This should be documented in the Club Constitution to avoid misunderstanding.

COMMITTEES
There are various types of Committees whose responsibilities are to work through a specific task or project. It is not necessary to form a Committee if an individual can handle the issue themselves. These project or task oriented Committees may be:
• Standing or Special Purpose Committees have permanent responsibilities; e.g. finance, fundraising, public relations, volunteer coordination, uniforms, selection panels, etc
• Short-term committees have the ability to make decisions over a pre-determined period in relation to their project, but must report to the management committee; e.g. fundraising for a specific event
• Task Groups or Sub-Committees usually have no authority to make decisions. In contrast, they gather information concerning a specific issue over a short time period and report their recommendations back to the main or management committee; e.g. a Task Group considering the benefits of a new clubhouse

For effective and efficient use of your Committees, the Management Committee should:
• Provide a brief describing the tasks, responsibilities and reporting procedures for comprehensive understanding
• Decision making power should be maintained by the management committee
• Appoint a maximum project group of 3-4 members to achieve work efficiency
• Ensure persons with the appropriate skills are appointed, with a leader who encourages the best from all members
• Regularly monitor the progress of members through reports

ROLES WITHIN A COMMITTEE
Before adopting a Committee position, candidates must be prepared to adopt the responsibilities and duties associated with that role for a term of twelve months. Committee members may be required to offer their services outside of formal meeting proceedings.

The structure of a committee typically includes:
• The Chairperson or President is the principal leader and has overall responsibility for the group. They are responsible from a strategic angle, setting the agenda, prioritising goals and maintaining the perspective and direction of the Club or Task Group
• The Director of Administration is the primary administration officer, in addition to coordinating relationships between members, the management committee and outside agencies
• The Director of Finance is the primary financial management officer, whose tasks include preparation of the budget, planning the Club’s financial future, regularly monitoring revenue and expenditure. Skills relevant to the financial tasks are required from the Director of Finance, with training to be provided if the nominated person does possess them
COMMITTEES WITHIN A CLUB
A well-run Club will consist of the following Committees:

Executive Committee – responsible for looking after the financial and administrative particulars of the Club, with the following office bearers:
- President
- Vice President
- Director of Administration
- Director of Finance
- Director of Lifesaving
- Director of Surf Sports
- Director of Education
- Director of Member Services

Management Committee – responsible for the operational duties of the Club, such as patrols, competition, etc, with the following office bearers:
- Vice Captain
- Chief Instructor
- Patrol Officer
- Competition Officer
- Junior Activities Officer
- Area Managers (including boat, IRB, board and ski)

Standing Committee – permanent responsibilities, accountable for the operation of specific aspects of the Club. The following are suggested:
- Lifesaving Committee
- Competition Committee
- Judiciary Committee
- Finance Committee
- Life Membership Committee
- House Committee
- Social Committee

Sub-Committees may be formed to complete particular tasks in these instances.

EXAMPLE OF A TYPICAL CLUB COMMITTEE STRUCTURE

- Executive Committee
  Ex-officio (President, Director of Administration, Director of Finance)

Management Committee
- Size and structure determined by Constitution
- Elected at AGM

Sub-Committee
  E.g. Marketing

Sub-Committee
  E.g. Finance

Sub-Committee
  E.g. Facilities
COMMITTEE RECORDS

The decisions and activities made by the Committee will generate a majority of Club records. To maintain your Club’s efficiency and adhere to regulation, these records should be kept. Records are generally kept by the Director of Administration, however this may vary according to your Club structure.

Committee records may be collated with other Club records for that year in a binder or other filing system. At the end of the year, these records may be transferred into a box file or filing cabinet.

Some legislation requires records to be kept for a minimum length of time. As such it is recommended that all records be kept for a minimum of seven years and some records to be kept permanently, such as rules and certificates of incorporation (where relevant).

Computer programs offer an effective way of storing information, with a number of packages available to assist. If your Club does not have access to a computer, the following systems are recommended:

- A minute book or notebook for taking notes at meetings
- Filing system suitable for keeping records
- A book to record assets and liabilities
- Membership application forms and other standard forms
- A calendar for recording dates of meetings, activities and deadlines
- Accounting records, which the Director of Finance will take ownership of
- A manual of procedures, documenting annual events and so on

REFERENCE

- Australian Sports Commission
  www.ausport.gov.au
2.2 CLUB CONSTITUTION

The Club Constitution contains rules and procedures that normally can only be changed by an Annual General Meeting. For this reason the Constitution must be kept basically simple and should contain very little, other than the normal unchanging elements of the Club.

IMPORTANT POINTS TO CONSIDER

The Associations Incorporation Act (1984) requires any Incorporated Association to have a set of governing rules. These are recorded in the form of a Club Constitution which is a formal document detailing the rules and regulations of a Club.

When the Constitution is altered, the amendments must be approved according to the process outlined in the Constitution and is usually endorsed by the members. Specific elements of Club policy and procedure that are more likely to change are usually written into club regulations, as these can be altered more easily, usually through an Executive/Management Meeting.

The Constitution should run concurrently with the SLSNSW and SLSA Constitutions. Clubs should not have conflicting rules.

ITEMS FOR INCLUSION

Items suggested for inclusion in your Club Constitution include:

- Name of Association
- Objects of Association
- Powers of the Association
- Application of Income
- Liability of Members
- Members' contributions
- Distribution of property on winding up
- Definitions and interpretations
- Status and Compliance of Association
- Association’s Constitution
- Members
- Subscriptions and Fees
- Application
- Register of Members
- Effect of Membership
- Discipline
- Annual General Meeting
- Notice of General Meeting
- Business
- Notice of Motion
- Special General Meetings
- Proceedings at General Meetings
- Voting at General Meetings
- Proxy voting
- Existing Committee Members
- Powers of the Committee
- Composition of the Committee
- Election of Committee members
- Vacancies of Committee members
- Meetings of the Committee
Section 2 CLUB MANAGEMENT

- Secretary
- Delegations
- Regulations
- Records and Accounts
- Auditor
- Notice
- Seal
- Alteration of Constitution
- Indemnity
- Dissolution
- Authority to trade
- Grievance Procedure

REFERENCES FOR INCLUSION
The following should be referred to in your Club Constitution, with a link to SLSA Regulations:
- Membership Categories and their powers – to be the same as SLSA
- Grievance Procedures
- Judiciary Matters
- Membership Clearance and Transfer
- Patrol Obligation
- Dual Membership
- Restriction on Membership

CONSTITUTIONAL CHANGES
Following the acceptance of any Constitutional changes, your updated/new Constitution should be lodged with:
- Department of Fair Trading (within one month of the changes being approved)
- Surf Life Saving New South Wales
- The relevant Surf Life Saving Branch

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

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

Possible categories for your club regulations may be:

Administration
- Membership categories
- Duties of office bearers
- Rules regarding standing committees
- Standing orders at meetings

Beach Operations
- Patrol rules and regulations
- Board and Ski rules and regulations
- Surf Boat rules and regulations
- First Aid rules and regulations
- IRB rules and regulations
- Beach Vehicle rules and regulations
Section 2  CLUB MANAGEMENT

Competition and Trophies
- Club competition rules, including eligibility
- Interclub competition, including selection committee
- Rules for specific trophy events
- Guidelines for Club Awards

ALTERING REGULATIONS
The procedure for changing your Club’s regulations should be simpler than the changing of the Constitution, as they are everyday rules that are likely to change regularly. The method of altering should be clearly stated in terms of notice given, Executive/Management or General Meetings being popular forums for amendments.

POLICY STATEMENTS
Policy statements are concise descriptions of whole policies. Policies should be specific to an issue or area of concern and should be readily available to all members. Policies are rules by which members should abide and should run concurrently with the policies established by SLSNSW and SLSA.

Complete SLSNSW and SLSA policies are available on their websites.

REFERENCE
- Surf Life Saving Australia
  www.slsa.com.au
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Associations Incorporation Act, 1984
  www.legislation.nsw.gov.au
2.3 AFFILIATION

Clubs must complete an Application for Annual Affiliation by Surf Life Saving Club or Branch at a duly constituted meeting. This form should be copied for Club Records, the original being forwarded to Branch, who is then responsible for forwarding it to SLSNSW.

BENEFITS OF AFFILIATION
Affiliation to SLSNSW entitles Clubs and Branches to many benefits, such as:
- Formal recognition as a Surf Life Saving Club
- Members’ insurance through WorkCover
- Members/Clubs public liability insurance
- Entry to national and state championships
- Purchase of equipment with sales tax exemption
- Nominations for State/Australian teams
- Meet requirements for internal and external funding and grant programs
- Representation at Branch Council meetings
- Attendance at courses
- Award record database

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

COMPLETING AFFILIATION FORMS
Club Affiliation forms must be completed annually, at a duly constituted meeting. It must be remembered, that during meeting, the Club must include the declaration for Affiliation to SLSNSW in the agenda items.

SLSNSW will forward an electronic reminder to Clubs. The Affiliation form will be linked to the reminder, or may be found at the SLSA website.

SUBMITTING AFFILIATION FORMS
A copy of the completed form should be retained for Club records, the original should be sent to the Branch Director of Administration, who will request a Branch Affiliation fee. The Branch will forward the completed form to SLSNSW for processing.

Any changes to your Club’s Constitution or nominated representatives should be lodged in conjunction with the Club Affiliation form.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving Australia
  www.slsa.com.au
Section 3

CLUB EXECUTIVE
3.1 PLANNING

Planning is integral to the successful operation of all clubs. Types of planning include:
- Business Planning
- Strategic Planning
- Succession Planning
- Financial Planning (see Finance)

With any plans the following should be identified:
- **Goals** - statements that explain the broad directions
- **Objectives** – states more specifically a series of achievements that contribute to achieving the goal. Make sure they are specific, measurable, achievable, realistic and have a timeframe.
- **Actions** – what needs to be done to achieve these objectives?
- **Responsibilities** – who is responsible for completing the actions?
- **Timeframes** – when do actions need to be completed?
- **Resources** – what financial and human resources are required?

When the plan is completed remember to:
- Share the plan with members and ensure that they understand it
- Make any alterations needed
- Promote your plan to sponsors and stakeholders, the more you promote it the more people will know about it and willing to assist with it
- Use you plan, refer to it on a regular basis, evaluate it and modify it if necessary
- Identify any completed tasks or objectives or goals reached and celebrate them

STRATEGIC PLANNING

Strategic planning is the process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. This process is vital to the viability of all clubs, as a means of further growth.

Benefits of Strategic Planning
- To identify the club’s past, present and future direction
- Establish objectives
- Encourage member contribution to future club development
- Evaluate the club
- Implement changes in response to factors impacting upon the club
- Ensure the potential of resources are realised, i.e. human, physical and financial
- Create order to club operation

The Strategic planning process

Engage
To plan effectively, it is important to involve as many people as possible. If club members are allowed input in its design, it is likely to be comprehensive and more easily implemented. Ideally, this will create a sense of ownership by members, resulting in greater support and enthusiasm to make improvements when needed.

Committee members, office bearers, members, coaches, officials, parents, sponsors and key stakeholders should be involved in the planning process.

Development
The planning process may coincide with other events on the club calendar, such as the Annual General Meeting (AGM), club conferences or workshops, or a specially convened meeting.
Allow ample time for the ‘brainstorming’ of ideas and development of the framework. The amount of time allocated will vary depending on the size of the club.

Distribution of the Strategic Plan framework will offer the plan to be reviewed prior to its adoption by the club. At this time, amendments may be made prior to implementation.

**Evaluate**

An important aspect of planning is its evaluation, as a means of monitoring progress and implementing amendments identified. This evaluation process should be a permanent feature on the club calendar, occurring at a minimum, once a year.

**BUSINESS PLANNING**

A business plan is a formal statement of a club’s goals, stating the plans for reaching those goals and the reasons why they are believed to be attainable. It may also contain background information about the team or committee attempting to reach those goals. Simply, it may be the strategy utilised to attain the Clubs’ objectives.

A business plan prepared for the club committee and members will need to include evidence of potential income generation. The business plan should clearly identify all the important facts about the club, such as its history, its current financial position, its objectives and the ‘business’ activities to be undertaken.

**Benefits of Business Planning**

- To ensure Clubs remain financially stable over a specified period of time
- To raise funds toward a capital investment, e.g. a facility
- To prevent financial distress by over-spending, e.g. day-to-day running of club, or when hosting a Special Event

**The Business Planning Process**

**Engage**

To Plan effectively, it is important to involve as many people as possible. Engage club members, Committee members, office bearers, coaches, officials and other interested parties in the planning process.

Evaluate whether it is necessary to appoint one person as the facilitator of the process to ensure it is completed. If specific issues impede the progression of the planning process, the facilitator can be responsible for re-visiting it at an appropriate forum. Alternatively the facilitator may suggest that the individual or group take some time between the planning sessions to think about the issue/s and bring possible solutions and/or strategies to the next session.

**Development**

The planning process may coincide with other events on the club calendar, such as the Annual General Meeting (AGM), club conferences or workshops, or a specially convened meeting.

It is important to research the current market in which your club operates – who your club appeals to, who its competitors are, and what factors may influence the clubs future, are important issues to be considered.

Develop an agenda for what items (business planning sections) you will cover on specific dates, detailing any items members should bring to the meetings, i.e. reports, documents, ideas etc.

Set some dates for members/committee to come together to go through the business planning process. If the club does not have an existing business plan, additional time will be required to complete this process.

Allow ample time for the ‘brainstorming’ of ideas and development of the framework. The amount of time allocated will vary depending on the size of the club.
Distribution of the Business Plan framework will offer the plan to be reviewed prior to its adoption by the club. At this time, amendments may be made prior to implementation.

**Evaluate**
An important aspect of planning is its evaluation, as a means of monitoring progress and implementing amendments identified. This evaluation process should be a permanent feature on the club calendar, occurring at a minimum, once a year.

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

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

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

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

**Components of a Succession Plan**
- **A strategic/business plan** – is a working document outlining the club’s priorities, and should be consulted regularly throughout the year. It does not have to be a long document
- **Position Descriptions** – useful when recruiting new office bearers, and ensuring that you know what jobs the vacating volunteer was responsible for
- **Policies and Procedures manual** – outlining the day-to-day tasks of your club, and who is responsible for completing them
- **Reporting procedures** – demonstrating the method of reporting to the committee
- **Education and development opportunities** – increasing role performance, job satisfaction, and assisting personal growth. These opportunities should be available to others in the club, so that if necessary, someone else is able to step into the vacant position
- **Mentoring of youth and interested members** – by encouraging youth and interested members to assist officer bearers with their roles

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

For effective Succession Planning, it is important that Office bearing members who are leaving their position, to share as much knowledge as possible to the person replacing them. As a result of this process, new members may learn from past experiences and successes and how to avoid potential problems.
Section 3 CLUB EXECUTIVE

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

REFERENCE
- Australian Sports Commission Club and Association Planning
  www.ausport.gov.au
- Contact SLSNSW for planning assistance from the Support Group
3.2 WORKING WITH KEY STAKEHOLDERS

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

STRATEGY
It is advised that the management committee approach key stakeholders to:
• Develop and maintain contacts in media and government
• Document and distribute information to key decision makers
• Position and align the organisation with similar organisations
• Develop a good working knowledge of media and government

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

It is not necessary to aim all lobbying at high profile stakeholders. Community views, opinions and activities filter up to the decision-makers. Examples of when this may occur include:
• Club involvement in community events and activities
• Social and official functions
• Other community group involvement
• Personal and professional contacts

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

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

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

ADVERTISING A VACANT POSITION

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

For paid employment, you will require a copy of the person’s curriculum vitae and two recent references (contact details should be provided). After perusing these documents and contacting the references, you may wish to interview some of the candidates.

When filling a volunteer position, you may require a verbal reference only.

WRITING A JOB DESCRIPTION

To ensure you get the right person for the job, it is important to have a clear outline of what the position is to be filled, and the duties that person will complete.

The Club Guide outlines some Job Descriptions. However you may wish to tailor them to your Clubs needs or create a completely new position.

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

- Position Title
- Where the position will be based
- Who the person will be responsible to
- Duties and responsibilities
- Knowledge and skills required (i.e. qualifications)
- Estimated time commitment and period of appointment (where appropriate)
POSITION VACANT TEMPLATE
The format you choose for your Club's Position Vacant advertisement will vary depending on the media form you use. However the information you need to convey remains the same, that is, a summary of the Job Description requirements listed above.

Generic position vacant advertisement example:

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>Fundraising Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer:</td>
<td>Generic Surf Lifesaving Club (May include Surf Club Logo)</td>
</tr>
<tr>
<td>Work Type:</td>
<td>Full time</td>
</tr>
<tr>
<td>Salary:</td>
<td>$$</td>
</tr>
<tr>
<td>Location:</td>
<td>Generic Beach</td>
</tr>
<tr>
<td>Description:</td>
<td>The suitable candidate will identify, implement and evaluate fundraising options within the local and wider community. The candidate will liaise with the Club Executive Committee, President and potential fundraising contacts, suggesting possible strategies that meet the needs of all parties. The candidate must be creative, self – motivated, well organised, possess excellent communication skills, and be a good team player.</td>
</tr>
<tr>
<td>Closing Date:</td>
<td>11 December 2007</td>
</tr>
<tr>
<td>Apply to:</td>
<td>Applications should be marked Attention Club Director of Administration</td>
</tr>
<tr>
<td></td>
<td>John Smith</td>
</tr>
<tr>
<td></td>
<td>Club Secretary</td>
</tr>
<tr>
<td></td>
<td>Generic Beach SLSC</td>
</tr>
<tr>
<td></td>
<td>1 Generic Road</td>
</tr>
<tr>
<td></td>
<td>GENERIC BEACH NSW 2111</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:johnsmith@genericslsc.com.au">johnsmith@genericslsc.com.au</a></td>
</tr>
</tbody>
</table>

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

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

Provide each applicant with clear details of the employment contract, how performance will be judged, the salary package and conditions of termination for either party.

The salary and entitlements package should be decided in conjunction with your budget. Ensure that the salary offered correlates with the services expected - professional services expect professional pay.

An interview assessment form is a useful tool if there are a lot of people applying for the position. Categories rating the candidates skills, experience, presentation and potential is a useful way of creating a short list for second interviews.
Your interview questions should be designed to determine how suitable the person is to work within your Club and in the particular role. At the end of the interview, you should have a good understanding of the persons professional attributes and suitability for the role, in addition to a general understanding of what type of person that person is.

**GENERIC INTERVIEW QUESTIONS**

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

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

**JOB CONTRACT**

A written job description should be provided for all paid employment, stating the salary (award or non-award), type of employment (casual, permanent, part time or full time), holiday entitlements, sick leave and the term of contract.

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

**CONDITIONS OF EMPLOYMENT**

- **Award conditions** state the hours, wage and allowance that must be followed for that particular type of work. It is possible to offer better conditions than the award states, however offering less is illegal.
- **Non-Award conditions** of employment do not offer guidance for particular type of work.
- It is recommended that wherever possible award conditions are offered, to protect the best interests of the employee and to attract the best candidates for the job.
- **Casual employment** pay is generally structured on an hourly rate structure or award and is usually offered to people who are working for a short period of time.
- **Permanent employment** is usually structured as full-time or part-time. The entitlements of a permanent employee may differ from a casual employee, such as paid holiday leave and sick leave.

**TRAINING AND DEVELOPMENT**

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

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

If your Club has specific requirements or needs to be met, training and development of current staff and employees may appeal to both parties – not only does the individual acquire new skills to benefit their own personal growth, the Surf Club will not have to interview new employees/volunteers or outsource the work requirements.
SUPPORTING EMPLOYEES
An ideal work environment will support their employees in the following ways:

- A clear job description that outlines tasks, responsibilities, reporting lines and channel of communication
- A suitable and safe working environment
- Receive adequate briefings and guidance on tasks
- Provision of feedback
- Consideration and respect from colleagues
3.4 CLUB RECORDS

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

Clubs should find the receipt, record, distribution and storage of information easier with the use of computers. Some information will still be received in hard copy and office bearers may not have access to computer facilities. As such, the following systems will need to be utilised.

Receiving
It is important that the office bearer responsible for receiving correspondence reads all incoming mail to the Club so that a record can be kept for files where necessary. Minutes of meetings, circulars, etc should be copied to the relevant parties on receipt.

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

Distribution
The office bearer assigned to collecting and distributing information will be responsible for ensuring the relevant people receive a copy or the original correspondence. Information may best be distributed in pigeon holes of the relevant office bearer, who will take the appropriate action.

Storage
A Club should keep files such as membership details, financial records and so on, for a minimum of seven years. Wherever possible, it is recommended that they are kept for longer, as members may rejoin the Club at a later date.

SURFGUARD
SurfGuard is the online system used by Clubs, Branches, States and Surf Life Saving Australia to record membership, awards, patrols, rescues, gear and equipment register, transfers and organisation details. It is also used to generate a wide range of reports to increase efficiency and allow the evaluation of statistics.

SurfGuard Access
In order to obtain access to SurfGuard, a User Registration form must be completed and forwarded to SLSNSW. A username and password will then be provided to the applicant. The SurfGuard User Registration form can be found on the SLSA website, alternatively a copy can be sourced from SLSNSW.

Clubs should review who has access to SurfGuard on an annual basis in line with elections and position changes. SurfGuard is accessed from www.SurfGuard.slsa.asn.au

SurfGuard Assistance
SurfGuard assistance and support is available from the Helpdesk which can be contacted by phone or email. Contact details are listed on the SurfGuard website.
SurfGuard Upgrades and Changes

SurfGuard is an evolving resource that continues to be enhanced. Important alerts and changes are listed on the front page of the website (SurfGuard Entry Point) under Messages. They are also communicated through SurfGuard Enhancement Advisories which are circulated in Club Mail and also available on the Surf Life Saving New South Wales website.

Information to be recorded in SurfGuard

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

Reporting

A wide range of reports can be produced in SurfGuard to increase administration efficiency and produce statistical reports. Under the Summary Section, Clubs can view a snapshot of:
- Assessment requests
- Award totals
- Membership statistics
- Leading patrol members
- Transfers

Under the Mailing Groups Section, Clubs can automatically set up mailing groups for:
- Boards
- Committees
- Members
- Or any group they design

Under the Reports Section, Clubs can print of custom reports for:
- Club Contacts
- Competition age category
- Current awards
- Email lists
- Gear and equipment
- Mailing labels
- Member transaction Reports
- Membership details
- Membership renewal form
- Officers
- Patrol attendance
- Patrol deficit
- Patrol type hours
- Patrolled or unpatrolled Statistics
- Total member patrol hours
- Custom reports to meet their needs
REFERENCE

- SurfGuard
  www.SurfGuard.slsa.asn.au
- Surf Life Saving Australia
  www.slsa.com.au
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
3.5 MEETINGS

The two main types of meetings are formal and informal. Essential components of a formal meeting are meeting procedure, written agenda and notes of minutes. Ideally, roles within a meeting should be identified to progress matters with ease. An informal meeting is recognised as an impromptu gathering which will probably lack agenda and minute notes.

FORMAL AND INFORMAL MEETINGS

Meetings are necessary for every club and are a valuable forum for exchanging ideas, reviewing current policy and planning for the future. Meetings are extremely useful for solving problems, difficulties often handled better in a group situation than individually. However, the most valuable outcome is an exchange of information between members, club committee’s and affiliated groups.

There are two main types of meetings:

- **Formal meetings** are usually well publicised with a written agenda. Minutes are taken during the meeting and the information is circulated at a later date to relevant parties, while a copy is kept for records. Annual General Meetings and Special/Extraordinary General Meetings are examples of formal meetings.

- **Informal meetings** may take place irregularly and in a variety of settings, and are a vital aspect of a Club’s communication system. An informal meeting may be an impromptu gathering of people on the beach recognising a member’s success, or perhaps a group of people in the Surf Club discussing the latest boards.

Informal meetings are also useful when decisions have to be made in a short amount of time.

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

ANNUAL GENERAL MEETING AND SPECIAL OR EXTRAORDINARY GENERAL MEETINGS

The Annual General Meeting (AGM) is held in the off-season and as the name suggests, once per year.

Occasionally a Special or Extraordinary General Meeting may be held to deal with specific issues, such as a vital matter arising that requires urgent discussion by the whole group. These meetings may be held as and when needed.

These AGM’s, Special or Extraordinary General Meetings are open to all members. It is an opportunity for members to review the previous season and initiate proceedings or changes for the coming season. Clubs may vary the timing allocated for the meeting, persons eligible to vote, the election of officers and changes to the constitution, at these meetings. These specifics should be outlined in the Club Constitution.

At the AGM, the Annual Report is presented for adoption. All members should be given a copy of the Report in advance, with enough time to review it before the meeting.
MANAGEMENT OR EXECUTIVE COMMITTEE MEETINGS
Management or Executive Committee Meetings are places where both Committees make decisions, involving elected or appointed decision makers. Both Committees usually meet monthly.

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

Reports should be made at each Management or Executive Committee meeting concerning the activities of the Executive group.

SUB-COMMITTEE MEETINGS
Sub-Committees are designed to focus on a specific issue or task, such as finance, fundraising, marketing and so on. Regular reports by the Sub-Committee should be made to the Management/Executive Committee concerning progress and other activities. Regular reporting is also an important tool in keeping people advised of activities within other Committees. The recommendations and information reported by the Sub-Committees form the basis from which the Management Committee make decisions. That is, Sub-Committees do not have the power to make decisions, simply make recommendations to management.

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

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

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

For example, more formal organisations may circulate the issues to be discussed, as identified by the Secretary and Chairperson, ahead of the meeting to allow time for members to prepare their thoughts and arguments in advance. If members have issues to add to the agenda in this situation, they should notify the Secretary.

Disadvantages of this approach in forming the agenda include people not being confident putting items on the agenda, as well as a small number of people dominating the agenda.

Smaller Clubs may take a different approach, the members being requested to place items on the agenda at the beginning of the meeting. In this way, items that are suggested at the beginning of the meeting will be discussed in turn.

Although this approach may encourage greater participation, some people may find it difficult preparing their argument on the spot.

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

The most important issues should generally be discussed at the beginning of the meeting.
AGENDA TEMPLATE

Heading
Name of Club and venue of meeting
Meeting of Management committee
Date of meeting

Agenda Items

Attendance
President (name)
Secretary (name)
Members of committee (names)

Apologies
Names

Minutes of the previous meeting
Moved that the minutes of the previous meeting held (insert date) be confirmed as a correct record

Matters arising from the meeting
E.g. tasks that should have been completed

Correspondence
Inwards/outwards

Reports
E.g. Finance, facilities, Volunteer Coordinator

Motions of which notice have been given
E.g. that the new clubhouse be built

General business
E.g. issues of concern to members

Next meeting
Date, time and venue for the next committee meeting

Closure
There being no further business, the chairperson thanks members for attending and closes the meeting at (insert time)

QUORUM

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

MOTION

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

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

An amendment is the process of altering or changing a motion, Constitution or Regulation. Amendments should:

- Commence with ‘that’
- Be specific and unambiguous
- Be relevant to the motion
- Be within the scope of the notice convening the meeting
- Not contradict the motion
- Not attempt to revive an amendment previously rejected
- Be submitted in writing

REACHING A DECISION

The obvious purpose of a meeting is to reach a decision on matters or issues that are set on the agenda. The most common methods of reaching a decision are voting and consensus decision-making.
Voting generally assumes that the views of the majority should prevail. A simple vote occurs when general agreement is sought among the participants. Verbal voting, by proclaiming ‘yay’ or ‘nay’ or voting by a show of hands are common ways of reaching a decision in a simple vote.

Although these types of voting have the advantage of being quick and allowing everyone to participate, some people may feel ignored, may not be committed to the decision or solutions may be missed.

However, some issues require a more formal method of decision making, such as individual and secret voting. Voting by proxy and postal voting may be required for more complex issues, to ensure all relevant people are included in the decision making process.

Consensus this approach assumes that decisions can be agreed or consented to by all members, with some form of cooperation between all. In a consensus vote, one or two people should be elected to direct the discussion, ensure no one is blocked from the debate, state the issue clearly and facilitate discussion. The chairperson makes suggestions but does not force a decision, asking at the conclusion whether everyone agrees on the issue stated.

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

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

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

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

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

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

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

Roles of the Director of Administration:

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

At the Annual General Meeting, additional duties may be included, such as:

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

**TAKING MINUTES**

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

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

Between meetings, the Director of Administration should:

- Write up the minutes as soon as possible following the meeting
- Circulate the minutes to all members as soon as possible (preferably within a week of the meeting)
- Using the minutes, note the points of action that need to be followed up in the coming weeks. A method of monitoring these tasks may be by having an ‘action by’ column down the side of the page
- Ensure all important arrangements are confirmed in writing with copies made and filed. Records of important telephone conversations are also recommended.

**TEMPLATE OF ACTION SHEET**

<table>
<thead>
<tr>
<th>Serial</th>
<th>Meeting</th>
<th>Subject</th>
<th>Action required Action taken</th>
<th>Responsibility</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>15/2/07</td>
<td>Clubhouse renovations</td>
<td>Plans to be finalised Lodge plans at Council</td>
<td>President</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>15/2/07</td>
<td>Annual Summary Form</td>
<td>Update Surfguard with all data</td>
<td>Director of Administration</td>
<td>50% complete</td>
</tr>
</tbody>
</table>

Annual General Meeting

List of members attending, i.e

Joe Smith, (President)
Ann Martin, (Director of Administration)
MEETING REPORTS
Written reports should be encouraged by Committee and Sub-Committee members on a regular basis. The reports may be in the form of progress reports or project reports and often reduce the amount of time spent talking about the issue in the meeting.

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

CONFLICT IN MEETINGS
Conflict is a natural often inevitable aspect of meetings. Conflict in these situations is often perceived as negative, when in fact it suggests that members are actively taking part in discussion and are passionate about their involvement in the decision they are making.

Positive outcomes of conflict in meetings include the discussion of alternative viewpoints and the airing of hidden problems. These factors facilitate innovation and increase motivation and performance.

Alternatively, negative outcomes of conflict include communication breakdowns, attention being diverted from goals, a shift to authoritarian leadership styles and narrow group perspectives.

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

REFERENCE
• Australian Sports Commission
  www.australia.gov.au
3.6 ANNUAL REPORT

All incorporated clubs affiliated with Surf Life Saving New South Wales must complete an Annual Report, including an audited financial statement.

ROLES
The Annual Report should be collated with the assistance of office bearers, the Club President and Director of Administration.

COMPILATION
It is advisable that information that will contribute to the Annual Report is collected throughout the year and stored in a folder for easy reference at the time of writing.

Annual Reports are an excellent tool to showcase your Club's achievement to members, the community, sponsors and government bodies.

A copy of each Annual Report should be kept with the minutes, such as in the Minute book. It is suggested that every ten years or so the Annual Reports are bound into a volume to form a valuable part of Club history.

ESSENTIAL COMPONENTS
The annual report can be as simple or complex as the club is capable of producing, however, there are a number of minimum content requirements. These guidelines provide a checklist for the person responsible for producing the club’s annual report.

- Title Cover/table of contents – must include date of season
- Club Objective
- Information on Patrons, Vice Patrons and Life Members
- List of Club office bearers for the season, including meeting attendance statistics
- Sponsorship List
- President’s Report
- Club Financial Statements including Income and Expenditure, Balance Sheet and, if required*, signed Auditors Report (*reporting requirements vary depending on your club's status – prescribed association/company – check your constitution for clarification)
- Office Bearers’ Reports, including where applicable:
  - Club Captains Report
  - Patrol/Life Saving Services Report
  - Chief Instructors Report
  - Junior Activities Report
  - Cadets Report
  - Under 18 Report
  - Competition Report – listing team members by name, e.g. boat crews, board teams etc and include club, state and national championship results
  - Marketing/Social Activities Report – including all club sponsors (although this may seem to be a repeat of basic information, by including a description of sponsorship activities it reinforces the club’s appreciation of their sponsors)
- Membership Statistics
- Patrol Statistics
- Lifesaving awards gained by club members
Section 3  CLUB EXECUTIVE

- Special club milestones/events
- Recognition of members’ outstanding achievements (these may include community awards gained outside club activities)
- Bereavements

DISTRIBUTION
It is recommended that Clubs forward a copy of the Clubs Annual Report, full Auditors Report and Financial statements for the past year, to your Branch and the following organisations:

Surf Life Saving New South Wales
PO Box 430
Narrabeen NSW 2101

The Legal Deposit Unit
National Library of Australia
Canberra ACT 2600

State Library of New South Wales
Macquarie Street
Sydney NSW 2000

New South Wales Parliamentary Library
Parliament House
Macquarie Street
Sydney NSW 2000

Legal Deposit Office
University of Sydney Library
University of Sydney
Sydney NSW 2006

NSW Department of Fair Trading
PO Box 972
Parramatta NSW 2124

Surf Life Saving Australia
Locked Bag
Bondi Beach NSW 2216

THE ANNUAL SUMMARY RETURNS
The Annual Summary Returns consists of statistics relating to: Rescues, Preventative Actions, Emergency Care, Gear and Equipment, Membership, and Lifesaving Awards.
The Annual Summary Returns are calculated between the two to four weeks after the patrol season. All clubs should ensure their data is up to date on SurfGuard prior to the commencement of this process.

REFERENCE
- SurfGuard
  www.SurfGuard.slsa.asn.au
4.1 EFFECTIVE COMMUNICATION

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

TIPS FOR COMMUNICATING EFFECTIVELY

• Be clear and concise with your communications, ensuring your message is understood by the recipient. Long and unclear messages can be frustrating for the recipient and result in poor communication.

• Follow up your messages to ascertain whether they have been understood, particularly when you have had no face-to-face contact with the recipients.

• Make sure your form of communication is reflective of the message you are trying to convey. For instance, communicating with a handful of people of the phone for one message is more appropriate than an email to the whole club which is not relevant to most people. Similarly, if it is a club issue which effects all members, emails and noticeboards are much better than face-to-face or phone conversations both in efficiency and effectiveness.

• Regular communication is vital to ensure members know everything they need to in a timely manner. It makes them feel like they are a valued member of the organisation.

• Keep your communications interesting by adding visual aids or pictures when possible. If your communications are boring, be it when personally addressing people or in the design of communications materials, the message will not get through. The start of a document, letter, email or speech is the most important part in the communication cycle. If the communication is dull or seems unimportant to the reader or audience it is unlikely to be read or noticed. A powerful opening or catchy headline can help to improve your chances of gaining interest in your message.

• Continually refer to your previous messages will educate members as to how important it is to keep track of all communications from the club. When possible keep records of the key notes of your communication to ensure that your message is consistent with what you have previously communicated and that your next communication can follow on from the previous.

• Use your communication tools to develop relationships with members, staff, volunteers, sponsors and government. The better your relationships are with these parties the more likely they are going to want to deal with you.

• Where appropriate use technology (eg. Email, internet) to get your message out to a wider audience more quickly. Also, use good design software to make your posters stand out.

• Clubs should provide a mix of formal and informal communication. Informal communication could include simple instructions and feedback on the day’s operations and results, whilst formal communication might include meetings and newsletters.

• Clubs should seek to keep members involved in decisions not only affecting their position but those that affect the club in general. This could include providing updates on decisions made or seeking advice or opinions from the members on a course of action to be taken.

• A major component of communication with members should be in recognising a member’s performance or contribution to the club.

• People will often respond best to communication, particularly feedback on performance (be it good or bad) if it’s done consistently. Clubs that are inconsistent in their communication may quickly lose the passion and drive of the member.
4.2 INFORMATION MANAGEMENT

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

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

Clubs need to ensure that the Secretary’s email is correct with Branch, State and National bodies to ensure receipt of all Circulars.

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

SLSNSW and SLSA Circulars are also kept on respective websites.

BULLETINS
Bulletins are usually a directive and generally of a practical nature, for example, regulations or specifications. Bulletins are issued by the Director or Manager of a Department, addressing specific people with copies made available to other interested people.

The circulation list should be indicated at the beginning of the circular for information of who should receive it.

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

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

NEWSLETTERS
Various types of newsletters are distributed at National, State, Branch and Club level.

- Beach Safe is a quarterly newsletter from SLSA, designed to provide local, state and federal government, sponsors and Surf Life Saving organisations a strategic look at what the movement is achieving throughout Australia.
- surfLIFE is a monthly newsletter from SLSNSW, special editions being issued every three months. The newsletter is designed to promote the organisations activities, and as such is distributed to clubs in New South Wales, sponsors, governments and related organisations. It is also available on the SLSNSW website.
- Lifesaving Update is a monthly electronic newsletter issued by SLSNSW, that is sent to Club Captains, Support Service Officers, Directors of Lifesaving, Club and Branch Presidents and other interested lifesaving personnel. Among other things, the newsletter provides: operational updates on specific issues; updates on grants; statistics; and best practice examples.
Section 4 COMMUNICATIONS

• Club Newsletters are produced by most clubs and are an excellent tool in updating members, making members feel part of a club and providing an introduction to new members. The Club newsletter may be distributed in many forms – hard copies to be sent to members, electronic copies placed on the club website, emailed to members, or placed on the club noticeboard.

NOTICEBOARDS
When maintained, club noticeboards can be an effective method in distributing information. Calendars, upcoming events, amendments to policies and procedures, request for member participations and notification of meetings are but a few of the forms of information that can be communicated via Noticeboards.

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

WEBSITE
A club website is vital not only for your members, but also potential members and sponsors who would like to know more about the club. Information on your website should always be up to date with news, images, sponsors, etc, otherwise there is no use having it.

Make sure that your sponsors, neighbouring clubs, branch and SLSNSW have your website linked to from their website to ensure to are reaching the highest number of people.
4.3 INFORMATION TECHNOLOGY (IT)

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

Access to the internet and email has increased the ability to communicate and disseminate information on larger scales and to access online systems such as SurfGuard.

These allow Clubs to:
- Communicate with entire membership and identified groups via email
- Publish news, activities and information on a website
- Log information into online systems such as SurfGuard and Incident Report Database
- Access information and produce reports from online systems such as SurfGuard and Incident Report Database
- Access information posted on Branch, SLSNSW and SLSA websites

SLSA AND INFORMATION TECHNOLOGY (IT)

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

- SurfGuard – the online system used by Clubs, Branches, States and Surf Life Saving Australia to record membership, awards, patrols, rescues, gear and equipment register, transfers and organisation details.
- IRD – the Incident Report Database that captures data relating to drownings, near drownings, rescues, member injuries etc. This is now incorporated into SurfGuard.
- ABSAMP – the Australian Beach Safety and Management Program with a geographical database of every beach in Australia.

SLSA’s goal is to be able to maintain a central IT system or set of integrated systems that meet the following objectives:
- Is available online to approved parties when required
- Provides as near as possible real time information
- Is consistent across all levels
- Is easy to use and helps the user to meet their needs
- Is independent of the user’s hardware and software set-up.
- Provides a secure environment for users
- Incurs minimal licensing or maintenance fees

Further information and documents relating to SLSA’s IT Strategic Plan, Business Requirements and Standards and Architecture can be found on the SLSA website.

REFERENCE

- Surf Life Saving Australia
  www.slsa.com.au
Section 5

RISK MANAGEMENT
5.1 INSURANCE

It is vital that surf lifesaving clubs protect their assets with adequate insurance. There are many types of insurance which may need to be considered. SLSNSW organises the Group Policies listed below. All premiums are billed to Clubs within New South Wales and must be paid by their due date to ensure that the Club remains insured at all times.

GROUP POLICIES
- Public Liability Insurance
- Directors and Officers Legal Expenses
- Directors and Officers Liability Insurance

INDIVIDUAL CLUB POLICIES
It is essential that adequate protection is acquired for club assets. Before acquiring insurance, it is important to have an idea of the value of the assets you wish to protect. Jardine Lloyd Thompson Pty Ltd has Insurance Policies available that can be utilised by Clubs in New South Wales. Please contact SLSNSW for details regarding these policies. Inclusions in standard policy are listed as follows:

Industrial Special Risks
- Material loss or damage
- Fire
- Pluvius (rain)
- Burglary
- Accidental loss or damage
- Theft of property
- Money (including whilst in transit)
- Removal of debris
- Glass
- Landscaping
- Fusion
- Deterioration of refrigerated goods
- Consequential Loss

Motor Vehicle
- Trailer/All Terrain Vehicles
- Vehicles

Marine Hull
- IRB and motor
- Surf boats
- Rescue Water Craft
- Transit cover (gear and equipment)

Other insurances may be required in some instances, for which Clubs are responsible for paying their own insurance.
5.2 WORKERS COMPENSATION

SLSSNW provides Workers’ Compensation for financial members in the event of personal injury whilst performing their surf lifesaving duty. If a member sustains a personal injury that interferes with their paid work life and/or requires ongoing medical management, it is compulsory that the member completes a WorkCover Authority Claim Form. In any case, it is imperative that any injured member report directly to the appropriate Club Safety Officer as soon as practicable to log the incident.

WHEN ARE YOU COVERED?
Volunteers are covered by Workers Compensation when engaging in the following activities:
- Approved surf lifesaving operations
- Approved Training and preparatory activities genuinely related to those operations
- Approved Fundraising – being activities duly authorised under arrangements approved by SLSNSW Inc.

WORKCOVER FORMS
WorkCover forms may be found at the SLSNSW website.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- New South Wales WorkCover
  www.workcover.nsw.gov.au
5.3 OCCUPATIONAL HEALTH & SAFETY AND MEMBER PROTECTION

Surf Life Saving New South Wales is an organisation dedicated to the safety, health and well-being of its members, employees and the community in general.

RISK MANAGEMENT
Risk Management is the systematic application of management policies, procedures and practices to the task of managing risk. Risk Assessment and Management is discussed in the Guidelines for Safer Surf Clubs, 2nd Edition.

MEMBER PROTECTION
The Member Protection Policy aims to maintain the integrity and ethos of SLSNSW and its members. It assists us in ensuring that every person involved in our organisation is treated with respect and dignity, and is safe and protected from abuse. This is achieved by providing guidelines for acceptable behaviour and outlining the rights and responsibilities of relevant parties, to ensure a safe and supportive environment for all.

CHILD PROTECTION LEGISLATION
In New South Wales there is the Child Protection (Prohibited Employment) Act 1998. Briefly, the Act includes details whereby it is mandatory for employers to ask all employees, paid and volunteer, in child-related employment to make and sign a declaration that they are not a prohibited person (someone convicted of a serious sex offence). ‘Employees’ covers contract, subcontract, volunteer and other staff taking practical training as part of an educational or vocational course.

Employers can be prosecuted for not asking paid and volunteer staff to make and sign a declaration.

All Surf Club Members must sign the Prohibited Employment Declaration.

Child Protection Forms
- All new employees must complete a Working with Children Background Check Consent Form at the commencement of employment
- All SLSNSW members, volunteers over the age of 18, and those members under the age of 18 who work with children (e.g. 16 year olds who train U/8 Nippers, or provide water safety for Nippers etc) must complete a Prohibited Employment Declaration Form.

Please refer to SLSNSW Circular 2056 for all details regarding Child Protection at SLSNSW.

REFERENCE
- Surf Life Saving New South Wales www.surflifesaving.com.au
- Surf Life Saving Australia www.slsa.com.au
- New South Wales Commission for Children and Young People www.kids.nsw.gov.au
- New South Wales Department of Sport and Recreation www.dsr.nsw.gov.au
5.4 GRIEVANCE PROCEDURE

The Surf Life Saving Australia procedure will assist you with actions that may be taken when a complaint has been made in regards to an act, behaviour, omission, situation or decision that someone thinks is unfair, unjustified, unlawful and/or a breach of this policy. The complaint may be about individual or group behaviour; extremely serious or relatively minor; a single incident or a series of incidents; and the person about whom the allegation is made may admit to the allegations or deny them.

- Surf Life Saving Australia has procedure on “What to do if you have a grievance”
- For information regarding grievance handling at club level, reference should be made to the Surf Life Saving regulations – Regulation 6.1

REFERENCE

- Surf Life Saving Australia
  What to do if you have a grievance
  www.slsa.com.au
- Surf Life Saving Australia
  Grievance handling at club level – Regulation 6.1
  www.slsa.com.au
6.1 FINANCIAL MANAGEMENT

There are a number of references in various standards and legislation about the need for associations to keep proper accounting records. While legislation concentrates on the need to “correctly record and explain the transactions of the association and its financial position” (*Associations Incorporation Act 1984 Section 28. (1)(a)*), an appropriate accounting and financial management system is also necessary to enable the governing body to effectively and efficiently discharge its responsibilities to its members in the running of the club.

In other words, systems should not only provide a mechanism to record historical transactions, but also enable informed decisions to be made about the future of the entity, both short-term and long-term.

Surf Life Saving entities are the fortunate beneficiaries of a great deal of support from the public, not only in the form of hours of volunteer labour and assistance, but also through donations and the results of fundraising activities. Surf Life Saving New South Wales Incorporated (SLSNSW) holds an authority to fundraise on behalf of itself and all Surf Life Saving entities in New South Wales. This authority has been issued by, and is administered by, the New South Wales Office of Liquor Gaming and Racing (OLGR).

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

Following is a flow chart which summarises the various stages in the financial management process, together with examples of tools which can be used.

![Flow Chart](image)

- **Strategic Plan**
- **Business Plan**
- **How are we going?**
- **Financial**
- **Procedural**
Section 6 **FINANCE**

Monthly Reporting of Results
- Ratification of payments - Required
- Financial activities – e.g. movement in bank accounts (opening and closing balances, summary of receipts and payments) (What’s happening?)
- Financial Statements – for those entities that operate full accounting systems ‘in-house’; Profit & Loss Statement which shows monthly and year-to-date results
- Comparison to Budget – What should be happening?
- Cashflow Management – e.g. capital expenditure and receivables and payables management (Can we afford it?)
- Balance Sheet Movements - Is anything else happening that needs attention?

Looking Forward
- To the end of this year – forecast the result
- Past this year – Can the business plan be achieved?

Financial Viability
- Is there a long term plan for the safeguard of financial viability or to fund expansion?

Compliance Issues
- Are we doing everything right?
- Are there any opportunities we can take advantage of?
- Are there any risks we are exposed to?

Are we achieving our objectives?
- Events
- Programs
- Membership
- Community
- Safety
- Equipment

**REFERENCE**
- Office of Liquor, Gaming and Racing  
- Office of Liquor, Gaming and Racing  
  *Best Practice Guidelines for Charitable Organisations*  
6.2 FINANCIAL PLANNING

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

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

BUDGETS

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

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

A budget is a summary of forecast income and expenditure over a given period. Some tips:

- Allow time for its preparation to ensure that it is completed and approved by the start of the financial year. There will generally be several versions prior to the final version.
- Involve all people whose responsibility it will be to carry out the budgeted activities and/or report on the results as compared to the budget.
- While previous year’s results can be a useful guide, base your current budget on a detailed analysis of how best to allocate scarce resources to achieve your objectives, given changing priorities. Critically evaluate the worth of each program and whether objectives can be achieved through alternative means.
- Once the budget is complete, constantly refer to it to ensure ALL expenditure is budgeted for. If proposed expenditure is outside the budget, then ensure that it is appropriately approved and that it does not negatively impact the overall projected result
- Consider carrying out a half-yearly review of the budget to update projections for the second half of the financial year. This is particularly relevant if there have been material variances, both favourable and unfavourable.

CASH FORECASTING

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

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

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

WHY IS INFORMATION REQUIRED?
Directors and officers of the organisation require information:
• To exert financial control over the activities of the entity
• To monitor performance
• To manage cash flows
• To plan for the future

Other interested parties include:
• Government (Australian Tax Office, Department of Fair Trading, Office of Liquor Gaming and Racing, Grantors)
• Sponsors
• The donating public
• Members
• Auditors

REQUIREMENTS
Apart from references in various legislation and regulations to the requirement to maintain proper accounting records, the Associations Incorporation Regulation 1999 contains the following clause in Section 36 Funds – Management:

“(1) Subject to any resolution passed by the association in general meeting, the funds of the association are to be used in pursuance of the objects of the association in such manner as the committee determines.”

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

The following reports are suggested as a guide for the minimum financial information which should be presented to the Management/Executive Committee:
• Report on the movements in the bank accounts. Clubs may also prepare a profit and loss statement showing income and expenditure for the period and for year-to-date.
• Budget report showing a comparison between actual results and budgeted results (commonly combined with the Profit and Loss above) and explanations of material variances
• List of debtors; with appropriate explanations for amounts which have remained unpaid for over, say, 30 days
• List of payments since the last meeting of the committee, for ratification.
• Copy of the Bank Statement and the Bank Reconciliation
6.4 COMPLIANCE

INTRODUCTION
Principally, our compliance obligations arise from:
- The particular legal structure adopted by the entity
- Our status as charities
- Australian Taxation Office (ATO)

LEGAL STRUCTURE
While the Office of Liquor Gaming and Racing (OLGR) does not require charities to be incorporated, it is recommended for the protection of members. An unincorporated organisation has no legal identity other than the aggregation of all its members; when other entities contract with an unincorporated organisation it is effectively contracting with each individual member.

In contrast, incorporation creates a separate legal entity which has rights and obligations separate from its members.

An organisation may incorporate as either an incorporated association or as a company. Most Surf Life Saving entities in New South Wales are incorporated associations and, as such, are covered by the Associations Incorporation Act 1984. Therefore, these guidelines will concentrate on requirements imposed by the Associations Incorporation Act 1984 (Note that companies are administered by the Australian Securities & Investment Commission).

In summary, our obligations under the Associations Incorporation Act relate to our conduct as a legal entity with regard to conducting business, appointing officers, holding meetings and keeping records.

CHARITABLE STATUS
The OLGR, regulates our fundraising activities by the granting of an Authority to fundraise in New South Wales. SLSNSW holds this authority on behalf of itself and all Clubs and Branches in New South Wales.

TAXATION REQUIREMENTS
The ATO imposes a number of taxation obligations, which are compulsory, regardless of the legal structure which is chosen, and which are unaffected by our charitable status. Then, there are also some tax concessions and benefits available to surf life saving entities, some requiring prior endorsement.

All of these will be discussed in detail later.

ASSOCIATIONS INCORPORATION ACT (NEW SOUTH WALES) 1984
Some of the characteristics of and responsibilities in running an incorporated association are listed below:
- The Committee
- The Public Officer
- Association rules (the Constitution)
- Annual General Meetings
- Record Keeping
- Resolving disputes
FINANCE

The Department of Fair Trading has published a number of helpful fact sheets, and these are available from their website.

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

Annual General Meeting
An Annual General Meeting must be held at least once in each calendar year and within six months of the end of the entity’s financial year. (S.26) (two penalty units).

Public Officer
(S.22 to S.25) The office of Public Officer may not be vacant for more than 14 days. (two penalty units) Within 14 days of a change of the Public Officer, the Department of Fair trading must be notified on Form 9. (two penalty units) Where a public officer changes his/her address, this must also be notified. (one penalty unit).

Financial Statements
The public officer must lodge a Form 12 – Annual Statement within one month after the date of the Annual General Meeting (S.27(1)) (two penalty units).

Proper Accounting Records
An incorporated association must ensure that proper accounting records are kept which correctly record and explain the transactions of the association and its financial positions, and that minutes of all proceedings at committee meetings and general meetings of the association are entered in books kept for that purpose. (S. 28(1)) (five penalty units).

Rules and Objects Change
Within one month of any change to the Rules or Objects the Club/Branch must lodge Form 6. (S.20) (one penalty unit).

ADDITIONAL REQUIREMENTS
• Failure to use the Club/Branch full name on all business letters documents, accounts, publications and cheques (S. 12(4)) (two penalty units).
• Incurred a debt without reasonable grounds to expect that the debt will be paid. (S. 38(1)) (fifty penalty units and/or imprisonment not exceeding one year, or both).  
• Acting with intent to defraud creditors.  (S. 38(5)) (one hundred penalty units and/or imprisonment not exceeding two years, or both).
• Failure to effect and maintain the prescribed public liability insurance (S. 44) (five penalty units).
• Club/Branch trading, securing pecuniary gain for its members or doing same as trustee (S. 66(1)) (five penalty units).
• Hindering persons authorised by the Department of Fair Trading to inspect records or enter the premises of the Club/Branch (S. 67(5)) (five penalty units).
• Refusing to furnish records, information or furnishing false or misleading records, information to the Department of Fair Trading (S. 67(6)) (five penalty units).
• Making false or misleading statements in documents submitted to the Department of Fair Trading or a meeting of members of the Club/Branch (S. 68) (five penalty units).
• The use in its name “incorporated” or any abbreviation of that word by any unincorporated Club/Branch or person (S. 69) (two penalty units).
CHARITABLE FUNDRAISING ACT (1991)
The objects of the Charitable Fundraising Act are:
- To promote proper and efficient management and administration of fundraising appeals for charitable purposes
- To ensure proper keeping and auditing of accounts in connection with such appeals, and
- To prevent deception of members of the public who desire to support worthy causes.

To assist entities in their compliance with the Act, the OLGR has published its Best Practice Guidelines. This publication, along with other Fact Sheets and Legislation, can be obtained from the OLGR website.

Chapter 3 of the Best Practice Guidelines is a very useful outline of what the OLGR considers are important characteristics of a charity, plus an overview of some other related management issues. It contains a summary of the key responsibilities of the governing body of a charity.

STANDARD AUTHORITY CONDITIONS
All Authority Holders are required to comply with Standard Authority Conditions. In some cases, special conditions are imposed on some organisations, because of particular circumstances. At present, there are no special conditions which apply to SLSNSW and its entities (referred to as ‘branches’, i.e. all entities which operate under its authority - on our authority to fundraise).

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

AUDIT TASKFORCE
The SLSNSW Executive has appointed an Audit Taskforce, whose aim it is to assist clubs and branches in complying with the regulations.

The Taskforce will be communicating with each entity on various aspects of compliance; accounting systems, internal control and annual reporting and is available to answer questions and provide assistance on compliance matters.

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

As you can well appreciate, the public support for surf life saving is essential to our existence, and the SLSNSW Authority to Fundraise is critical to ensuring the continuation of this support. Non compliance of just one entity in New South Wales affects the ability of all entities to fundraise.

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

Compliance is a process of ‘continuous improvement’ and it is envisaged that many matters will arise on which guidance will be required. This Club Guide, and future updates to detailed instructions and procedures, will provide a valuable means of communication in the area of systems and compliance. Please do not hesitate to contact your Support Officer, your Branch or SLSNSW for assistance in understanding your requirements and implementing procedures.
Section 6  FINANCE

TAXATION REQUIREMENTS AND CONCESSIONS
The following taxation registrations are recommended for all surf life saving entities:

- **ABN:** while an ABN is not a legal requirement, it is essential.
- **GST:** a non-profit organisation is not required to be registered for GST unless the annual turnover (taxable supplies) of the organisation is $150,000 or more. Notwithstanding this, it may be beneficial for your entity to register, to take advantage of the ability to claim GST paid for purchases and expenses. If you have any queries on this, ask your auditor or contact Surf Life Saving New South Wales Inc., who may refer you to a member of the Audit Taskforce.
- **PAYG withholding:** this is required if you employ staff
- **Endorsement for the following concessions:**
  - ITEC: Income Tax Exemption
  - GST Charity Concessions
  - DGR: Deductible Gift Recipient

The ATO website is a useful resource for locating information about requirements and obligations.

REFERENCE

- Australian Taxation Office
  - Tax Basics for non-profit organisations (NAT 7966)
  - Gift Pack for Deductible Gift Recipients (NAT 3132)
  - Fringe Benefits Tax for Non Profit Organisations (NAT 14947)
    - [www.ato.gov.au/nonprofit](http://www.ato.gov.au/nonprofit) (go to this webpage, then Forms & Publications, then All ATO forms, then search, and typing in the appropriate NAT number)
- Office of Liquor, Gaming and Racing
- Office of Liquor, Gaming and Racing
  - Best Practice Guidelines for Charitable Organisations
- Department of Fair Trading
6.5 INTERNAL CONTROL

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

BEST PRACTICE GUIDELINES AND INTERNAL CONTROL
The Best Practice Guidelines describe internal controls as “the governing body’s and management’s philosophy and operating style, and all the policies and procedures adopted by management to assist in achieving the authority holder’s objectives”.

The Guidelines go on to explain that the internal control structure consists of:
- The control environment,
- The information system, and
- Control procedures.

An effective system of internal control can include:
- Checks and balances built into the accounting system to protect the organisation from errors, waste, fraud and inefficiency
- Segregation of duties between initiation, approval and implementation of activities which are deemed to have significant financial outcomes
- Regular reporting and analysis of results, including comparisons to budget
- Documented systems for the approval of expenditure, prior to liabilities being incurred
- Controls over pre-printed forms and documents to prevent unauthorised use (e.g. receipts)
- Appropriate signing authorities. (e.g. all cheques signed by two officers; all purchase orders for amounts over $x to be ratified by the Management/Executive Committee)
- Documented job descriptions, handbooks, codes of conduct

It is worthwhile noting that both the Associations Incorporation Act 1984 and Regulation 1999 make references to obligations related to accounting records and the financial reporting of activities which presuppose an effective and efficient internal control system is in place.

The OLGR, however, is more specific about its internal control requirements for charities:

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

Chapter 13 of the Best Practice Guidelines outlines the principles of internal control as well as some specific recommendations. It should be stressed that cash collection procedures are a particularly important focus in internal control.

Your auditor will be able to provide assistance and advice in this area as it effects your entity’s particular accounting system.

REFERENCE
- Office of Liquor, Gaming and Racing
  www.olg.nsw.gov.au
- Office of Liquor, Gaming and Racing
  Best Practice Guidelines for Charitable Organisations
6.6 AUDIT

DO ACCOUNTS HAVE TO BE AUDITED?
The OLGR requires: "The financial reports of an authority holder, in so far as they relate to receipts and expenditure in connection with fundraising appeals, must be audited annually by a registered company auditor."

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

AUDIT TASKFORCE
As previously stated the SLSNSW Executive has appointed an Audit Taskforce to assist entities with their compliance obligations, particularly under the Charitable Fundraising Act and Regulation. The Taskforce also provides a useful point of contact for auditors, for information and guidance on aspects of the legislation as they relate specifically to surf lifesaving entities.

Since SLSNSW holds the authority to fundraise on behalf of itself and all entities in New South Wales, it has a responsibility to ensure that its ‘branches’ (i.e. all entities which operate under its authority) comply with financial, fundraising and organisational accountability requirements.

AUDITOR QUALIFICATIONS
Following is a schedule summarising the qualification requirements of auditors, as restated from the Best Practice Guidelines.

<table>
<thead>
<tr>
<th>If the entity...</th>
<th>Then the auditor must be ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Is a company under Corporations Act 2001</td>
<td>A Registered Company Auditor</td>
</tr>
<tr>
<td>• Is required to prepare General Purpose Financial Reports or comply with Accounting Standards under another law or funding agreement</td>
<td>A Registered Company Auditor OR A Member of either CPA Australia or Institute of Chartered Accountants in Australia</td>
</tr>
<tr>
<td>• Has fundraising income averaged over past two years over $100,000 or value assets of over $100,000</td>
<td>MUST be a member of either CPA Australia or Institute of Chartered accountants in Australia</td>
</tr>
<tr>
<td>• Has fundraising income averaged over past two years of over $20,000 but less than $100,000 or assets over $20,000 but less than $100,000</td>
<td>• Member of The Association of Taxation &amp; Management Accountants • Member of the National Institute of Accountants • Person holding a degree etc from a recognised institute which makes that person eligible for a membership of one of the two accounting bodies or the National Institute of Accountants</td>
</tr>
<tr>
<td>• Has fundraising income averaged over the past two years of less than $20,000 or assets less than $20,000</td>
<td>• Contact us if applicable</td>
</tr>
</tbody>
</table>

NOTE: if not a Registered Company Auditor, a written application must be made to the OLGR for approval for an Auditor to be engaged. SLSNSW will do this on your behalf.
The application must contain the following:

- The full name, accounting firm (if applicable) postal and business address and telephone number of the person for whom the approval is sought
- Whether the proposed person is a member of the committee of the governing body of the entity, or related to a member of the committee of the governing body of the entity
- The name of the employer of the proposed auditor and place of business
- Details of the accounting qualification held by the person (e.g. degree in commerce, associated diploma or certificate in accountancy etc.)
- Details of the membership of any professional accounting body (e.g. Institute of Chartered Accountants, CPA Australia, Association of Taxation and Management Accountants, National Institute of Accountants etc.)
- The extent of experience and expertise help by the nominate person
- Details of the level of fundraising income raised by the entity in each of the past 2 years. Where the entity has not previously conducted fundraising appeals, an estimate of the income to be obtained from fundraising appeals in a financial year.
- The total value of the assets including bank, building society or credit union accounts and investments at the end of the previous two financial years, if applicable.

Note that Chapters 8 and 9 of the Best Practice Guidelines provide additional information about the OLGR's requirements for the Auditors and the Audit.

**REFERENCE**

- Office of Liquor, Gaming and Racing
- Office of Liquor, Gaming and Racing
  *Best Practice Guidelines for Charitable Organisations*
6.7 ACCOUNTING, COMPLIANCE AND FINANCIAL CONTROL

OVERVIEW
An incorporated association must ensure:
“That proper accounting records are kept which correctly record and explain the transactions of the
association and its financial position”. (Associations Incorporation Act 1984 Section 28 (1) (a)).

“An authority holder must keep financial and other records that correctly record and explain
transactions and its financial performance and position.” (Best Practice Guidelines p.111).

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

ITEMS FOR INCLUSION IN AN ACCOUNTING SYSTEM
An accounting system could include the following books of record and documentation:
• Cash Book (maintained separately for each bank account operated by the entity).
• Bank reconciliations– on each bank account
• General
• A record of outstanding debtors (accounts receivable) and outstanding creditors (accounts payable)
• Asset register
• Petty cash book or records
• Register of receipt books (to maintain proper control over the purchase, issue and custody
  of receipts)

A computerised accounting system, such as MYOB or Quicken, has the advantage of being able to
efficiently provide more detailed reports; for example, income and expenditure grouped by various
activities of the organisation.

It should be noted that the procedures and recommendations contained in this guide apply to ALL
activities of your club or branch. Where, for example, junior activities are operated separately, they are
subject to the same obligations and controls as the main activities;
• The overall governing body is responsible for its activities (ratification and approval practices
  must be carried out by the governing body; it is not sufficient for the committee to assume this
  responsibility)
• Results must be included in the club’s financial statements
• Internal control procedures and systems must be in place to meet all obligations
• The year-end audit must include ALL areas of the entity’s activities and operations.

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

REFERENCE
• Office of Liquor, Gaming and Racing
  www.olgr.nsw.gov.au
• Office of Liquor, Gaming and Racing
  Best Practice Guidelines for Charitable Organisations
6.8 ACCOUNTING SYSTEMS

CASH BOOK, BANK ACCOUNTS AND BANK RECONCILIATIONS
In addition to an entity’s normal operating account, the Charitable Fundraising Act requires authority holders (and their branches) to maintain a fundraising account, for the purpose of depositing gross proceeds raised from fundraising appeals.

It must be a requirement of the constitution to have cheques requiring two authorised signatures.

Detailed records of payments and receipts must be maintained for each bank account. The nature of these records depends on the type of accounting system maintained (computerised or manual), and may take the form of a manual cash book, or a computerised transaction record. Either way, it is imperative that:
- Sufficient details are maintained of the transaction (date, amount, payee or payer, type of transaction, GST if applicable, source reference, General Account)
- The records are updated promptly (to ensure that inconsistencies or missing information is addressed immediately)
- Bank reconciliations on all accounts are carried out at least monthly.
- Where more than one operating account exists, controls are exerted equally over all accounts.

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

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

“It is important that the governing body of a charitable entity maintains an effective internal control structure over their activities. The governing body has responsibility for ensuring that all voluntary and other revenues to which the charitable entity gains are accounted for properly. This involves establishing controls to ensure that voluntary revenue is recorded correctly in the financial records of the charity, and that the revenue recognised in the financial report is in accordance with Accounting Standards and the entity’s accounting policies adopted for revenue recognition.” (ICAA – AGS 1054 Auditing Revenue of Charitable Entities)

Chapter 19 of the Best Practice Guidelines provides detailed instructions of requirements by the Charitable Fundraising Act in this area. Some of the important issues are:
- Authorisation of and control over receipt books (purchase, issue and custody)
- Form of and control over the receipts (ensuring all receipts are accounted for)
- Deposit of gross proceeds of fundraising, without deduction

PETTY CASH
Most clubs will need to have cash on hand to pay for minor expenses. This is generally referred to as "Petty Cash". Best practice management of petty cash requires some form of record keeping or monitoring to ensure that money in and money out is accounted for.

Petty cash should be reconciled regularly, and replenished as required, or banked if the amount is too high. It is normal to maintain a petty cash journal, to record details of each transaction, or to use petty cash dockets, both appropriately supported by receipts (which are required to claim GST paid).
Tips for good petty cash practice
- When money is removed from petty cash a docket should be filled out detailing who took the money and why.
- The receipt should be returned (along with any change) and stapled to the petty cash docket.
- When money is added to the tin (say drink sales for the day) a docket should be filled out detailing the source of the money and the amount (eg. "$247.50 drink sales")
- When financial statements are prepared, a summary of the petty cash transactions needs to be prepared so the income and expenses can be incorporated into the financial statements.

INAPPROPRIATE USE OF PETTY CASH
Within the monetary limit for petty cash transactions, petty cash funds cannot be used as a means of circumventing normal control procedures. It is inappropriate for petty cash to be used in any of the following circumstances:
- To make payments to staff/members for personal items or services
- For cashing personal cheques
- To advance loans to staff/members
- To make cash advances for travel

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

It is worthwhile to take time and care designing the structure of the Chart of Accounts for the following reasons:
- GL codes can be grouped and organised for easy reference when selecting the correct code to apply to a transaction
- Classification of an account incorrectly (e.g. an expense item as an asset) can lead to misrepresentation and confusion during the year (until it is corrected during the year-end audit)
- Some accounting systems rely on the rigid structure of the Chart of Accounts to provide meaningful reports
- In some systems, there are added features which allow for further analysis of transactions according to different parameters (e.g. in MYOB it is possible to use ‘Job Codes’ to group transactions according to events or programs)

DEBTORS AND CREDITORS
An integral part of financial management, particularly cash flow, is the careful review and analysis of amounts which are owed by other organisations to your Club/Branch (debtors), and amounts which you owe others (creditors). The accurate recording and management of debtors and creditors is important because:
- You need to be able to determine and promptly follow up amounts which are owed to you, and to provide details when requested.
- Efficient management of the timing of receipts and payments can have a positive impact on your organisation’s results. Conversely, if outstanding accounts are not followed up promptly, they represent funds which are not available for your use in carrying out your activities
- If you use accrual accounting, you may be required to forward GST to the ATO before you have been paid by your debtor. In some cases this can have a profound adverse effect on your cashflow.
- It is a statutory obligation of the governing body to ensure that, at all times, your entity can pay its debts as and when they fall due. While management of debtors will ensure the maximum amount of funds are available, management of creditors will also provide information about the amounts owed and when they are due for payment.

An Aged Trial Balance for both debtors and creditors is the most useful means of reviewing and analysing receivables and payables. These should be printed and tabled monthly.
ASSET REGISTER
The term ‘fixed assets’ is used to describe those assets which an organisation owns, which have a useful life greater than one year, and which therefore must be carried forward in the Balance Sheet to be depreciated in subsequent years.

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

A fixed asset register is required to:
- Maintain control over and safeguard assets
- Record information for the purpose of calculating depreciation
- Comply with the Charitable Fundraising Act 1991

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

REFERENCE
- Office of Liquor, Gaming and Racing
  Best Practice Guidelines for Charitable Organisations
  (Ch10 Banking Procedures, Ch11 Expenditure)
  [website link]
6.9 GOODS & SERVICES TAX (GST)

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

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

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

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

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

For further information, please contact SLSNSW.

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

Donations and Gifts
Can be in cash or in the form of goods and/ or services. If no conditions are attached, donations are GST free.

Grants
Government grants are normally made conditional, with the recipient required to use the funds in a particular event, activity or program, and being required to provide a subsequent report to confirm this. As such, grants are normally subject to GST. At the time of introduction of GST, the Government acknowledged that most of their grants would attract GST and so grossed them up by 10% to ensure that GST registered charities were not disadvantaged.

Sponsorship
Amounts received as sponsorship are usually received in return for some form of advertising, and hence are normally subject to GST. Where sponsorships are made in the form of goods or services, then the market value of those goods or services is used to calculate GST.

Raffles and other fundraising activities
Even though a raffle results in a prize of either cash or goods (or both), it is a game of chance and so there is no material benefit conferred on the donor. The ATO has ruled that raffles held by charitable organisations are exempt from GST.

Lifesaving Training and Education
The GST Act states that the supply of a first aid or lifesaving course is GST free. Note that this includes training people in first aid, resuscitation or other similar lifesaving skills including ‘personal aquatic survival skills’, but does NOT include ‘swimming lessons’.
**Note** that the sale of manuals and lifesaving products (e.g. manikins) is not a training course, and so attracts GST. Note also that if income is received from a licensed trainer as license fees (akin to a royalty or commission), then Surf Life Saving is not providing the trainer with a course, and so the supply attracts GST.

**Fundraising Events**
If a charitable organisation conducts a fundraising event which would otherwise attract GST (e.g. a charity dinner where an attendee purchases a ticket for which he/she receives a dinner, even though part of the ticket price goes to charity), an organisation can elect to treat the event as input-taxed. This means that GST does not have to be deducted from the income. HOWEVER, GST credits from purchases cannot be claimed back. There are conditions which must be met for the event to be input-taxed. Practically speaking, the choice of whether to elect an event to be input-taxed depends on whether the event is expected to make a profit or a loss (because of the forfeiting of GST credits).

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

If an event is to be run at a loss, then there is no gain from having it input-taxed, since the benefit of being able to claim back the GST credits on the total expenses outweighs the benefit of not having to remit GST on the proceeds.

Further information can be obtained from Surf Life Saving New South Wales.

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

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

This exemption has already been used by SLSNSW is the “75% rule” for the trade-in of motor vehicles. However, it is clear that we can use this for other transactions, too. Surf Life Saving generally considers membership fees to be GST free under this rule.

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

**REFERENCE**
- Australian Taxation Office
  www.ato.gov.au
- Tax Basics for Non Profit Organisations (NAT 7966)
- Non Profit Organisations and Fundraising (NAT 13095)
6.10 REPORTING

MONTHLY REPORTING
Please refer to earlier in this section for reports recommended as the minimum financial information which should be presented to the management committee.

END OF YEAR FINANCIAL REPORTING
After the end of every year, financial statements are required to be prepared in a prescribed format, for presentation to and adoption by its members at the Annual General Meeting. This is a requirement of the Associations Incorporation Act.

It is worthwhile noting the difference between ‘annual financial statements’, (which consist of a Balance Sheet, Statement of Financial Performance and Notes) and the “Annual Statement”, which is required to be submitted to the Department of Fair Trading in New South Wales on Form 12. The Form 12 Annual Statement must be submitted within one month of the Annual General Meeting and must include a copy of the financial statements.

The OLGR also has requirements for preparing financial statements. Details of these requirements are contained in Chapter 7 of the Best Practice Guidelines.

REFERENCE
- Department of Fair Trading
  www.fairtrading.nsw.gov.au
- Office of Liquor, Gaming and Racing
  Best Practice Guidelines for Charitable Organisations
7.1 MARKETING

Marketing is the communication of an idea, concept, product or service to another audience. This includes the ‘selling’ of an idea to a committee, group of club members, sponsor, local government official, the general community or the retaining members and recruiting volunteers.

As suggested above, membership recruitment (“Join your local Club”), retention (“Good reasons to stay at XYZ SLSC”), fundraising (“Donate now so that we can keep our beaches safe this summer”), sponsorship (“ABC Real Estate – the roof over our surf lifesavers’ heads”) or authority (“Surf Life Saving, looking after the community”) are all examples of how marketing can be interpreted differently depending on the desired outcome.

However, before going to ‘market’ it is important to make sure that what you want to do is delivering on what the Club has identified as a priority or is consistent with delivering on the Club’s overall goals (e.g. as per a Business Plan).

Remember, marketing is about establishing who your customers are, what their needs are and determining how you can satisfy their needs.

The combination of community service, sport and recreation is an extremely marketable product. If marketed correctly a club has a valuable asset that would be the envy of many professional marketing departments.

However, with so many recreational options now available, it is unwise to sit back and wait until people stumble across your club or activity. You have to make them want to participate in your activity or sign up as a club member.

Marketing is not “hard sell”. It is relatively hard work that, if well planned, can be very rewarding.

MARKETING RULES

There are a number of marketing rules. You will find these rules throughout this section of the manual.

- Rule 1 – Be clear about what you want to achieve. Make sure that the end result is realistic and achievable given the available resources.
- Rule 2 – You must be able to identify the market needs; if there is no need, there is no interest.
- Rule 3 – Ensure the product you are offering is structured to satisfy the needs of your audience.
- Rule 4 – Always deliver (as a minimum) what has been promised, when, where and how it was promised.

A Marketing Plan should include:
- Analysing the needs of the affected people
- Product/program development
- Setting performance criteria
- Development of product/program delivery
- Estimating the price required and the price people are willing to pay
- Decide on best forms of promotion
- Estimating the strength of any competition

Remember, the product you are marketing is your own club or organisation or an activity of the club. It stands to reason that you must present whatever you are offering in a positive light.
WHAT SHOULD THE CLUB DO?
Each area of marketing must be broken down and considered separately as part of the club’s aims. Asking the following questions may help:
- What are the market needs that we can satisfy?
- What is our product and do the public understand it?
- Who is our target market? Who would be interested?
- What do we want to achieve? (e.g. more members, more sponsorship) Are we in for the long-haul? Marketing is not a short term fix.
- How could we best promote it to the public?
- Do we have the work force to implement our plans?
- Is our target audience likely to be interested in our location?

WHO CARRIES OUT THE MARKETING?
Marketing can be a straightforward process if you treat it as a series of stages. There is no reason why your Club could not implement its own marketing plan. It is important to be sure that everyone who is involved is clear of the steps and the particular order in which they must be done.

A team approach is recommended. This reduces stress levels and means that there is good support throughout the process. One person should be responsible for the implementation of the marketing plan. This could be the club’s President, development officer or a specifically appointed individual. This person heads a team or committee which constantly assesses the club’s marketing strategy to ensure it continues to have product/service with a related market.

THE EIGHT MARKETING STAGES
1. Defining the product/service
Before you can undertake any marketing you need to identify and know the product or service you are offering. The point is that if you can’t identify and define what it is you are marketing, it is unlikely that anyone else will be able to.

Define the product in relation to your club and its aims e.g. if want to attract new members and direct your marketing efforts too much towards the movement, more people may take up surf lifesaving, but they may join another club. Think about the particular benefits and attractions of participating in your activity in your club.

Be as specific as possible about what you have to offer. This is your “selling tool” and the basis of your marketing strategy. While your club is your main product, other products or services may be offered in association with club memberships, such as professional coaching, free uniforms, preferential booking of club facilities, safety protection, and child care, etc. Sometimes, products can be in the form of special events. Competitions, fun days and social events can be promoted through marketing campaigns. Events can also be products. Competitions, “Come ‘n’ Try” days and social events can be promoted.

Examples of the products/services are:
- Special events
- Competitions
- Patrol services
- Lifesaving equipment
- Competition equipment
- Beach reports
- Education services
- Facilities

Rule 2 - You must be able to identify the market needs. If there is no need, there is no interest.

It is through the club’s overall plan that it tries to attract sponsors, attract and retain members, develop strategies for member development, educate volunteers, educate the general public, convince local government of its worth and indicate to the members where the club is going in the future.
Through a marketing plan the elements of membership, fundraising, sponsorship, public image and volunteer recruitment are addressed. It is the needs of these markets you are looking to satisfy. In return you achieve your objectives in these areas.

2. Defining the target market
A marketing strategy will only be successful if it is aimed at the appropriate group of people. You can take the shotgun approach, load the rifle, fire it, and hope that whoever it hits will be interested enough to check out your activity. But unless you are extraordinarily lucky, you will probably end up wasting both time and money. It is much easier to target the audience or groups you want to reach and focus your program directly at them. Often, all it takes is a bit of common sense. For example, a netball club wanting to start a daytime competition would not target working men and women, rather those people who are free during the day.

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

When trying to identify the target market, consider the following list:
- Gender
- Age groups
- Single people or couples
- Family groups
- Occupation
- Ethnic groups
- Religious background
- Educational background
- Location - town or suburb
- Other leisure interests
- Time available for leisure
- Availability of money for leisure activities

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

Examples of the target market are:
- Kayak paddlers
- Swimmers
- Triathletes
- Sponsors interested in safety service
- Local businesses with an interest in the area

3. Defining the target market’s needs
Having established your target markets you now need to determine what their needs will be. Once established you will need to determine whether the products and services you intend to offer will satisfy those needs.

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

You can answer these questions yourself or amongst other club members but the best method is to ask a sample of your prospective target audience. Not only will this give you a more accurate response but it can be the beginning of establishing a rapport with the audience.
Once the target audience’s needs are clear, the club needs to have another look at its products/services to see if they satisfy those needs in their current form. It may be that they need to be altered somewhat to ensure their attractiveness to that audience.

Rule 3 - Ensure the product you are offering is structured to satisfy the needs of your audience.

4. Establishing required return on investment
As already mentioned your club will be required to put considerable effort into the marketing program. The effort the club contributes to this area will mean less time to do other things around the club. The club may have to decide which of the two efforts is the most valuable if it cannot sustain all programs. When making this assessment, everyone must be realistic about the possible end result. Another cost may be the alteration to a program or service to suit an external audience. Is the return going to make the alteration worth instigating?

If the decision is made to proceed with the marketing effort the next decision is to determine the required return to the club. If the club is to make the effort, what can it realistically expect in return? Is this return satisfactory?

Be realistic about the price you charge. Make sure the price you charge is acceptable to the audience.

Examples of return on investment:
- Number of new members
- Funds to buy new equipment
- Higher profile in the local community

5. Setting objectives
Following on from point four, you must have a clear idea of what you are trying to achieve through marketing. At this stage the marketing team must establish the club’s objectives. These objectives are based upon the previously established required rate of return. They should become a clear and concise statement of the desired end results.

These should be promulgated to all club members to ensure their support and confidence. Through greater awareness of the objectives others not involved with the marketing team may be motivated to help in some way.

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

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

6. Developing the marketing strategies
When your objectives are clear, it is time to develop marketing strategies. These are a series of steps or actions which the club is required to take to achieve its objectives.

Don’t forget to consider the price of your “product” or service as it should be in line with what your target group can afford to spend. What are the issues that will influence your group’s participation?

Remember, you need to be able to reach your target audience so be aware of where they live, where they shop, what they read, what they listen to and if and where they work. The key is to work out what is important to each group and tailor your plan of action accordingly.
Your step by step strategy might take the following sequence:
- Gain the attention of the audience
- Ensure they are interested by referring to their needs
- Demonstrate to them how you can satisfy their needs
- Encourage them to take action to satisfy their needs

Examples of Strategies:
- Deliver information through city councils, local sport centres or shops
- Meet with promotions manager to explain product benefits
- Run a rescue demonstration at the local swimming carnival
- Write regular columns for the local newspaper

7. Compiling the marketing plan
Once you have worked out your marketing strategy, you should prepare a marketing plan that outlines the steps you intend taking to implement the strategy.

The marketing plan is simply a written document outlining what you intend to do. This plan will present a summary of your marketing objectives, a description of your target market and of the product/service you are selling to this market and finally the method by which you intend targeting this market. The club’s administrators can refer to it regularly to ensure the club is meeting its objectives.

Examples of the Product/service:
- Product/Service: After hours call out rescue service
- Target market: Non-working persons, local residents, healthy adults etc
- Objective: To provide an out of hours rescue service to the local coastal community within two years
- Strategies: create awareness through local newspaper articles; seek local emergency; services support; find out how other clubs have set up such a service

For larger clubs or large scale projects you will probably need to compile a more detailed document.

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

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

Remember, not only can these satisfied customers come back for more, they can also encourage others to do the same.

It is also useful to write a report on the success or otherwise of the stages of the program to assist with the future evaluation and fine tuning. If suitable these reports should be made available to appropriate supporters.
EXAMPLE MARKETING PLAN
The following marketing plan outline has been designed to cover all situations and questions. You may like to use it as a guideline:

Executive Summary
This is the overview of the marketing plan which serves as a summary for club executives and members. It serves as an introduction to your marketing strategy but is always written last. It should be short, concise and focus on the highlights of the plan. As a general rule, the summary should fit on one page (two at the very most), if it is any longer, it is not a summary.

Situational analysis
This determines your club’s position within the current environment. It should include a three-way analysis:
- **The market situation** – the size/prominence of your club in relation to others, the number of clubs in competition, the potential for enlarging the club, the stability or changing nature of the recreation market in your area).
- **Internal analysis** – assessment of your club’s strengths and weaknesses
- **External analysis** – potential opportunities and threats to your club, why your club has the competitive advantage or how it can develop one). Also commonly referred to as SWOT analysis, identifying strengths, weaknesses, opportunities and threats.

Objectives
Are they compatible with your club’s mission? Objectives should match your funds, resources and abilities. Work out how your success can be measured. Establish a deadline for meeting these objectives.

Target markets
The group/s you are aiming to reach. Assess whether your product or service meets the needs of your target market. Consider whether the target market has changed in recent times and in what way. Is there potential for expansion? Consider the best methods of reaching this group.

Strategy and the marketing mix
This is simply an outline of your strategy for implementing the plan.

Consider how this marketing plan differs from the most recent plan your club has used. Why are these changes necessary?

Action program
Consider each component of your marketing mix in detail. Look at the history of each, the current situation and likely future trends. Assess your competition and think about any changes/modifications you may have to make in the future. Work out a test marketing process for your product.
- Product/service
- Pricing
- Distribution
- Promotion

Budgets, controls and accountability
Developing and implementing a marketing and promotion strategy will require financial outlay. You should ensure that this plan is incorporated into the club’s annual budget. Once completed the marketing plan will become an invaluable resource for the club. It can be used in the form of a prospectus that is given to potential sponsors, government departments when seeking grants and to potential new members.

*Rule 4* - Always deliver (as a minimum) what has been promised, when, where, and how it was promised.
SPECIALIST ASSISTANCE
Check to see if any club members, their families and/or friends are employed in the marketing area and if they might be willing to assist.

Other free sources of help may be administrators or officials of clubs similar to your own. They will have faced, and dealt with, similar problems in the past and may be quite willing to pass on what they have learned. Public relations companies, marketing and advertising agencies, design specialists and market researchers may also be able to help. However, there is often a hefty price tag attached to these services.

Some TAFE colleges or Institutes of Technology may also offer courses in this area.
7.2 SPONSORSHIP

First of all, sponsorship is not a hand-out. It is a business arrangement that must
fulfil specific corporate marketing objectives and provide a return on investment that
can be measured. It is a business deal based on a win/win philosophy, giving value
for both parties. Once the business deal has been struck, it is your responsibility to
follow through and deliver what you have promised.

Sponsorship plays an important role in the marketing and promotion of our organisation. The good
news is that sponsorship, as part of the marketing mix, is growing. While this means that more
companies are sponsoring more things, the marketplace has become very competitive. It is only
those proposals with the best product and the most attractive benefits which will win the race for the
 corporate dollar.

The keynote to sponsorship success is marketing synergy. Companies today are saying, ‘Show
me how you can deliver business to me and I’ll buy’. The task is to create an activity that meets the
needs of sponsors, that drives business and that delivers more value to the customer.

Events must be dynamic, beat the clutter and meet business objectives.

WHY DO COMPANIES GET INVOLVED IN SPONSORSHIP?

Enhanced image/public awareness
Association with a high quality event can enhance a company’s public image and is a good way for a
new company in the community to get exposure.

Publicity
Sponsors often benefit from complimentary media and publicity.

Improved customer relations
Sponsorship allows sponsors to ‘add value’ to relationships with their customers. This can be in the
form of free tickets or sponsorship of a free special event for the entire community.

Sale of product or services at the event
Special events can provide a venue for trialling or selling a product or service. Sales promotions such
as redeemable coupons or sales brochures can also be distributed at an event.

Increased employee morale
Sponsorship of an event can include an opportunity for a company to provide certain perks for
employees, such as free tickets, and an opportunity to host VIP guests. Company employees may
even become involved in the event as volunteers.

Opportunity to be seen as a good corporate citizen
More and more companies are investing in their local communities to enhance their profile and
because they want to give something back to the community in which they operate.

Economic development
Most companies understand that a healthy community is good for business. A well-run special event
can contribute to the quality of life in a community and provide flow-on economic benefits.
WHAT DO SPONSORS SEEK?
Today, sponsors are seeking more than just some free tickets and t-shirts. Increasingly, they are seeking to ‘own’ an event or activity and be perceived as an integral part of it, through a long-term association. This is not an attempt at a take-over; it is in response to the increasing communications and sponsorship clutter that is growing in the marketplace.

WHAT ACTIVITIES ARE MOST SPONSORABLE?
- Major events and competitions
- Top teams
- Development programs

Buildings, individuals and administration activities are the least favoured sponsorable activities, as they are not really newsworthy or exciting. The exception for this is major naming rights to an entire sports pavilion or building. Generally these activities are better used as the goal of a fundraising campaign.

HOW DOES MY CLUB SECURE SPONSORSHIP?
There is no easy path to attaining the goal of successful sponsorship. You and your club must be prepared to invest a great deal of time and energy, but persistence, thoroughness and professionalism will pay off.

Soliciting a corporate sponsor is a systematic process:
1. Evaluate the program or event
2. Develop a sponsorship plan
3. Define the sponsor opportunities
4. Identify potential sponsors
5. Research potential sponsors
6. Prepare the sponsorship proposal and present
7. Follow up on the proposal
8. Sign a formal agreement

The time required to complete these steps and the formality with which they are conducted will vary considerably but this basic plan of action will work in almost any situation.

Lead time is critical. Most sponsors will want 12 months lead time to successfully plan and budget for a partnership, although regional offices or branches will usually have a discretionary budget for smaller sponsorships, requiring less lead time.

EVALUATE THE PROGRAM/EVENT
Before beginning the search for a sponsor, take a long, hard, objective look at the event or program. Is it a quality event? Is it well planned? Is it new, creative, exciting, or fun? Are there any existing or aspiring stars involved? Who will attend? Will it attract media coverage? In other words, is it a ‘sponsorable’ event? How could a sponsor or number of sponsors enhance the event? What is needed for the event in terms of money, supplies, services, volunteers and so on? Could one sponsor provide all these things or is there room for several sponsors? (If so, avoid conflicts with other sponsors of your sport at a national level or other regions in the same category).

DEFINE SPONSOR OPPORTUNITIES
Once you have determined that the event is sponsorable and have prepared a sponsorship plan, you will need to develop a package of tangible sponsor benefits. Try to ascribe a dollar value to certain things if you can, such as the equivalent value of paid advertising your event would be worth.
Be aware of what sponsors seek. For instance:

- Is there opportunity for the sponsor to promote the company’s product or service at the event?
- Maybe the potential sponsor’s top priority is exposure.
- Will the event receive media coverage?
- Where and how much?
- What other exposure could they get: t-shirts, tickets, banners, signage, posters, fliers and other printed material could include the sponsor’s logo?
- How else can you add value and extend the event?
- Is category (industry sector) exclusivity desirable?

Is there an opportunity for the corporate sponsor’s employees to get involved in the event? A large corporation may be a prime source of volunteers, and company involvement could be good for employee morale.

IDENTIFY POTENTIAL SPONSORS
Who should you approach for sponsorship? Should it be a small local business or a national corporation, a radio station or a bank, an insurance agency or a small local store?

Every company you do business with is a potential sponsor for some event but not every company is a potential sponsor for every event. Much time and energy can be wasted by preparing a sponsorship proposal and sending it out randomly in the hope that someone will be interested. It is more productive to identify a list of companies that ‘fit’ the event and the sponsorship, and solicit from that list.

Be careful that the sponsors aren’t in competition with each other, e.g. asking KFC and McDonalds or Coca Cola and Pepsi to sponsor an event together is a bad move.

Consider the type and size of the event:
- Who is the target audience and what do you know about them?
- At what time of the year is the event to be held?
- What is the estimated attendance?
- What opportunities exist for sponsor exposure and involvement?
- What opportunities are there for marketing extensions, such as access to your membership base? (Beware of the restraints of the Privacy Act)

What is needed from the sponsor? Don’t overlook sponsorship by way of in-kind products and services (like travel). It can be just as valuable as cash if it off-sets your costs.

With these questions in mind, you should be able to compile a list of companies that appear to ‘fit’ the event based on their own target markets and company objectives.

RESEARCH THE POTENTIAL SPONSOR
Before approaching a potential sponsor, it is wise to conduct a little research to learn more about their business:
- What is their company philosophy?
- Do they have a sponsorship budget?
- When is their budget established?
- What types of events have they sponsored in the past?
- Have they been in the news lately?
- Look at trends in the potential sponsor’s industry.
- Who buys and uses their product or service?
- What is their advertising strategy?
- What are their corporate goals in terms of image enhancement, publicity, customer relations and economic development?
- Who makes sponsorship decisions?
Major corporations receive hundreds of requests for sponsorships every year. The sponsor seeker who has taken the time to gather more specific information about a potential sponsor will have an advantage over others competing for limited amount of sponsorship resources.

If the company is local, the task will probably be simpler. You might require more time and energy, however, to gather facts about a large national corporation. Contact them and ask for a copy of their annual report or refer to the relevant person in charge of sponsorship.

Network thoroughly, especially at a local level. Get to know your local business people and ask about their sponsorship policies in informal gatherings.

Remember the old adage: if you want money, ask for advice; and if you want advice, ask for money!

**SPONSORSHIP PROPOSAL**

You should now have enough information and ideas to prepare a sponsorship package for each potential sponsor. The event may be suited to one exclusive sponsor or any number of co-sponsors, in-kind sponsors or media sponsors. You should develop a sponsorship package for each desired sponsor and write a formal sponsorship proposal. Keep it brief - no more than five to six pages. Remember, the purpose of a proposal is twofold: to avoid a ‘no’ and to secure a meeting. There is no such thing as a perfect proposal, but the following format works:

**Executive Summary.**

An executive summary at the front of the proposal should briefly describe the program or event, the sponsor opportunities or benefits, the sponsor investment and when a decision is needed.

**Introduction.**

If the company is unfamiliar with your organisation, a simple introduction may be necessary. You might also give some background about the event, how it came about and the key players or ‘stars’.

**Description of the Event.**

The event should be described in detail, including the date, time, location, past attendance figures and target audience. State your goals for the event. Include information from past events, including news clippings.

**Sponsorship Investment.**

This section should include a detailed outline of what you are requesting of the sponsor - cash, product, prizes, advertising/promotion, services or expertise. Always include a price. Make it realistic to cover your costs and to make a profit, bearing in mind that what you ask from the sponsor must be relative to the value of the benefits you are offering. Never undersell and risk running at a loss. It is better not to proceed with your event.

**Sponsor Benefits.**

Clearly outline all sponsor opportunities and benefits. Include intangible benefits such as enhanced image or increased public awareness. Wherever possible, quantify the returns.

**Deadline for Decision.**

Clearly state the deadline for the company’s final response and your own contact details. Expect a response within 10 days or follow up yourself by phone. Offer to meet and discuss the proposition.

**Appendices.**

Include support materials such as your sponsorship plan and brief budget, letters of support or recommendation, newspaper clippings, photos, or past event programs; anything that you think might enhance your proposal.

The proposal should state clearly the type of sponsorship. Is it an exclusive sponsorship of an event? In order to make a wise business decision, the company may need to know what other types of corporate involvement you are planning.
SLSNSW has a range of photographic resources and template designs that could assist in making our proposal stand out from the crowd. Contact State Centre’s marketing team for a copy of the SLSNSW Brand Guidelines or download from the SLSNSW website.

Remember:
- All sponsors need time to review proposals and make decisions. Allow plenty of lead time (three to twelve months depending on the event).
- The proposal you may eventually sign up will probably be different from the one you went in with. State clearly that you are prepared to be flexible to accommodate their specific marketing needs.
- The content and appearance of the proposal is of utmost importance, but don’t go overboard. A proposal that stands out has a better chance of being read and not just put in the decline heap. Today’s technology makes it easy to produce professional looking documents for minimal cost.
- Proposals for exclusive sponsorship should never be sent to two companies at the same time (especially in the same industry)! What if they both accept? Word gets around and your club and proposal risks being devalued.
- If you are rejected, try not to be discouraged - find out why and keep trying.

THE FIVE ESSENTIALS OF SPONSORSHIP PROPOSALS
1. Proposal must show value for money
2. Proposal must give consideration to the target company’s philosophies and objectives
3. Proposal must be detailed, accurate and comprehensive
4. Proposal should look as good as possible without going overboard
5. Amount of money required must be within realistic guidelines

There is an element of good luck involved in securing sponsorship - finding the right window of opportunity with the right company at the right time. In the long run, persistence, professionalism and a genuine desire to make that sponsor part of your team will pay off.

SPONSORSHIP AGREEMENT
Once terms have been agreed, they should be acknowledged in some way by both parties. This can be as simple as a letter of intent for small sponsorships. For anything over say $5,000, a written document spelling out exactly what is expected of both parties is recommended.

KEEPING YOUR SPONSOR
Securing a sponsor is only the start. Event sponsors add another dimension of responsibility to the organisation planning the event. Additional effort is required to coordinate the sponsor functions and the sponsor becomes a second ‘audience’ that must be satisfied with the event.

Much time and effort can be saved in planning future events if you can develop an ongoing relationship with the event sponsors. Keeping sponsors is as important as finding them. Follow every event immediately with a thorough evaluation, quantifying the benefits and including copies of any print coverage. Mementos such as t-shirts, photos or a video of the event are an inexpensive touch that sponsors really appreciate.

Never think that because your sponsors are commercial they are out to exploit you. They have decided to be your sponsorship partner because you represent good value and a means of communicating their messages to your target audience. Always remember that you and your sponsors are living and working in the same community. You have a lot to offer each other.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving New South Wales
  Brand Guidelines v1.0 (2006)
7.3 FUNDRAISING

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

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

This includes the type of fundraising activity undertaken, the manner in which it is carried out, receipting and reporting. An overview of all these can be found in the document Sweet Charity published by the Office of Charities, a division of the Department of Liquor, Gaming & Racing.

Further details are contained in the Best Practice Guidelines, also published by the Office of Charities, copies of which can be ordered through their website or downloaded free of charge.

IS IT A DONATION, RAFFLE OR SPONSORSHIP?
It is important to understand the distinction between a donation and funds received through a raffle or a sponsorship.

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

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

- Establish how much money is needed.
- Understand exactly what the money is needed for. Why is it a good cause? Why is it different to or more important than, other fundraising causes?
- Make sure the project outlined to potential donors will fill a need.
- Set up a group of enthusiastic, well-informed and influential fundraisers who are prepared to offer their time, energy and money. Prepare them to answer all questions potential donors may pose. These people are the public face of the club in a campaign where promotion and public relations play a key part in the success of the project. Enthusiastic askers breed contented givers.
- People from within the club are preferable to the employment of a professional fundraiser although it may be worthwhile to seek professional advice regarding your overall fundraising strategy. A team of people is more effective than an individual.
- Identify potential donors. Studies have shown only 10 per cent of people are givers. Don’t waste time on the other 90 per cent.
Potential givers fall into three categories:
- Those automatically interested - members, supporters, parents.
- A group with natural links to the club - equipment suppliers, other groups who share the same facilities.
- Those in the community who might see some benefit in the project or use the beach during in the year.

PLANNING AND FINE TUNING
Analyze the donor list. Decide on your approach. Choose askers carefully - having the right people on the job is vital. Askers should be from the same section of the community as those they are approaching. Askers set an example by being prepared to do what they ask others to do.

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

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

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

Start person-to-person asking
Accept pledges. They raise donation levels.

Put a time-span on fundraising and work intensively during that period.
This is more effective than a low-key campaign which drags on.

Reward and thank donors

Record and analyse who donated and who refused to donate
This information may be useful in coming years.

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

HOW SURF LIFE SAVING NEW SOUTH WALES CAN HELP
SLSNSW has developed a number of resources and programs that have been designed to provide Clubs and Branches with the essential tools to raise money for themselves. These include:
- SLSNSW Club Raffle Program – selling raffle tickets as a part of SLSNSW Raffle Program that sees 60% of all sales retained by the Club and the remaining 40% remitted to the consolidated SLSNSW fund from which printing, prizes and other related expenses are funded. SLSNSW provides all posters, tickets, tags, prizes and promotion so that all a Club has to do is sell tickets to start raising funds. Contact the Fundraising Manager at SLSNSW for more details
- Proposal templates for applications to philanthropic trusts
- Special event project plan to enable a Club or Branch to conduct a corporate golf day, or other activities

REFERENCE
- Office of Liquor, Gaming and Racing
  www.olgr.nsw.gov.au
- Office of Liquor, Gaming and Racing
  Best Practice Guidelines for Charitable Organisations
- Office of Liquor, Gaming and Racing, Office of Charities
  Sweet Charity
8.1 MEDIA OPERATIONS

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

APPOINTING A MEDIA OFFICER

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

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

Club Media Officers can at any time contact the Surf Life Saving New South Wales Media & Communications Officer for advice on media issues, and should always keep the state office informed of sensitive issues so as to ensure effective management of the situation.

MEDIA RESPONSIBILITIES

There are Media Officers at Club, Branch, State and National levels in the surf lifesaving movement, and each has a certain role to play in dealing with the media. In order to ensure the right person is conveying the right message, it is important all Media Officers keep to their responsibilities and don’t cross into the areas of other Media Officers. This is important not only internally, but also for the media who will know who to contact in regards to story opportunities.

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

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

Any issue which is relevant across multiple regions within the state/country will be dealt with on a state/national level by the State Media Officer or the National Communications Manager. If in doubt about any media issue, in the first instance the State Media Officer should be contacted.
Section 8 MEDIA

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

<table>
<thead>
<tr>
<th>Local Media Contact</th>
<th>Media Spokesperson</th>
<th>Also Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Club promotions, beach visitations, fundraising, sponsorship, Nippers, Open Days, Membership, etc</td>
<td>Club Media Officer or Club President</td>
<td>Branch Media Officer and/or Branch President</td>
</tr>
<tr>
<td>Branch events, carnivals, AGMs, sponsorships, major rescues or drownings</td>
<td>Branch Duty Officer (lifesaving incidents), Branch Media Officer/President (other issues) or SLSNSW Support Officer (when relevant)</td>
<td>SLSNSW Media Officer</td>
</tr>
<tr>
<td>Political issues, or Issues/events which are relevant across regions/Branches</td>
<td>SLSNSW Media &amp; Communications Officer</td>
<td>SLSA Communications Manager</td>
</tr>
<tr>
<td></td>
<td>SLSNSW Media Officer or appointed spokesperson</td>
<td></td>
</tr>
</tbody>
</table>

MEDIA CONTACTS

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

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

DEALING WITH THE MEDIA

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

Essentially, we need to be open and honest with the media, without providing information we are not able to discuss or would be detrimental to the movement. For good examples of only giving the facts to the media and not embellishing, take note of television news stories when comment is given from police on incidents. They are more often than not straight to the point, and don’t exaggerate the story nor give personal opinions.

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

Media will need to deal with Duty Officers in relation to major incidents which are referred to later in this section.
PRESENTATION
Importantly, spokespeople should always be well-presented when fronting the media. You will notice that if a senior SLSA or Surf Life Saving New South Wales official appears on camera or for a press photograph, they will either be in a suit, or in an appropriate shirt with state or national branding. Similarly, club and spokespeople should wear official club shirts when speaking about club issues, while full lifesaving attire with sponsor branding (in accordance with SLSA policy) should be worn by lifesavers speaking about lifesaving incidents.

Remember, when fronting the media for photographic or television opportunities, these are some of the few occasions the sponsors of surf lifesaving at club, branch, state and national level get exposure which is more widespread than just on the sand. One of the main reasons DHL recently signed another three year deal with SLSA was because of increased media cut-through. Exposure in news and positive lifesaving stories increase this exposure which not only raises the profile of the movement, but also pleases current sponsors and impresses potential sponsors.

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

Even if the facts are against the movement, always just give the cold facts. For example, even if someone has drowned in a patrol area, the media should be told that “as soon as lifesavers became aware” that a person was in trouble, they reacted. (Remember however, that media interaction regarding major incidents should be handled by the Branch Duty Officer as referred to later in this section, as well as the SLSNSW Standard Operating Procedures – Beach Patrols Section C LS11.1).

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

In other instances, refer them onto the relative authority that should be able to help them. For example, if you don’t know where a resuscitated patient was taken by the Rescue Helicopter, let the journalist know that they would be best speaking to the Rescue Helicopter to find out. Remember, they’re journalists – they can track things down when they need to.

REFERENCE
- Surf Life Saving New South Wales
  Club and Branch Media Guide v1.0 October 2006
  www.surflifesaving.com.au
- Surf Life Saving New South Wales
  Standard Operating Procedures (Lifesaving Services) Section C LS11.1
  www.surflifesaving.com.au
- Surf Life Saving Australia
  Policy 1.5 – Patrol Uniforms
  www.slsa.com.au
8.2 MEDIA RELEASES

A media release is a written communication designed to inform the media about something on which you would like them to report. It is the most common form or getting a message to the media and the wider community, and it is certainly the easiest and the best.

PREPARATION

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

HEADLINE

The headline should be no longer than ten words where possible. Ensure it is to-the-point and informative. The headline in a press release does not need to be witty, funny or full of alliteration; that is up to the newspaper sub-editor. The headline on a press release should be a straight up summary of what the whole release is about; e.g. “Surf patrol season kicks off this Saturday”.

STRUCTURE AND CONTENT

When compiling the release, use the inverted pyramid philosophy:

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Most important facts  Top of release

Least important facts  Bottom of release
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The most important part of your release is the opening sentence/paragraph. If you do not say something newsworthy here you are unlikely to get a journalist to read the rest of the release. Your opening paragraph should contain the who, what, when, where, why and how, with the rest of the release providing more depth; e.g. “Volunteer surf lifesavers in New South Wales will mark the beginning of the 2006/07 season at the ‘Raising of the Flags’ ceremony at Coogee Beach this Saturday.” After this, you can add more depth to the opening statement with a few more sentences on the facts behind the story.

Where possible, keep your release to a page in length. Anything which is too long will simply be discarded. If needed, provide extra information in the form of a fact sheet, or refer them to a website where they can get more information.
FINISHING THE RELEASE
Always include contact information at the bottom of your release, so journalists can either get more information from you, or stay in contact with you in the lead-up to or at an event. Where possible, two contact numbers should be made available. If you are taking up almost a full page, it is often good to centre the word “ends” in the middle of the page to ensure the journalist doesn’t go looking for a non-existent next page.

PHOTOGRAPHY
Sometimes you will have an increased chance of securing print press if you are able to provide images. Sending out high-resolution photographs (at least 300 dpi) will slow down a lot of computers, however if you can include in your press release that print-quality images are available, some organisations will take you up on the offer.

DISTRIBUTION AND FOLLOW-UP
Once you have sent the press release via email or fax, you can follow up with a phone call to see if the media would like to do an interview or require any more information. Don’t just simply ask if they’ve received the release, and don’t pester them on the issue as if you hassle journalists and editors, a bad image will be in their mind before they have even seen the release.

While it may seem daunting at first, as long as you’re not sending out press releases every second day, journalists and editors will get to know you very quickly and will be honest and up front as to whether they will run with a story surrounding your release or not. Once again, this comes back to making sure the release you are putting out is newsworthy. This decision in the first instance will ultimately determine whether or not journalists will want to follow up the release with a story.

REFERENCE
• Surf Life Saving New South Wales
  Club and Branch Media Guide v1.0 October 2006
  www.surflifesaving.com.au
8.3 INCIDENT MEDIA MANAGEMENT

When major incidents occur, it is not up to the Club Media Officer to comment publicly unless instructed to do so by the appropriate spokespeople at higher levels.

The most important aspect of media operations in surf lifesaving is determining who deals with the media in relation to lifesaving incidents. Before 2006 there had been no formal protocols in place, meaning that at times anyone would comment on a rescue or drowning, or, as often happened, spokespeople did not find out until they received a call from the media. This has been changed with protocols put in place through the SLSNSW Lifesaving Services Standard Operating Procedures.

When a serious incident occurs, the Patrol Captain should direct the media to the Branch Duty Officer who will collect as much information as possible about the event, and inform the State Duty Officer. The Branch Duty Officer, or someone appointed by the Branch Duty Officer, will be the only person to comment on a major incident.

If in any doubt about media protocols in relation to a lifesaving event, always refer the enquiry to the Branch Duty Officer, who in consultation with the State Duty Officer and/or State Media Officer, will determine the appropriate method of responding to the media.

Also, do not be afraid to refer the media onto other agencies or authorities involved in an incident, such as the Police, who in many situations are in a better position to comment than surf lifesaving personnel.

REFERENCE

- Surf Life Saving New South Wales
  Club and Branch Media Guide v1.0 October 2006
  www.surflifesaving.com.au
- Surf Life Saving New South Wales
  Standard Operating Procedures (Lifesaving Services) Section C LS11.1
  www.surflifesaving.com.au
Section 9

MEMBER SERVICES
9.1 MEMBER SERVICES STRUCTURE

SLSA STRUCTURE
SLSA has a Director of Development and a Board of Development that has the National Youth Development Committee as a Sub-Committee. These are supported by staff employed by SLSA.

SLSNSW STRUCTURE
The New South Wales Director of Member Services is a member of the SLSNSW Executive Committee, which reports to the State Council and sits on the National Youth Development Committee. The Director of Member Services is supported by the Member Services Adviser. These are supported by staff employed by SLSNSW.

CLUB AND BRANCH STRUCTURE
Every Club and Branch has their own Member Services structure. The organisational structure, election of office bearers, reporting method and meeting procedure will be detailed in the Club and Branch constitution respectively.

MEETINGS
A NSW Member Services meeting is conducted annually, where a representative from each Branch is invited to attend. Items are invited to be placed on the agenda prior to this date. Recommendations may be made by contacting the relevant Member Services Representative at Club or Branch. These recommendations may then progress to State and National Boards.

REPORTING
Member Services makes it a priority to communicate pertinent issues to Branch Representatives and Clubs. The form of communication utilised is generally in the form of circulars, memos and emails.

It is recommended that Clubs and Branches develop a model of reporting, that is tailored to meet both the members and clubs needs. It is important that the model of communication implemented conforms to club policy and procedures and involves the Board, Committee and other relevant parties.

CORE COMPONENTS
- Membership recruitment, retention, management and trends
- Membership development
- Membership recognition
9.2 MEMBERSHIP CATEGORIES

Membership categories for Surf Life Saving include people aged five and over with varying privileges and responsibilities applicable to different groups.

It is important to note that competition age groups may vary and should be referenced in the Surf Sports Manual, 32nd Edition.

JUNIOR ACTIVITIES MEMBERSHIP

- A Junior Activity Member is a person who shall be a minimum age of five (5) years up to a maximum age of 13 years and such persons shall be required to gain the relevant Surf Education Certificate for that person’s age group.

CADET MEMBERSHIP

- A Cadet Member shall be a member of the age qualification as defined in SLSA’s Manual, who has obtained the Surf Life Saving Certificate or has passed an annual proficiency test.

ACTIVE MEMBERSHIP

An Active Member shall:
- Be a SLSA Bronze Medallion holder
- Fulfil patrol and club obligations, as determined by SLSA and the member’s Club Constitution
- Qualify in an annual proficiency test unless the member has obtained their Bronze Medallion in that season

RESERVE ACTIVE MEMBERSHIP

- Reserve Active Membership may be granted by a club to Active Members who have satisfactorily completed (from the gaining of the Bronze Medallion) at least eight (8) years of patrol and club obligations as determined by SLSA and the Club Constitution. Reserve Active Membership shall not be automatic, but shall be granted by resolution of the appropriate club body.
- Reserve Active Membership shall perform a minimum of patrols in each club where they hold Reserve Active Membership, as required by SLSA and further patrol duties at the discretion of the Club’s management.
- Reserve active members shall complete the annual proficiency test.

NOTE: Reserve Active Membership may be granted, under exceptional circumstances to active members irrespective of years of service.

GENERAL MEMBERSHIP

- General Membership may be granted by a club to persons who may or may not hold an SLSA award
- General Members shall not have affiliated club voting rights unless elected to office or position which is provided with voting rights by the relevant Club Constitution.
- General Members shall have privileges as determined by the respective State Centres

LONG SERVICE MEMBERSHIP

- Long Service Membership may be granted by a Club to members who have completed ten (10) years active service or to members who have completed eight (8) years active service plus four (4) years reserve active service.
- Such members may be exempt from all patrol obligations and may be granted other special privileges of membership as provided in their Club Constitutions.
- Should such members join another affiliated club the receiving club shall determine if the member’s Long Service shall be recognised.
AWARD MEMBERSHIP
• Award Membership may be granted by a club to persons who hold an SLSA award of one or more of the following qualifications: Surf Rescue Certificate, Radio Award/s, Resuscitation Certificate, Advanced Resuscitation Certificate or First Aid Certificate (or equivalent)
• Such members may be called upon to perform patrol and/or other club obligations within the ability of their qualifications

ASSOCIATE MEMBERSHIP
• Associate Membership may be granted by a club to persons who may or may not hold an SLSA award
• Associate Members shall not have affiliated club voting rights unless elected to office or position, which is provided with voting rights by the relevant Club constitution
• Associate Members shall have a joining and/or annual membership fee substantially greater than fees for other categories of membership

HONORARY MEMBERSHIP
• Honorary Membership may be granted by a club to persons who may or may not hold on SLSA award.

LIFE MEMBERSHIP
• Life Membership of a club may be granted by that club to members who have rendered distinguished or special service as provided for in that Club’s Constitution and is relevant to that club only. Note: SLSA Life Membership is governed by Regulation 5.5.

PAST ACTIVE MEMBERSHIP
• Past Active Membership may be granted by a club to persons who have held an SLSA Bronze Medallion and been an active patrol member for a minimum of three (3) years
• Past Active Members may have club voting rights at the discretion of the affiliated surf lifesaving club

VOTING RIGHTS
• Membership Voting Rights of affiliated clubs shall be limited to Active, Reserve Active, Long Service and Life Members according to SLSA regulations (this may vary according to individual clubs regulations).

DUAL MEMBERSHIP
In relation to dual or multi-club membership the following shall apply:
• Any member of a club may be admitted as a member of another club or clubs, providing such member has a clearance as provided for in ‘Clearances’ (Regulation 7.10)
• Any competing member shall not participate in any interclub competition as a representative of more than one club during any one competition season unless and until their competitive rights have been transferred as provided for in ‘Competitive Rights Transfer’ (Regulation 7.8)
• Any competing member who is a member of more than one club shall be entitled to compete in club events of all such clubs

REFERENCE
• Surf Life Saving Australia
www.slsa.com.au
• Surf Life Saving Australia
www.slsa.com.au
9.3 MEMBERSHIP FORMS

The Membership Form must be completed and signed by all members at the beginning of each season whether joining, renewing or transferring membership.

MEMBERSHIP RENEWAL FORMS

Membership Renewal Forms are easily produced in the reports section of SurfGuard. The membership form with the members current details included is produced. This increases efficiency for members in updating their own details and in updating member details on SurfGuard.

MEMBERSHIP FORMS

Membership Forms are available from the Surf Life Saving Australia website.

Important points relating to the Membership Form

- The membership form must be completed and signed annually
- The membership form should be submitted with the appropriate membership fees to ensure all members are financial
- Financial members are covered by Surf Life Saving New South Wales Insurance and WorkCover
- All member details must be entered into SurfGuard
- The quality of information collected and entry into SurfGuard is important as it allows all levels of our association to operate more efficiently and make decisions based on accurate data
- The correct completion and entering of membership details into SurfGuard ensures that the individual is recognised as a member and is entitled to member benefits and insurance coverage
- Working with Children Check forms should also be completed and submitted at the same time as the Membership Form (see Child Protection Legislation)

NEW MEMBERS

When new members join it is important that they are introduced to:

- Surf Life Saving Policies and Procedures
- Code of Conduct
- Specific areas of the Surf Life Saving Club

REFERENCE

- SurfGuard
  www.surfguard.slsa.asn.au
- Surf Life Saving Australia
  www.slsa.com.au
9.4 MEMBERSHIP TRANSFER

A Clearance/Transfer is used to transfer member records to their next club and is applicable to all members. Until the clearance/transfer process is completed, a persons membership will remain with the original club, irrespective of whether they have been absent from their original club for a long period of time. A person may be a member of as many clubs as they wish, but may only compete for one club.

REASONS FOR TRANSFER

• To leave present Club to join another Club (Full Transfer)
• To join another Club but retain membership/competitive rights at a Club that they are already a member of (Clearance/Non-Competitive Transfer)
• To remain a member of a Club but transfer their competitive rights to another Club (Competitive Transfer)

PROCESS

The process for clearance/transfer may vary among Branches. Before completing a transfer, individuals should check the process accepted. All transfers should be completed in SurfGuard however some Clubs and Branches may require a Clearance/Transfer form to be completed. This form can be accessed off the SLSA Website.

If a form is required, download the clearance/transfer form from SLSA website. Complete the relevant sections and submit to Branch for processing AND/OR initiate the transfer on SurfGuard.

REFERENCE

• Surf Life Saving Australia
  SLSA Regulations and Clearance/Transfer Form
  www.slsa.com.au
• Surf Life Saving New South Wales
  The Rules (1995)
  www.surflifesaving.com.au
9.5 VOLUNTEERS

Volunteers are valuable members of every Club. Finding what interests and motivates your members will help you make their experience more meaningful and satisfying, and in turn keep them interested in helping your Club. We recognise volunteers as people from the community, including parents, young people, school students and more, who freely give up their time to support Club activities.

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
- Gain a new direction in life
- Give something back
- Have fun!

INDUCTION

Introducing volunteers and new members to your Club is an important aspect of their induction. To ensure the new member feels welcome and at ease, familiarise them with the following:
- Job description (outlining their role its impact on Club)
- Working with Children Check
- Introduction to other volunteers
- Administrative systems
- Emergency procedures
- Occupational Health and Safety and Workers’ Compensation
- General housekeeping of club business

RECRUITMENT

Recruitment is necessary to maintain the sustainability of a Club. Ideas for recruitment may include:
- Produce a volunteer/member information kit
- Referring to past and present members list
- Use the local and community newspaper (such as a letter to the editor, ad, or feature article)
- Community announcements on the radio
- Promote your club and its activities as part of Year 11 and 12 Physical Education and Leisure Studies
- Offer training and personal development
- Engage in community activities which showcase the benefits of becoming a surf lifesaver

RETENTION

Training is designed to teach someone about a specific task, whereas development will satisfy a volunteer’s/member’s need for personal growth or future roles and responsibilities. Training and development may be:
- Formal or informal
- Take place at the club or other premises
- Scheduled before recruitment or during service
- Take a theoretical or practical approach
- Instructor-led or self-directed
- Specific to surf lifesaving or more generalised (for example a business course not specific to the surf club)
The training and development methods adopted to further your volunteers might include workshops, guest speakers, role plays, demonstrations, self-paced learning resources, internet-based learning, audiovisual resources, conferences courses, seminars, small group exercises, discussions, mentoring and vocational courses.

Training of volunteers may effect a volunteers willingness to adopt more roles within your Club – increased confidence may motivate them to take on more roles.

It is important to remember, finding the right balance of responsibility will ensure members are not over-worked and eager to stay involved with your club.

**VALUING VOLUNTEERS**

Valuing your human resources through performance appraisals in the form of feedback and recognition is a great way of rewarding a volunteer’s work and is a useful tool to identify areas for improvement. See information on recognition for further ideas and information.

Training within Surf Life Saving may deliver a suite of skills and qualifications that may enhance employment opportunities and income.

**SUPPORTING VOLUNTEERS**

Ways of making volunteers feel supported in your club is by providing:

- A clear job description that outlines tasks, responsibilities, reporting lines and channel of communication
- A suitable and safe working environment
- Adequate briefings and guidance on tasks
- Provision of feedback
- Consideration and respect from fellow members

**EXIT INTERVIEWS**

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

**REFERENCE**

- Australian Sports Commission
  www.ausport.gov.au
9.6 RECOGNITION

Recognition stems from genuinely valuing the contributions of volunteers and members. Recognition adds to the feeling of being valued, identifying achievement and retention. Everyone deserves some form of recognition even if it is a simple thank-you for helping out.

Volunteers who feel recognised and rewarded for their efforts are more likely to be retained by their Club. Guidelines for volunteer recognition:
- Be immediate (recognise effort as soon as its given)
- Be specific (give personal recognition)
- Be consistent (recognise everyone’s characteristics)
- Be sincere (mean what you are saying)
- Be enthusiastic (having a positive attitude will encourage it in others)

Ways to recognise Volunteers may be:
- Encourage volunteer participation in team planning
- Encourage volunteer participation in planning that effects their work
- Provide training
- Give additional responsibility (when desired)
- Enable volunteers to develop skills and grow on the job
- Include volunteers in special events
- Recommend volunteers to prospective employers and provide letters of reference
- Take the time to listen to volunteers idea’s and concerns
- Recognise personal needs
- Celebrate achievements and efforts
- Keep volunteers informed via newsletter and email
- Allocate notice board space to applaud volunteer achievement and accomplishment
- Organise medals with certificates or plaques
- Celebrate National Volunteer Week

FORMAL RECOGNITION

As a means of valuing the contribution of our members a range of surf lifesaving awards targeting all levels have been developed. These include:
- **Long Service Awards** for sustained membership
- **National Patrol Service Awards** for long service to lifesaving patrols
- **Officiating Service Certificate** for long service to officiating
- **Assessing Service Certificate** for long service to assessing/examining
- **Coaching Service Certificate** for long service to coaching
- **Life Membership** distinguished service, available at Club, Branch, State and National levels
- **Meritorious Awards** for outstanding deeds of bravery performed in surf lifesaving operations
- **Commendation**, recognising exceptional rescues

SLSNSW SPECIFIC AWARDS

- **Junior Lifesaver of the Year** – recognising dedication, commitment, achievement of U14 members
- **Surf Lifesaver of the Year** – recognising excellence and commitment to patrolling
- **Volunteer of the Year** – recognising excellence and commitment to administration
- **Awards of Excellence** – recognising excellence, achievements and contributions in the following categories: Examiners, Assessor, Training Officer, Community Education Program, Competition Official, Coach, Training Officer, Event, Country Event, Masters Athlete, Athlete, Junior Athlete, Country Athlete, Outstanding Media Service, Team, Administrator and Branch
Section 9  MEMBER SERVICES

SLSA SPECIFIC AWARDS

- National Innovation Award – recognition of the development of initiatives that improve any facet of surf lifesaving in Australia
- SLSA Hall of Fame – recognising contribution of members in Lifesaving, Administration and Sport
- Lifeguard of the Year – for outstanding delivery of lifeguard services
- Club of the Year – for outstanding achievements and development
- Surf Lifesaver of the Year – NSW winner becomes a finalist
- Volunteer of the Year – NSW winner becomes a finalist
- Surf Sports Official of the Year – recognising contributions by officials
- Surf Sports Coach of the Year – recognising contributions by coaches
- Surf Sports Athlete of the Year – recognising sporting excellence

External awards that members can be nominated for include and are not limited to:

- International Lifesaving Awards
- Australian Honours
- Local Citizen Awards

REFERENCE

- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving Australia
  www.slsa.com.au
- International Lifesaving Awards
  www.ila.org/about/honourees
- Australian Honours
  www.itshonour.gov.au
9.7 MEMBER DEVELOPMENT

The development of members increases the ability of Clubs to deliver high quality services and provides opportunities for members to develop personally and professionally and to increase their value to the club and their community.

Member Services promotes the personal growth (knowledge and skills) and development of our members through the following opportunities at a variety of levels:

Branches
- U13/14 Youth Leadership Programs
- Other programs may be in existence and vary according to Branches such as Rookie programs and other Youth Activity Committees
- Duke of Edinburgh and other external programs

Surf Life Saving New South Wales
- Junior Lifesaver Development Program
- 15-17 Youth Leadership Program
- 18-25 Leadership Development Program
- Other programs may be in existence and vary according to identified needs

Surf Life Saving Australia
- National Leadership Programs (targets vary according to identified needs)
- National Forums
- National Leadership Scholarships (Sir Adrian Curlewis)
- Other programs may be in existence and vary according to identified needs

Surf lifesaving also provides members with skill development opportunities in all sectors of operations. These include:

Nippers
- Surf education
- Lifesaving skill development
- Surf sports skill development
- Social development

Lifesaving
- Patrolling lifesaver education
- First aid and emergency care education
- Powercraft education
- Radio operations education
- Helicopter awards
- Training and assessing education

Surf Sports
- Surf sports coaching education
- Surf sports officiating education
- Surf sports events at local, branch, state, national and international levels
- Surf sports team representation at club, branch, state, national and international levels
- Surf sports high performance programs

General
- Surf lifesaving conferences, seminars and forums held at all levels of the organisation.
DEVELOPMENT IN YOUR CLUB
Many Clubs take the initiative to create and implement their own development opportunities. These are a great way of meeting the requirements of your members, club, budget and time. However, it is important to create a comprehensive plan prior to its implementation.

Planning
It may be useful for your club to form an organising committee to plan effectively for your club development program. In some instances a committee may already be in place who can manage this process.

Why run a development program?
• To address a specific need that has been identified within your club i.e. team building
• To create awareness to other members, the community, branch
• To promote networking between youth, neighbouring clubs, youth and senior members

Who is the target audience?
Who will benefit from the program? Consider:
• Age groups
• Gender specific groups
• Particular groups of people (e.g. youth members of your club may benefit from networking with other neighbouring youth club members)

Timing
• When will the program occur?
• What is the programs duration? e.g. Is it a program that is every fortnight for a period of three months? Is it a one day program?

Who will run the program?
Points for consideration include:
• Will you require chaperones aged over 18 years (in the case of younger members; have they completed the relevant checks?)
• Are they appropriately qualified for the responsibilities they are adopting?
• Will they need support from others? Do they need to be qualified as well?

Budget
• Will the club fund the program?
• Will the attendees fund the program?
• Will the Branch fund the program?
• Will you require sponsorship and or fundraising?

Other points to consider
• Will you require guest speakers?
• Do you need to market your program? If so, how?
• Have you researched appropriate facilities/venues to meet your needs?
• Will you run your program with other neighbouring clubs or branches?
• Will you run your program with community groups or other organisations?

REFERENCE
• Surf Life Saving New South Wales
  www.surflifesaving.com.au
• Surf Life Saving Australia
  www.slsa.com.au
9.8 ON THE SAME WAVE

On the Same Wave started in 2006 as a partnership between the Department of Immigration and Citizenship, Sutherland Shire Council and Surf Life Saving.

On the Same Wave aims to provide support to young Australians of all backgrounds, particularly young Australians of Middle Eastern background to engage Surf Life Saving around Australia. It also aims to increase surf safety awareness, mutual cultural awareness in addition to Surf Life Saving’s openness and responsiveness to cultural diversity eventually leading to increased diversity within clubs.

In the initial year the partnership was a success with over 2500 individuals benefiting from engagement in surf lifesaving activities. Resources are being developed that respond to the needs identified from the research and experienced gained from the delivery of activities to culturally diverse groups.

The successes of the initial year have been captured in a resource which allows each club, branch or state centre to be involved in some way in On the Same Wave. The benefit of the kit is that you can be as little or as much involved as you choose.

WHY DO WE NEED ON THE SAME WAVE ACTIVITIES?
Surf Life Saving is an open and welcoming environment for all. Everyone is equal in a surf club.

Everyone in Surf Life Saving knows membership is open to all and yet, On the Same Wave research found that 98% of young people from culturally and linguistically diverse backgrounds would not consider joining Surf Life Saving largely because they felt it was an organisation for ‘Anglo Saxons’ or ‘Aussies’.

Surf Life Saving has so much to be proud of with its long standing ‘open to all’ status and yet, somewhere, the message is getting lost. It is a massive waste of potential membership.

On the Same Wave is not about making it easier for people to join, it is about making it easier for people to know they can join. At the moment we do not exclude people but do we actively include them? On the Same Wave is about offering a special welcome for people who otherwise may never know that joining was an option open to them. By opening a door for new groups, it will increase membership and in the mean time, it will also reduce drowning amongst the target communities and build friendships between clubs and groups.

It is not special treatment, just a special welcome.

ON THE SAME WAVE PROGRAM
On the Same Wave has engaged various community groups through the delivery of:

- Beach/Surf Education Seminars
- Surf Awareness
- Surf Survival Certificates
- Surf Rescue Certificates
- CPR training programs
- Bronze Medallion training
REFERENCE

- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- On the Same Wave Club Kit (available late 2007)
- General recruitment brochures are available in English, Arabic and Chinese
  For further information contact SLSNSW on 02 9984 7188
- Surf Safety tips available in 18 different languages (available late 2007)
  For further information contact SLSNSW on 02 9984 7188
Section 10

LIFESAVING SERVICES
10.1 MANAGING LIFESAVING RECORDS

The importance in the quality management of records should never be underestimated by a surf lifesaving club. The following information contains a snapshot of the required information for each Club which is contained within the SLSNSW Standard Operating Procedures.

MANAGING YOUR RECORDS
Club Captains need to ensure that lifesavers have adequate record sheets at all times and that information is being recorded:
- In pen (not pencil)
- Neatly and easy to read
- Accurately
- Completely

PATROL LOGS
ClubCaptains need to ensure that a log book is at each beach/ pool and monitor the patrol log books on a regular basis (weekly) to ensure that records are being maintained appropriately. Patrol Logs are to be entered into SurfGuard no later than two weeks from the date of entry.

IRB AND ATV LOGS
The Surf Life Saving Inflatable Rescue Boat (IRB) Log and All Terrain Vehicle (ATV) Log is to be used every time an IRB/ATV is in operation. Club Captains need to ensure that the log is maintained and the information recorded is not different from similar information within the Patrol Log form.

INCIDENT REPORT LOGS
Surf lifesaving clubs need to ensure that Incident Report Logs are being used as per the Standard Operating Procedures. Clubs should on a monthly basis review the Incident Report Logs as part of their continual improvement and risk management responsibilities, and provide recommendations to the Branch and Club Committee.

PROFICIENCIES AND HOW TO ORGANISE
SLSNSW will annually submit a ‘Proficiency Pack’ specific to lifesavers. This will provide a detailed description of the proficiency requirements for all awards and Lifesaving Operational information. The most recent version of this can be obtained by visiting the SLSNSW Website.

SURFGUARD
SurfGuard is a National IT database that manages and stores surf lifesaving records. All Club Captains should have a username and password for SurfGuard. These are available through SLSNSW. Club Captains (or delegate) are responsible for recording the following information through SurfGuard as part of their role:
- Proficiency records
- Incident reports
- Patrol hours and statistics


**Gear and equipment**

**Patrol captains**

**Lifesaving officer positions (i.e. Club Radio Officer)**

**Patrol exemption requests**

**LIFESAVER QUALIFICATIONS**

Club Captains are responsible for ensuring that all lifesavers within their area of supervision have the required qualifications at all times (*SLSNSW Standard Operating Procedures*). Lifesaver qualifications must be current at all times of patrol and shall be recorded on SurfGuard or maintained in a fire proof cabinet in hard copy.

Lifesaver qualifications that are not from Surf Life Saving or a Registered Training Organisation shall not be accepted unless they form part of an initial Lifeguard Exchange Program or have evidence of being the ILS equivalent.

Copies of all Certificates that are not SLSNSW Certificates shall be forwarded to SLSNSW headquarters for processing into SurfGuard (*Standard Operating Procedures – Training Division*).

**INDUCTION RECORDS**

A copy of the Surf Life Saving Induction checklist must be completed for all Lifesavers prior to them patrolling. This is located within the *Standard Operating Procedures*.

**REFERENCE**

- Surf Life Saving New South Wales
  *Standard Operating Procedures (Lifesaving Services)*

- Surf Life Saving New South Wales
  *Standard Operating Procedures (Training Division)*
10.2 MANAGING YOUR BEACH

The importance of a professional customer service approach to patrols should never be underestimated by a surf lifesaving club. The following information contains a snapshot of the required information, policies and procedures for each Club which is contained within the SLSNSW Standard Operating Procedures (Lifesaving Services).

STANDARD OPERATING PROCEDURES (LIFESAVING SERVICES)
The SLSNSW Standard Operating Procedures (Lifesaving Services) is the minimum level Club’s should operate at in order to patrol their beach and their lifesaving operations.

Additional to this there are a number of items that Club Captains should be doing as part of their role. These are as follows:
- Patrol Captain workshops and meetings (at least two per year)
- Proactive community education
- Community displays
- Beach Management Plans (SLSNSW Standard Operating Procedures, Template)
- Emergency call out systems and numbers
- Liaising with Emergency Services in the area
- Training activities on patrol (scenarios)

REFERENCE
- Surf Life Saving New South Wales
  Standard Operating Procedures (Lifesaving Services)
  www.surlifesaving.com.au
- SLSNSW Education Officer
- Branch Director of Lifesaving
- SLSNSW Lifesaving Officer
10.3 MANAGING YOUR EQUIPMENT

The importance of ensuring all lifesaving equipment is maintained should never be underestimated. The following information is a guide for Club Captains and Gear and Equipment Officers, detailing gear and equipment responsibilities.

STANDARD OPERATING PROCEDURES
The SLSNSW Standard Operating Procedures is the minimum level that surf lifesaving Clubs should operate at in regards to equipment. A Club leaves themselves open to insurance issues if they are not using the specified equipment.

MANUFACTURERS’ GUIDELINES
Most pieces of equipment will have manufacturer guidelines to which they should operate. Surf Life Saving Clubs should have a register of the manufacturer guidelines and Club Captains/ Gear and Equipment Officers should be up to date on their contents and its location for reference if required.

REGULAR MAINTENANCE
Surf lifesaving Clubs should have a regular maintenance program to ensure that all equipment is at its optimum operating level, meeting Occupational Health and Safety Guidelines.

GEAR AND EQUIPMENT INSPECTIONS
Every year surf lifesaving clubs are required to participate in a gear and equipment audit. Guidelines for this are contained within the SLSNSW Standard Operating Procedures.

RESEARCH AND DEVELOPMENT
SLSA and SLSNSW encourage research and development in equipment. However to ensure that members operating new equipment are covered by insurance and that equipment hasn’t been trialled elsewhere, a National Research and Development Committee and Guidelines exists. Club Captains should ensure they are meeting all these guidelines prior to trialling equipment.

REFERENCE
- Surf Life Saving New South Wales
  Standard Operating Procedures (Lifesaving Services)
  www.surlifesaving.com.au
- Surf Life Saving New South Wales
  Standard Operating Procedures (Training Division)
  www.surlifesaving.com.au
- Surf Life Saving New South Wales
- Surf Life Saving Australia
  www.slsa.com.au
- Branch Director of Lifesaving
- SLSNSW Lifesaving Officer
- Manufacturer Guidelines
Section 11

EDUCATION AND TRAINING
11.1 COMMUNITY EDUCATION

OVERVIEW
Community education is an important part of aquatic safety. SLSNSW provides a number of courses and programs that help promote surf safety, along with community courses in First Aid, resuscitation and Advanced First Aid techniques.

School education programs provide an important introduction to the surf environment for many children. SLSNSW currently provide primary schools with the following surf safety education programs: Telstra Beach to Bush and the SLSA Surf’s Up classroom teaching resource.

SLSNSW also offers the general public a wide range of education and training, from Surf Survival, Bronze Medallion and First Aid to aquatic awareness programs for people from non-english speaking backgrounds (see Member Services). As a Registered Training Organisation (RTO) SLSNSW offers nationally recognised training to its members and the general public.

Surf Life Saving clubs play a vital role in providing the public with surf safety information. It is important for clubs to know that information and resources are available to assist them in providing surf safety education and courses to the general public as and when it is requested.

For further information about Training and Education please visit the SLSNSW website.

GENERAL COMMUNITY EDUCATION PRESENTATION ENQUIRIES
SLSNSW has developed an Education Kit which is available for club members to assist them with surf safety education presentations to the general public.

The Education Kits are kept by the Support Officers who are situated throughout the State. Please contact the Support Officer in your Branch if you wish to borrow an Education Kit for a presentation.

SLSNSW EDUCATION KIT CONTENTS
- Presentation Outline/lesson plan
- Telstra Beach and Water Safety DVD (17 minutes)
- Rescue Tube
- Flags (Emergency Evacuation flag, Beach Closed flag, Warning flag, Patrol flag, Aquatic activity boundary flag, Blue flag)
- Patrol Uniform (Patrol Shorts, Patrol shirt, Patrol cap, Patrol peaked cap)
- Display Cards (Blue Bottle Display Card, Box Jellyfish Display Card, Rip Formation Display Card, Rip Escape Display Card, Identifying a RIP Display Card)
- Sunscreen
- Hazard sign

TELSTRA BEACH TO BUSH
The Telstra Beach to Bush program is the largest educational initiative ever undertaken by Surf Life Saving. The program began as a result of research conducted by Surf Lifesaving Australia, which highlighted that 50% of people rescued from the surf live more than 50km from the beach.

The program has been running successfully in New South Wales since 1991 and went national in 2003. Since then, more than 110,000 school children across Australia have attended Telstra Beach to Bush presentations, with the program travelling over 100,000km.
Surf lifesavers present the program each year targeting different geographical areas with the aim of revisiting each area every three to four years. The program is delivered over one week during Term 4 of the school calendar year. The presentation lasts for one hour, and primarily focuses on beach and surf safety, however also touches on safety around home pools, dams and inland waterways.

**SURF’S UP**

*Surf’s Up* is an engaging classroom resource for primary schools containing a range of cross-curricular activities associated with surf lifesaving, water safety and the beach. These teaching aids can be adopted by teachers and integrated into their lesson plans.

Within the program there are four key learning areas which raise student awareness of issues relating to beach safety and the coastal environment, as well as enhancing the understanding of the role that surf lifesavers play in the community.

A hardcopy of this resource has been sent to every Primary School in Australia, free of charge, through Scholastic Australia Book Club members.

To download your copy of *Surf’s Up* please go to the SLSNSW website.

**REFERENCE**

- Surf Life Saving New South Wales
11.2 AUSTRALIAN LIFESAVING ACADEMY

OVERVIEW
The aim of the New South Wales arm of the Australian Lifesaving Academy (ALA) is to assist the development, accreditation and delivery of a range of surf related training awards which will support the skill development of volunteers in our state. The Academy will provide a broader and more solid training base for members, for the benefit of Surf Life Saving in New South Wales.

BENEFITS TO MEMBERS
The ALA is a brand which incorporates all of the accredited and non-accredited training delivered by Surf Life Saving Clubs and Branches Australia-wide. It was developed in 2006 as a result of a successful submission to the Federal Government of Australia on the basis of benefits to the Australian population with regards to aquatic public safety and in providing related education programs to both surf lifesavers and the community.

Specifically the ALA will:
• Bring uniformity to current and future Surf Life Saving Awards
• Increase the availability of relevant training to members and non-members through a centralised sustainable community resource
• Attract more surf life savers to the movement
• Increase the proportion of our training and education that is Vocational Education and Training (VET) accredited, therefore increasing its value to the community and to participants
• Sustain itself and contribute financial resources to the State/ Territory body under which it operates
• Improve current resources, and develop new resources, resulting in an improved structure of awards available. Increase the qualification levels, and therefore the effectiveness of surf life savers

COURSES WE DELIVER
The ALA delivers a number of accredited and non-accredited courses. Please refer to your club and branch course calendar.

COST OF COURSES
The cost of courses may vary. Please contact your branch for specific prices of awards. For those awards delivered by the State office, please contact the Manager Education for further details.

WHO CAN BECOME A TRAINER, ASSESSOR OR FACILITATOR?
As a Registered Training Organisation, SLSNSW has three levels of qualifications in which its training and assessment is conducted.

Facilitators
Holding an Industry Recognised Certificate IV in Training and Assessment. SLSNSW Facilitators deliver our advanced awards. If you are interested in becoming a Facilitator, please speak with your Branch Education Officer.

Assessors
Having completed the industry recognised Assessor course, Surf Life Saving Assessors are an integral part in deeming students competent in their lifesaving activities.
Training Officers
Having completed the industry recognised Training Officer course, Surf Life Saving Trainers are responsible for the transfer of vital lifesaving experience, knowledge and skills.

HOW TO BECOME A TRAINER OR ASSESSOR
As a member of the Association you have to hold an award in which you want to train and/or assess. After having this award you can complete a Training Officer and/or Assessors course. Upon completion of the course you will be guided by a mentor in delivering/assessing courses until both you and your mentor feel you are able to progress by yourself.

Those members who receive their Training Officer Certificate are permitted to train candidates for their specific area. Should they also wish to become an Assessor, they will need to complete an Assessors Course, and once again be guided by a mentor in the assessment principles until both feel comfortable that assessment can be conducted independently.

At all times there is plenty of expert advice and guidance with step by step instructional manuals for your specific field. All persons can be involved in a specific field (i.e. Powercraft) or extend their involvement over a range of different fields.

For more information, please speak with your Branch Education Officer.

REFERENCE
• Surf Life Saving New South Wales
  www.surflifesaving.com.au
11.3 COMMERCIAL TRAINING

OVERVIEW
In addition to the training of volunteer members, SLSNSW also delivers commercial fee for service First Aid (and associated) training across the state. The aim of the commercial training arm is to generate employment opportunities for members and revenue for Surf Life Saving whilst promoting other facets of our movement to a broader community throughout New South Wales.

COURSES WE DELIVER
SLSNSW Commercial Training delivers both accredited and non-accredited training through public courses as well as on-site customised courses to schools, childcare centres, private industry and government agencies. These courses include First Aid, CPR, Childcare Essentials First Aid, Spinal Management, Defibrillation, Advanced Resuscitation and Emergency Care. A comprehensive list of our current commercial training product suite can be obtained via the SLSNSW website or contacting the SLSNSW Commercial Training Manager.

COST OF COURSES
The cost of commercial courses may vary. We provide Surf Life Saving member, group and student discounts as well being involved with various commercial partnerships with industry organisations. Please contact the SLSNSW Commercial Training Manager for specific course costs.

WHO CAN BECOME A COMMERCIAL TRAINER
Commercial Trainer positions available can be full-time, casual or through licensed training agreements. As a Registered Training Organisation, SLSNSW is required to ensure that all trainers hold sufficient qualifications and experience for the courses they deliver under our scope of registration. Specific qualifications and experience necessary to become a SLSNSW Commercial Trainer can be found by contacting the Commercial Training Manager. SLSNSW volunteer members are encouraged to apply for these trainer roles, as significant training and professional development opportunities are available. You will then be provided with a comprehensive list of the essential and desirable criteria, work conditions and benefits.

OTHER BUSINESS ACTIVITIES
In addition to Commercial First Aid (and associated) Training, the commercial training arm also supplies First Aid equipment, CPR charts and training resources. Details of current and future training and equipment offerings can be found by visiting the website, or the commercial training division on 1300 766 257.

REFERENCE
- Surf Life Saving New South Wales
  www.surlifesaving.com.au
Section 12
SURF SPORTS
12.1 SURF SPORTS STRUCTURE

OVERVIEW
The New South Wales Director of Surf Sports is a member of the SLSNSW Executive Committee, which reports to the State Council.

The Director of Surf Sports is supported by the Surf Sports Adviser, elected Advisers and Committees. These include:
- Surf Sports Selection Committee
- Surf Sports Events Management Committee
- Coaching Adviser
- Officials Coordinator
- Surf Sports Technical Adviser
- State Team Management
- Rescue and Resuscitation (R&R) Panel
- March Past Panel
- Surf Boat Panel
- Support staff employed by SLSNSW

CLUB AND BRANCH STRUCTURE
Each Club and Branch has its own surf sports structure. The organisational structure, election of office bearers, reporting, and meeting procedures will be detailed in the club and branch constitution respectively.

MEETINGS
SLSNSW conducts an annual meeting with the eleven Branch Competition/Surf Sports Directors, in addition to irregular meetings conducted throughout the year.

Recommendations may be made to Surf Sports teams by contacting the relevant Surf Sports Adviser at Club or Branch. These recommendations, may then progress to State and National Boards if requested.

REPORTING
Reports and minutes collated from SLSNSW meetings will be distributed to the appropriate persons for their reference. In most cases, reports and minutes are available on the SLSNSW website.

It is recommended that Clubs and Branches have a similar reporting method, ensuring the members needs are met whilst complying to protocol. The information included in reports should specify items requiring action by the Board or Committee.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving Australia
  www.slsa.com.au
- Surf Life Saving Australia
12.2 DEVELOPING A SURF SPORTS DEPARTMENT

Developing a Surf Sports Department that suits your club is pivotal to its success. Management systems which are well-organised and operated effectively can mean that events are run efficiently and procedures are adhered to, creating satisfaction amongst members and great results.

IDENTIFYING YOUR CLUBS NEEDS
The following principles should be identified by your Club to categorise its needs:
• The goals and vision of your Club
• The values that drive your Club – issues to be considered include financial principles, poaching, developing juniors, team selection
• The Plan - this can start with a SWOT analysis, highlighting a Club’s strengths, weaknesses, opportunities and threats.
• Some clubs may use market research and a needs analysis

CREATING A PLAN
The following tools may be used when creating a Surf Sports plan for your Club:
• Form a Surf Sports Committee
• Study competitive results
• Analyse the strengths and weaknesses of departments within your club to evaluate its effectiveness and formulate some strategies to improve section weaknesses
• Prepare a plan with defined goals and objectives, assign tasks to reach achievable goals
• Follow the plan
• Evaluate the plan, assessing strategies and objectives, to ensure future success

SURF SPORTS COMMITTEE
An important step in the initial planning process is the formation of the Surf Sports Committee. The Committee is responsible for shaping and implementing the development plan.

The Committee may be comprised of past champions, coaches, competitors, outside experts, or interested Club members.

This group should be focussed on evaluating past results, analysing present results and statistics and planning the future development of the Club. Once the objectives are set and endorsed the Committee should actively work to achieve the departmental goal.

A Surf Sports Committee structure that suits your Club will vary depending on the size and needs of members, whilst taking into account the availability of finances and human resources.

Key positions in your committee:
• Team Manager
• Head Coach
• Sectional Coaches and Captains
• Age Group Managers

The Team Manager and the Head Coach are key to the efficient implementation of the Surf Sports plan. Regular contact with each section of the Club is required to ensure that all areas are well informed and properly resourced.
Below is an example organisational structure and reporting arrangement for a medium sized club. Sectional Managers may be added or removed according to the size of the club.

**PLANNING FOR SUCCESS**

Strengths and weaknesses within your Club should be identified prior to making changes to existing systems. The following audit questions may be completed by to assist your Surf Sports Department:

**Strengths**
- good participation base
- excellent swim coach
- well performed management
- ability to share vision
- widely regarded as strong
- plenty of children
- good sport role models
- a developing club culture
- excellent old boys & girls network
- flat-water training venues

**Weaknesses**
- no beach section coach
- no head coach
- no recognised ski coach
- average board coach
- large clubs are political
- few funds dedicated to surf sports equipment
- beach suitable for surf events
- gym needs

After completing an audit of your Surf Sports Department, the results should be used to further develop successes and correct identified weaknesses. A set of objectives should be established and strategies planned to implement and then achieve goals, both long and short term.

The objectives should be tested to evaluate whether they are meeting set objectives. Strategies designed to implement the Surf Sports plan, may then require adjustment to meet the identified needs.
SURF SPORTS PARTICIPATION
Surf Sports is an ideal tool to develop members skills and fitness. Participation in club activities should encourage fun and enjoyment, coinciding with a sense of challenge and achievement felt after reaching individual athletic potential.

Clubs are encouraged to conduct Surf Sports competitions and develop programs that are accessible and fun for their members. These can include: ocean swims, Sunday surf races and club training sessions.

Many events can be modified or adapted to suit the Club’s needs and ensure that every individual and section of the Club can benefit from Surf Sports.

Reasons for competitor development include:
• To encourage motivated, fit lifesavers
• To increase participation
• To create awareness
• To offer valuable and rewarding experiences
• To offer specialisation of skills

It is important to remember that any person may become a competitive member, irrespective of their stage of development, skill and fitness level. Competitors benefit from an environment that is enjoyable and motivating, as it enhances personal skill development, thus creating a sense of achievement.

Team work and camaraderie are integral in the physical, mental and social development of a competitor.
12.3 SURF SPORTS OPPORTUNITIES

Surf Sports offers many opportunities for all people involved in Surf Life Saving – that is in the capacity of coaching, officiating and athletic development.

DEVELOPMENT FOR COACHES

A club coach is someone who educates, trains and assists the development of people with an interest in Surf Sports. In many instances, the club coach will prepare an athlete or group of athletes for events and competitions.

Further growth of an individual’s expertise in instruction, education and knowledge of competitive development, are methods of personal improvement for a Surf Sports coach.

Your Club is required to have accredited coaches to be covered by SLSNSW insurance.

Members who could benefit from coaching courses include existing coaches, competitors, officials, surf sports administrators, race secretaries, and team managers.

Coaching development can provide:
- Opportunities for people to become involved
- Chances to be creative
- Avenues for a Club to develop
- A means by which competitors can develop
- Resources of which the whole Club and its members can benefit

Reasons for coaching development include:
- To increase the quality of coaching delivered
- Encourage a greater skill level for all ages
- Improve lifesaving skills through education, training, junior development activities, coaching and accreditation
- To increase the numbers of coaches, officials and competitors in surf lifesaving

COURSES

SLSNSW regularly conducts coaching courses that comply with SLSA standards. Information on courses may be found on the SLSNSW website, detailing time, place, cost and booking procedure.

Courses available include:
- Level One Introductory requiring re-licensing every four years
- Level Two Advanced requiring re-licensing every three years
- Level Three Elite requiring re-licensing every two years

The minimum requirement for a club coach is a Level One Introductory Surf Coach Accreditation. Level 2 Advanced and Level 3 Elite courses provide more advanced accreditation. With all coaching accreditation, re-licensing or updating of skills is required according to original qualifications (see specifications above). If your members are interested in becoming accredited surf coaches or their coaching qualifications need re-licensing, contact your Club or Branch training representative.
DEVELOPMENT FOR OFFICIALS
Accredited Surf Sports officials are essential to the success of any surf carnival or event. For this reason, SLSA designed an ‘Officials Education Program’ to raise the standard of Surf Sports.

Officials are required at all levels of competition. Some Branches require Clubs participating in competition to fulfil a quota of officials in order to compete in a carnival. To become an official at State or National level, individuals must nominate to the respective bodies.

There are three levels of officials’ accreditation, as follows:
- Level One, requiring re-licensing every four years
- Level Two, requiring re-licensing every three years
- Level Three, requiring re-licensing every two years

With all official accreditation re-licensing, or updating of skills, is required according to original qualifications (see specifications above).

All levels of officials’ accreditation share three basic objectives. These are:
- To educate our members to successfully administer their duties
- Ensure that each member who is appointed an official at any carnival, event or championship has the best understanding of Surf Sports
- Ensure that there are sufficient qualified officials available to conduct Surf Sports activities at all levels

If your members are interested in becoming accredited officials or their official qualifications need re-licensing, contact your Club or Branch training representative.

DEVELOPMENT FOR ATHLETES
A variety of opportunities exist for members, ranging from entry level to elite athlete programs, club coaching programs, specialist camps, regional sport academy programs, Talented Athlete Programs, State and Australian High Performance programs, are examples to name a few.

The SLSA High Performance Program, in partnership with the Australian Sports Commission, focuses on training elite athletes in preparation for international competitions. The program selects a squad which includes athletes, coaches and officials. Selection criteria are available from SLSA website.

The NSW Department of Sport and Recreation provide a support program for Country Athletes and Coaches to assist in gaining access to coaching and competition. Grants are available by application to the Department. Further details are available on the NSW Sport & Recreation website.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving Australia
  www.slsa.com.au
- New South Wales Sport and Recreation
  www.dsr.nsw.gov.au
- International Life Saving Federation
  Pool competition rules
  www.ilsf.com.au
12.4 TOURING TEAMS

OVERVIEW
Being part of the Touring team is a great experience and an effective way to retain members and create a sense of belonging to a club. Opportunities to tour at Branch, State, National and International level may present themselves, with the same principles applying.

There are a number of issues to be considered before taking a team away, especially when there are members under the age of 18 years. The following components will create a balanced and well managed team and tour:

Behaviour
There should be a minimum standard of behaviour maintained by all members of the team, reflecting the ideals of the SLSA Codes of Conduct.

Team Manager
The key tasks of the Team Manager include organising travel, accommodation, entries supervising team conduct and general travel coordination. The Team Manager should be issued with a clear job description stating their role and responsibilities.

Head Coach
The Head Coach’s role is to support the Team Manager, in addition to encouraging team and individual peak performances in training and competition.

Team Captain
The appointment of a Team Captain ensures a strong relationship between athletes and team management, whilst providing opportunities for members to support the club and team in a managerial capacity.

Chaperones
An essential part of the team when touring with members under the age of 18 years. The chaperone ensures these members are well looked after and are conducting themselves in an appropriate manner. It is beneficial to have chaperones reflecting the genders represented by the team.

First Aid Officer and Member Protection Information Officer
The positions of First Aid Officer and Member Protection Information Officer are not necessarily very time consuming, with the responsibility usually falling to one of the already-appointed positions. It is important that those appointed to those positions are clearly identified to the team at the start of the trip so if there are any accidents or grievances your members know who they can approach to assist them.

CODES OF CONDUCT
A code of conduct for touring teams ensures that members, friends and family agree to a certain standard of behaviour. If an incident arises that breaches this agreement whilst travelling, team management may reference the Code of Conduct to ascertain whether further action is required.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
12.5 SELECTION POLICY

CRITERIA
A clear document detailing the selection criteria and process should be made readily available for athletes, coaches and officials reference. This will allow members the opportunity to review set criteria and establish goals to meet these.

The selection criteria can be dependent on many factors including team size, team configurations, age groups, types of events and venue. SLSA have a national selection policy as does SLSNSW; these can be used as a guide.

PANEL
The selection policy provides the selectors with a point of reference from which they can make their decisions. It is advised that when forming a panel, a minimum of three people should be appointed to allow balanced discussions to reach a decision.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving Australia
  www.slsa.com.au
12.6 PLANNING AND CONDUCTING A SPECIAL EVENT

Surf lifesaving clubs have been conducting events for years – these events can be aimed at our own members or to the community to raise money for surf equipment or to raise profile for the Clubs. Some events include ocean swims, marathons, triathlons and a host of other activities.

OVERVIEW
Planning is vital to the function of any Club, with the planning for events easily incorporated into this process. Although the scale of events vary enormously, the principles for event management remain the same, whether it be the establishment of a community program, recruitment of volunteers, or the running of a surf sports competition.

EVENT MANAGEMENT
Event management refers to the planning for events which:
• Usually occur once a year, or less frequently
• Are either open to the public or a specific interest group
• Have predetermined opening and closing dates

Examples of events include ocean swims, triathlons, board/ski/boat marathons, and endurance Ironman races. Celebrations to mark special occasions, fundraising drives and club recruitment days may also be included in this classification.

WHY RUN AN EVENT?
There are numerous reasons why a club or organisation may choose to run an event. It may be that the organisation has made an annual commitment and there is an expectation from the community that the event will occur, such as Cronulla SLSC have organised and coordinated the Annual Shark Island Swim for many years.

It is important that those planning the event are clear about why the event is being held. Having a list of objectives is useful. The event could have a number of outcomes that it wants to achieve and they may include:
• To provide an avenue for top competition
• To promote the activity to newcomers
• To give benefits to sponsors, VIPs and volunteers
• To obtain media coverage of your activity

WHO IS THE EVENT FOR?
The organising committee needs to discuss who the event is targeting. The event will normally cater for a number of interest groups, for example:
• Club members
• Competitors
• Spectators
• Supporters
• Sponsors
• Media
EVENT PLANNING
The following areas should be considered when planning an event:
• Timing
• Organising Committee
• The Event Manager
• The Officials
• Finances
• Publicity
• Promotion/ advertising
• Sponsorship
• Approvals

TIMING
Always allow sufficient time. Make a timetable of actions to be undertaken prior to the event. Two to four months is generally needed to plan a community event. For larger events a year or more may be needed.

Avoid clashes with other events, e.g. elections and other major sporting events. Where possible it may pay to combine complementary events, for example a trade fair in conjunction with a surfing event. SLSA and SLSNSW websites will have the latest events scheduled.

ORGANISING COMMITTEE
The Organising Committee can be a club committee that already exists, such as the Club Executive, who oversee the planning of the event. For some events a special committee is established for this purpose, for example the Surf Sports Event Management Group looks after the conduct of the major events conducted in New South Wales.

The Organising Committee can co-opt members from other clubs and organisations. This can be of great benefit if a large event is planned. These people may be appointed as representatives from those clubs i.e. the local Rotary Club who may be assisting with parking or appointed because of their particular skills and expertise.

Always set up the Organising Committee well in advance of the proposed event.

Set up terms of reference for the committee including who they are responsible to, duties they are to undertake, specific reporting dates and what kind of reports are required.

The Organising Committee should prepare a plan which describes a best and worst case scenario of the final event. This could include financial returns, bad weather, contingency plans etc.

The organising committee should be responsible for identifying potential Event Managers and then in consultation with these people, negotiate a job description for the Event Manager. The Committee would then appoint the most suitable person.

Preliminary financial planning would also be this group’s responsibility, i.e. preparation of the initial budget.

EVENT MANAGER
An Event Manager, or Director, needs to be appointed. The Event Manager is responsible for the overall planning, coordination and evaluation of the event. The Event Manager must liaise with the organising body, the community, officials and other volunteers. An essential function of the Event Manager should be to delegate the tasks required to suitably qualified and available people.
The person appointed to this position should be a good manager and be:

- Positive and enthusiastic
- Well-organised
- A good leader
- A good communicator
- Reliable

Lots of people have these qualities and will make excellent Event Managers. The Event Manager does not have to have had previous experience at event management.

**TASKS**

At an early stage in the planning, the organising committee and the event manager must define the main tasks. Depending on the size of the event it may be necessary to appoint individuals or small committees to be responsible for the following areas:

- Programs
- Awards
- Facilities
- Transport
- Volunteer support and recruitment
- Results
- Catering
- Medical/safety
- Finance and fundraising
- Security
- Entertainment
- Announcements
- Accreditation
- PA equipment
- Publicity
- Promotion

Appoint these people and negotiate with each a short job description. Each committee or individual appointed should develop a management plan to cope with the assigned area of responsibility.

Recognise those helping with the event by involving them in decisions, providing the relevant recognition and giving appropriate thanks.

Remember people are any Club’s most valuable resource, whether they are volunteers, Club or Branch officials. Often, if a Club looks hard enough and plans in advance, it will have more volunteers than needed. Look after these people as they will be continuing resource for the Club.

**FINANCES**

It is important that the person responsible for the financial management of the event works closely with the Club’s Director of Finance or Treasurer.

To develop a budget, start from scratch and list all essential costs. If available, last years event accounts should be used to check the budget.

When working out the budget, all costs, even if it is known for certain that a number of items will be free or subsidised, should be included. Show all sponsorships as income.

**NOTE**: Sponsorship is time consuming and can be difficult to find. There are lots or resources available on the web or in books and manuals which can assist. Refer to the Sponsorship section of this resource for more information.
Do not overestimate the likely amount from this source. Also remember that it may cost money to obtain a sponsorship and this cost should also be included in expenditure.

After listing all costs and allowing for a 10% contingency allowance estimate the amount of income. Trim the budget to be a realistic reflection of income over expenditure excluding sponsorship.

Develop a “preferred” budget and a “no frills” budget.

**Event Budget Example**

The following will give you a guide to the aspects of the budget that should be considered.

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<tr>
<th><strong>Income</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry fees</td>
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</tr>
<tr>
<td>Other Income</td>
<td>$1000</td>
</tr>
<tr>
<td>Subsidies</td>
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</tr>
<tr>
<td>Grants</td>
<td>$1000</td>
</tr>
<tr>
<td>Sponsorships</td>
<td></td>
</tr>
<tr>
<td>- cash</td>
<td>$1000</td>
</tr>
<tr>
<td>- product</td>
<td>$1000</td>
</tr>
<tr>
<td>- services</td>
<td>$1000</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>$6500</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Expenditure</strong></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Venue hire</td>
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</tr>
<tr>
<td>Promotional material</td>
<td></td>
</tr>
<tr>
<td>- poster/flyer</td>
<td>$100</td>
</tr>
<tr>
<td>- artwork/design</td>
<td>$100</td>
</tr>
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<td>- printing</td>
<td>$200</td>
</tr>
<tr>
<td>- distribution</td>
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<tr>
<td>Advertising</td>
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<tr>
<td>- radio</td>
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<td>- hire</td>
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<tr>
<td>- repairs</td>
<td>$100</td>
</tr>
<tr>
<td>Material purchased</td>
<td>$100</td>
</tr>
<tr>
<td>Prizes</td>
<td>$100</td>
</tr>
<tr>
<td>Staff costs</td>
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<td>Food and drink for volunteers</td>
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<tr>
<td>Volunteer donations</td>
<td>$100</td>
</tr>
<tr>
<td>Signs and banners</td>
<td>$100</td>
</tr>
<tr>
<td>Administration</td>
<td></td>
</tr>
<tr>
<td>- typing</td>
<td>$0</td>
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<tr>
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<td>- etc</td>
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<td><strong>Profit</strong></td>
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</tr>
</tbody>
</table>

When the budget is complete prepare a cash flow. Be careful to ensure the income arrives in time to pay for the accounts. As a final measure nominate a cut-off date for worst case scenario where income is not going to match expenditure.
PUBLICITY
Publicity is the coverage given to the event by the media. Start off by deciding if it is essential to have publicity and promotion. If the answer is yes develop a media plan. One element of the plan should include personally contacting journalists at all radio and newspapers in the area.

It may be worth preparing a media release. The media release should be typed, in double space and be on one side of the paper only. Make the release interesting and short. Focus on something different or take a human interest angle, for example a special guest participant who might be a high profile athlete or person. You can attach background material that includes a site plan and a timetable of activities. Always put the most important information first as the release will probably trimmed by the editor.

- What/where/when/why/how/who for
- The date of the release
- A contact name and an accessible phone number

Keep a record of any publicity obtained, including any radio coverage. This will be useful background material for any future sponsorship proposals.

PROMOTION
This is basically publicity that is paid for so the club will have total control. Before money is spent, check the events objectives (what the event is aiming to achieve). Is a promotion campaign important? Who is the target audience?

During the event, printed programs, PA announcements and notice boards are key mediums for promotions.

PRE-EVENT PRINTED MATERIAL
Two effective types of promotion will be posters and flyers.

Remember a poster is only effective if it is displayed. An A4 size poster may be more effective than an A2 poster as people may be more willing to put it into a shop window or on a notice board. The poster should only contain essential information.

The flyer can include more information than the poster because people will hold on to it in order to read it.

The flyer could be distributed in a general mail drop to the community but there is the risk of it being thrown away before it is read. It is much better to target likely participants. Obvious targets are club members, Clubs and Branches. Some websites have calendars or avenues to advertise upcoming events.

Remember if the event has a sponsor it is advisable that they are consulted as how they wish to be acknowledged on the printed material.

ADVERTISING
On a limited budget it is important to be very careful in buying advertising space as the advertising can be easily lost. This is why it is tremendously beneficial to have a radio station and or a newspaper as a sponsor. Take advantage of any free advertising opportunities, for example:

- Community slots on the radio or television
- ‘What’s on’ columns in the newspaper
- Any publicity put out by the Club Media Officer
- Listings any local Club’s in-house newsletters
SPONSORSHIP
Sponsorship is a business deal between two parties where both parties benefit from the arrangement. It is an agreement or contract with terms that can be quite specific. Value must be given to both sides.

For an event such as an Ocean Swim, the best and probably easiest sponsorship to obtain is in the form of a product or service.

Sponsors worth approaching are:
- Printer – to provide free or heavily discounted printing of posters and flyers
- Radio station – to seek advertising spots, presence at the event with PA and personnel

Naturally, time does not want to be wasted by chasing numerous minor sponsors but the event can quickly become financially viable if a number of sponsors are obtained.

Whatever the size of the sponsorship being sought, the same principles should be applied.
- You are not seeking a donation – you are offering a promotional opportunity for the sponsor
- List the benefits that you are offering the sponsors. For example:
  - name on display board at the event
  - name on any printed material, e.g. poster and program
  - naming rights for an activity
  - promotion on the PA
  - opportunity to display their own banners
- List the benefits to the club / event
- Make the proposal written one. Personalise the proposal, do not send it “to the manager”. Find out who is the manager and make an appointment to meet with the appropriate person
- Keep sponsors well informed so that they feel part of the event.
- Send a personalised invitation to the sponsor and their family. Look after any sponsor who comes to the event
- Send the sponsor an event report at the completion of the event

APPROVALS
If the event is being run on property other than the Club’s, approvals for use of the property are normally required. The following list will help in determining who manages the area you wish to use and what approvals are required:
- Surf Life Saving (Branch and State) Approval to Conduct a Special Event Application – compulsory
- Police
- Local Streets and Highways – Roads and Traffic Authority (RTA)
- Beaches, local parks and reserves, Local Government Authorities, Councils, National Parks and Wildlife Authority
- Harbours, rivers and waterways – Maritime New South Wales

The managing body often issue permits to event organisers. This helps to minimise double bookings with other events.

EVENT IMPLEMENTATION
The Event Manager’s role is to ensure that the event is run smoothly. A key role is to communicate with all officials and volunteers to ensure that the tasks allocated are being carried out. Always check off the time line of tasks and duties to be done before and during the event.
SAFETY
The provision of safety management is vital to the conduct of all SLSA events and competitions. Safety and rescue plans are an integral part of event planning. Contingency plans are also an invaluable tool when putting together an event that is or could be adversely affected by the weather and conditions.

Sample plans can be found in the 32nd Edition SLSA Surf Sports Manual or in the SLSNSW Guidelines for Safer Surf Clubs.

AFTER THE EVENT
Once the event is over remember to:
- Thank everyone who assisted with the event
- Pay the accounts
- Send out results and media information
- Balance the accounts
- Hold a debriefing session
- Send out reports to the sponsors and key stakeholders
- Ensure adequate records are kept for running the event again

The last duty of the Organising Committee is to review and evaluate the whole planning procedure and event. The Committee should think about what went to plan, what went wrong and what to do next time.

CONCLUSION
Managing events should be enjoyable. With careful planning and implementation, events should be successful and rewarding for all involved. Not only the event participants but the event manager and the team of organisers should have had a lot of fun and enjoyment and hopefully met the goals and objectives of the event.

For assistance with completing a Special Event Application, contact your Branch or SLSNSW.

REFERENCE
- Surf Life Saving New South Wales
  www.surflifesaving.com.au
- Surf Life Saving Australia
  www.slsa.com.au
- Surf Life Saving New South Wales
- Surf Life Saving Australia
  www.slsa.com.au
APPENDIX 1.1

JOB DESCRIPTION – CLUB PRESIDENT

Responsible to: Club Executive Committee

RESPONSIBILITIES AND DUTIES

• Principal leader with overall responsibility for the Club’s administration
• Set the overall annual committee agenda, help the committee prioritise its goals and working within the framework
• Facilitate committee, executive and annual general meetings
• Represent the Surf Club at local, regional, state and national levels
• Act as a facilitator for Surf Club activities and represent members views
• Ensure planning and budgeting is in accordance with the wishes of the members
• Ensure all rules and regulations of the Club are upheld
• Encourage sponsors and supporters
• Ensure financial, social and structural viability of the Club
• Identify and communicate to members threats, challenges and opportunities available to the Club
• Be responsible for planning, including succession

KNOWLEDGE AND SKILLS REQUIRED

• Communicate effectively
• Well informed of the organisations activities
• Aware of future directions and plans of members
• Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
• Maintain a policy of loyalty to the Surf Club and it’s activities whilst maintaining confidentiality and respect towards members
• Maintain effective and efficient administration
• Have a good working knowledge of the constitution, rules and the duties of all office holders and subcommittees
• Must be a supportive leader for all organisations members
APPENDIX 1.2

JOB DESCRIPTION – DIRECTOR OF ADMINISTRATION

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Make arrangements including agenda, venue, date, etc, for Club meetings in consultations with the Chairperson and advise members accordingly
- Collect and collate reports from office bearers
- Call for and receive nominations for committees and other positions for the Club Annual General Meeting
- Take minutes of meetings and maintain a copy for records
- Read, reply and file correspondence promptly
- Collate and arrange for the printing of the annual report
- Maintain or ensure SurfGuard records and data input
- Maintain files of legal documents such as constitutions, leases and titles
- Act as the public officer of the Surf Club, liaising with members of the public, affiliated bodies and government agencies.
- Perform the general routine administration of the Club

KNOWLEDGE AND SKILLS REQUIRED

- Communicate effectively
- Well-organised and can delegate tasks
- Maintain confidentiality on relevant matters
- Have a good working knowledge of the Club Constitution
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
APPENDIX

APPENDIX 1.3

JOB DESCRIPTION – DIRECTOR OF FINANCE

Responsible to: Club President

RESPONSIBILITIES AND DUTIES
- Is the Chief Financial Management Officer for the Surf Club
- Prepare a budget and monitor it carefully
- Maintain the Surf Club’s accounting records including detailed records of all payments and monies received
- Facilitate the audit annually, presenting details to members at the Annual General Meeting
- Produce relevant and timely financial reports and submit these to each Management Committee meeting as required and ensure they are understood
- Cause the preparation of statutory returns and reports as required, specifically, BAS and IAS
- Ensure the entity is compliant with relevant Legislation and Regulations, particularly Associations incorporation Act NSW (1984) and the Charitable Fundraising Act (1991) and various taxation requirements

KNOWLEDGE AND SKILLS REQUIRED
- Well organised and able to work unsupervised and be self motivated
- Ability to allocate regular time periods to maintain the books
- Ability to keep correct up-to-date records
- Able to work in a logical orderly manner
- Time management skills
- Maintain a Policy of Loyalty to the Surf Club and its activities whilst also maintaining confidentiality and respect towards members
- Awareness of information, needed for the Annual Audit.
APPENDIX 1.4

JOB DESCRIPTION – MEMBER SERVICES OFFICER

Responsible to: Club Executive Committee

RESPONSIBILITIES AND DUTIES

- Manage the programs, policies and resources relating to Member Services as determined by SLSNSW
- Develop and maintain youth and development programs
- Develop and maintain leadership programs that positively contribute to the future of SLSNSW
- Develop and maintain recruitment and retention programs in consultation with relevant personnel, Branch and SLSNSW
- Develop and maintain peer support programs in consultation with relevant personnel, Branch and SLSNSW
- Coordinate Member Protection Information Officer training and maintain database as required
- Liaise with Support Officers to monitor member services programs
- Provide timely reports to Executive Committee on member services programs as required
- Assist in grant proposals and other funding opportunities to support member services programs
- Other duties may be assigned

KNOWLEDGE AND SKILLS REQUIRED

- Communicate effectively
- Well-informed of the SLSNSW and Branch activities
- Be aware of future directions and plans of members
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
- Maintain a policy of loyalty to the Surf Club and its activities whilst maintaining confidentiality and respect towards members
- Maintain effective and efficient administration
- Have a good working knowledge of the constitution, rules and the duties of all office holders and subcommittees
- Must be a supportive leader for all members
APPENDIX 1.5

JOB DESCRIPTION - MEMBER PROTECTION INFORMATION OFFICER/CHILD PROTECTION OFFICER

Responsible to: Club President

RESPONSIBILITIES AND DUTIES
- Ensure the safety and welfare for Club Members
- Assist in grievance and complaints resolution
- Act as an impartial body, offering a sounding board to bounce ideas off
- Identify options for resolution of conflicts and grievances
- Refer complaints and grievances to other bodies in conjunction with the complaints and grievance flow chart
- Awareness of Child Protection, Anti-Harassment and Discrimination, Codes of Conduct, Member Protection and other relevant policies.
- Liaise with members of the Club, President and other bodies
- Ensure completion of Prohibited Employment Declaration form by all members

KNOWLEDGE AND SKILLS REQUIRED
- Possess good interpersonal and communication skills
- Possess a good understanding of Club, State and National Surf Life Saving policies and Procedures
- Good organisational skills
APPENDIX 1.6

JOB DESCRIPTION – VOLUNTEER COORDINATOR

Responsible to: Club President

RESPONSIBILITIES AND DUTIES
- Ability to assess the human resource needs for the club for general running and special events
- Recruit and recommend the appointment of volunteers to roles that suit them
- Organise the orientation and the induction of volunteers
- Work in conjunction with the Director of Administration to organising volunteer rosters and to maintain records
- Identify and organise the training and education opportunities for volunteers
- Ensure that volunteers are reimbursed for their approved out-of-pocket expenses
- Ensure all volunteers are recognised for their efforts
- Submit regular reports to the Club Executive Committee.

KNOWLEDGE AND SKILLS REQUIRED
- Ability to organise and delegate tasks
- Maintain confidentiality on relevant matters
- Communicate effectively and possess good interpersonal skills
- Is positive and enthusiastic
- Well-organised
APPENDIX 1.7

JOB DESCRIPTION – YOUTH DEVELOPMENT OFFICER/ROOKIE COORDINATOR

Responsible to: Club President

RESPONSIBILITIES AND DUTIES

- Coordinate all youth related applications for programs within the club
- Act as primary contact for all youth related matters within the club
- Coordinate junior and U14-U17 year old activities
- Liaise with Club committee members and Club Youth
- Coordinate participants for National, State and Branch run leadership and other development programs
- Organise the Club Junior Lifesaver of the Year award and any related applications for state and regional programs
- Coordinate the Club Youth committee
- Club contact for all Youth and Branch members
- Club contact for Youth Development and Memberships SLSNSW and SLSA

KNOWLEDGE AND SKILLS REQUIRED

- Competent computer skills
- Organised and able to delegate tasks
- Possess good communication and interpersonal skills
- Friendly and approachable
- Aware of Member Protection and other Club policies
APPENDIX 1.8

JOB DESCRIPTION – JUNIOR CHAIRMAN

Responsible to: Club President

RESPONSIBILITIES AND DUTIES
• Assist with the coordination of Junior Activities
• Ensure the Junior Activities committee is run in accordance with Club requirements
• Submit reports to the Surf Club committee

KNOWLEDGE AND SKILLS REQUIRED
• Ability to organise and delegate tasks
• Maintain confidentiality on relevant matters
• Communicate effectively and possess good interpersonal skills
• Friendly, positive and enthusiastic
APPENDIX 1.9

JOB DESCRIPTION – AGE MANAGER

Responsible to: Club President and Junior Chairman

RESPONSIBILITIES AND DUTIES

- Ensure the safety and well-being of the group
- Take responsibility for the education of a group
- Reference the Age Managers Course to educate junior lifesavers in surf lifesaving, surf awareness, personal, leadership and teamwork skills
- Plan creative, educational and fun lessons
- Be a positive role model
- Be willing to further their knowledge of surf lifesaving
- Liaise with Youth Development Officer and Club Committee
- Complete Age Managers course

KNOWLEDGE AND SKILLS REQUIRED

- Competent Computer skills
- Awareness of Club policy and procedure
- Good communication and interpersonal skills
APPENDIX 1.10

JOB DESCRIPTION – UNDER 14 COORDINATOR

Responsible to: Club Executive/Management Committee

RESPONSIBILITIES AND DUTIES

- Assist with the coordination of Youth Activities
- Identify issues and potential solutions to recommend to the Club’s Executive or Management Committee
- Responsible for providing advice, direction and coordination for Age Managers
- Monitoring the implementation of new initiatives
- Establish, coordinate and report all operational aspects relating to the U14 age group
- Adjudicate in the event of a complaint or dispute, where appropriate
- To work with Management to set the agenda for each season’s activities
- Chair the Age Managers meetings and regularly report to the Management Committee on the progress of the junior groups
- Work as required with the Training Officer, Coaching Coordinator, March Past, Surf and Beach Coaches, U14 Water Safety Coordinator and the Membership Coordinator to ensure satisfactory outcomes for the Club
- Distribute relevant correspondence to the Age Managers
- Submit reports to the Surf Club committee

KNOWLEDGE AND SKILLS RECOMMENDED

- SLSA Bronze Medallion
- SLSA Level 1 Official Course
- SLSA Level 1 Coaching Course
- Identify situations that require Member Protection policy and procedure
- Capacity to negotiate and resolve issues with a range of people
- Good organisation and problem solving skills with the ability to delegate tasks
- Excellent communication and interpersonal
- Ability to work as part of a team
- Maintain confidentiality and discretion on relevant matters
- Friendly, positive and enthusiastic
- Good time management
APPENDIX 1.11

JOB DESCRIPTION – CLUB CAPTAIN

Responsible to: Club Executive Committee
Time commitment: 6-8 hours/week

RESPONSIBILITIES AND DUTIES
- Conduct and control all patrols
- Responsible for the conduct of members in the Club
- Schedule patrols and roster patrol duties prior to the commencement of each season
- Assist the Under 14 Coordinator/Age Manager with the safe running of junior activities
- Oversee the Gear Steward concerning lifesaving gear, ensuring it is well maintained
- Ensure sufficient numbers are on patrol
- Communicate with patrol defaulters to maintain efficiency of patrols
- Keep a record of member re-qualifications each season
- Keep a record of members performances at patrol duties
- Submit regular reports to the Club Executive Committee

KNOWLEDGE AND SKILLS REQUIRED
- SLSA Bronze Medallion
- Good understanding of club culture and operations
- Ability to organise and delegate tasks
- Proficient computer skills
- Aware of Occupational Health & Safety policy
- Accreditation in TSG (Training Small Groups)
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Positive and enthusiastic
APPENDIX 1.12

JOB DESCRIPTION – CLUB VICE-CAPTAIN

Responsible to: Club President
Time Commitment: 6-8 hours/week

RESPONSIBILITIES AND DUTIES
• Assist the Club Captain
• Oversee the Gear Steward in relation to all lifesaving equipment
• Ensure sufficient persons are on patrol
• Communicate with patrol defaulters to maintain efficiency of patrols
• Exercise officer’s functions in the absence of Club Captain
• Submit regular reports to the Club Captain

KNOWLEDGE AND SKILLS REQUIRED
• SLSA Bronze Medallion
• Good understanding of club culture and operations
• Ability to organise and delegate tasks
• Proficient computer skills
• Aware of Occupational Health & Safety policy
• Accreditation in TSG (Training Small Groups)
• Maintain confidentiality on relevant matters
• Can communicate effectively and possess good interpersonal skills
• Positive and enthusiastic
APPENDIX 1.13

JOB DESCRIPTION – CHIEF TRAINING OFFICER

Responsible to: Club Executive Committee
Time commitment: 4-6 hours/week

RESPONSIBILITIES AND DUTIES
- Lead and develop a team of trainers and assessors who will develop personnel to meet the operational needs of the Club
- Assist in development of youth within the Club.
- Coordinate all instruction squads, their trainer and the resources
- Assess, develop and coordinate delivery of training solutions to meet the Club’s Beach Management Plan and service quality issues
- Positively support the policies, culture, operation and management of the Club and SLSA
- Ensure all training sessions are efficient
- Develop training solutions for new resource implementation
- Ensure re-qualifications of awards and certificates are completed by required date and recorded
- Analyse skill mix throughout club and develop training solutions where needed
- Submit reports to the Club Executive Committee
- Participate as a member of the Club Management Committee
- Arrange assessments through the Branch as required

KNOWLEDGE AND SKILLS REQUIRED
- SLSA Training Officer Certificate
- Registered Training Organisation, Educational Qualification, i.e. Certificate IV in Workplace Training and Assessment (preferred)
- Plan, conduct and review assessment (preferred)
- Ability to organise and delegate tasks
- Aware of Occupational Health & Safety policy
- Hold a “Bronze” Medallion
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Friendly, positive and enthusiastic
APPENDIX 1.14

JOB DESCRIPTION – MOBILE SERVICES OFFICER

Responsible to: Club Captain/Club Vice-Captain
Time commitment: 6 hours/week

RESPONSIBILITIES AND DUTIES

• Coordinate training for IRBs, motorised lifesaving equipment and the rostering and supervision of all IRB drivers and crew in consultation with the Club Captain/Club Vice-Captain
• Coordinate competition for IRBs and ensure they are run efficiently
• Responsible for the care, housing and maintenance of the IRBs and related gear and equipment, plus all ATVs, 4WDs all other motorised vehicles
• Submit reports to the Club Executive Committee

KNOWLEDGE AND SKILLS REQUIRED

• SLSA Bronze Medallion
• SLSA IRB Crew Certificate
• SLSA IRB Driver Certificate
• Maintain confidentiality on relevant matters
• Must be qualified and currently proficient as an IRB driver in accordance with the manuals of SLSA and shall at all times be subject to the direction of the Club Captain/Club Vice-Captain
• Aware of Occupational Health & Safety policy
• Communicate effectively and has good interpersonal skills
• Friendly, positive and enthusiastic
• Well-organised
APPENDIX 1.15

JOB DESCRIPTION – IRB CAPTAIN

Responsible to: Club Captain/Club Vice-Captain
Time commitment: 6 hours/week

RESPONSIBILITIES AND DUTIES
- Coordinate training for IRBs in conjunction with the Chief Training Officer
- Coordinate competition involving IRBs
- Purchase and maintain the Club’s IRBs
- Ensure competitions are run efficiently
- Submit reports to the Club Executive Committee.

KNOWLEDGE AND SKILLS REQUIRED
- SLSA Bronze Medallion
- SLSA IRB Crew Certificate
- SLSA IRB Driver Certificate
- Aware of Occupational Health & Safety policy
- Maintain confidentiality on relevant matters
- Communicate effectively and possess good interpersonal skills
- Friendly, positive and enthusiastic
- Well-organised
APPENDIX 1.16

JOB DESCRIPTION – FIRST AID OFFICER

Responsible to: Club Vice-Captain/Club Captain
Time commitment: 3-4 hours/week

RESPONSIBILITIES AND DUTIES
- Maintain a fully-stocked First Aid Kit and First Aid Room
- Purchase and receive delivery of supplies when needed
- Ensure that the Patrol Captains organise periodic cleaning of the First Aid Room
- Ensure the safety of the general public on the beach
- Assist with minor First Aid incidents, and liaise with Medical Officers if required
- Submit reports to the Club Executive Committee.
- Monitor First Aid Equipment (e.g. oxygen, Oxyviva, defibrillator, etc)
- Ensure training manikins are in good working order
- Assist in training members for First Aid Courses

KNOWLEDGE AND SKILLS REQUIRED
- Nationally-recognised First Aid Certificate (current)
- Aware of Occupational Health & Safety policy
- Maintain confidentiality on relevant matters
- Communicate effectively and possess good interpersonal skills
- Friendly, positive and enthusiastic
- Well-organised
APPENDIX 1.17

JOB DESCRIPTION – RADIO OFFICER

Responsible to: Club Captain/Club Vice-Captain
Time commitment: 3 hours/week

RESPONSIBILITIES AND DUTIES
• Coordinate training of members in the use of radios in consultation with the Chief Training Officer
• Recommend the purchase of additional radios required to the Management Committee
• Maintain all the radios used by the Club
• Submit reports to the Club Executive Committee.

KNOWLEDGE AND SKILLS REQUIRED
• SLSA Radio Operators Certificate
• Maintain confidentiality on relevant matters
• Aware of Occupational Health & Safety policy
• Communicate effectively and have good interpersonal skills
• Friendly, positive and enthusiastic
• Well-organised
APPENDIX 1.18

JOB DESCRIPTION – GEAR STEWARD

Responsible to: Club Captain/Club Vice-Captain
Time commitment: 6 hours/week

RESPONSIBILITIES AND DUTIES

• Coordinate gear and equipment in conjunction with Surf Sports Officer and Club Captain/Club Vice-Captain
• Responsible for the care and maintenance of all gear and equipment
• Purchase supplies when needed
• Ensure the safety of this equipment
• Submit reports to the Club Captain/Club Vice-Captain and the Club Executive Committee
• Conduct audits of all equipment annually with the Branch

KNOWLEDGE AND SKILLS REQUIRED

• Aware of Occupational Health & Safety Policy
• Maintain confidentiality on relevant matters
• Communicate effectively and possess good interpersonal skills
• Friendly, positive and enthusiastic
• Well-organised
APPENDIX 1.19

JOB DESCRIPTION – SURF SPORTS OFFICER

Responsible to: Surf Sports Team Manager
Time commitment: 2-4 hours/week

RESPONSIBILITIES AND DUTIES
- Submit competition entries for all competitions in conjunction with Surf Sports Team Manager
- Coordinate competitions i.e. Sunday events, club championships, special club events
- Maintain a record of all members’ performances and results at all competitions
- Submit reports when required to relevant club officers
APPENDIX 1.20

JOB DESCRIPTION – SURF SPORTS TEAM MANAGER

Responsible to: Club Executive Committee
Time commitment: 4-6 hours/week

RESPONSIBILITIES AND DUTIES
- Ensure competition member list is up to date and ensure they are aware of carnival dates, and procedures at interclub, branch, state and national levels (including entry procedures and closing dates)
- Facilitate entries and accommodation for competitors to carnivals
- Ensure any protests at carnivals are dealt with in an efficient and appropriate manner
- Ensure that any athletes under the age of 18 in each section are chaperoned by their parents or a responsible adult who is willing to accept that role at events where an overnight stay is warranted
- Ensure all travel arrangement details and accommodation of members on trips are detailed and appropriate transportation is organised where applicable
- Liaise with the sections on upcoming events/issues
- Through the sections make sure all monies (i.e. membership, competition levy, accommodation etc) are paid in full by the required date.
- Make sure all club equipment (e.g. tents, reels, boards, skis etc) is transported to carnivals by start time
- Allocate responsibility of tent setup and dismantle to different sections of each carnival

KNOWLEDGE AND SKILLS REQUIRED
- Knowledge of all SLSA Rules and Regulations including Surf Sports Manual 32nd Edition and any related bulletins and circulars
- Ability to organise and delegate tasks
- Maintain confidentiality on relevant matters
- Communicate effectively and possess good interpersonal skills
- Be friendly, positive and enthusiastic
APPENDIX 1.21

JOB DESCRIPTION – SURF SPORTS HEAD COACH

Responsible to: Surf Sports Team Manager
Time commitment: 8+ hours/week

RESPONSIBILITIES AND DUTIES

- Prepare the Club team for competition by delivering a structured and holistic coaching program commensurate with the physical, technical, tactical and mental requirements of competition
- Attend meetings and provide progress reports as required
- Design training programs for athletes, where relevant; athletes already training under a coach must work in some surf activities before the season begins
- Email program to all members interested in competing in your area
- Ensure athletes based outside of area are catered for
- Ensure athletes are aware of the times for their events
- Liaise with members either in person, by phone or email regularly if you are not actually coaching the particular athlete, to ensure they are well informed on carnivals and training progression
- In consultation with the Club identify avenues of recruiting members and involving them in competition
- Liaise with Surf Sports Team Manager on team selection
- Liaise with appropriate personnel on training programs and talent identification
- Promote members to achieve Level 1 coaching status
- Work with junior program on increased skills involved in your particular section
- Liaise with Club and Surf Sports Team Manager on budgetary requirements

KNOWLEDGE AND SKILLS REQUIRED

- SLSA Level 1 Coaching Certificate (minimum)
- Have proven multi disciplined surf life saving coaching experience
- Have rapport with athletes and domestic sports tour experience
- Have good organisational skills and an ability to work in a team environment
- Sound oral and written communication skills
APPENDIX 2

SURF LIFE SAVING NSW RESOURCE REGISTER

SURF LIFE SAVING NEW SOUTH WALES USEFUL RESOURCES
To view complete policies, refer to the Surf Life Saving New South Wales website:
www.surflifesaving.com.au

ADMINISTRATIVE RESOURCES
2006/07 SLSNSW Price List
Administration Forms
Lifesaving Forms
Training Forms
SLSA Policy Register
SLSNSW Constitution (adopted 5 April 2007)
SLSNSW Strategic Plan

LIFESAVING RESOURCES
Volunteer Surf Life Savers
Beach Patrols
Helicopter Services
Offshore Rescue and Jet Rescue Boats
Rescue Water Craft
SurfCom
Beach Management Services
Duty Officers

STANDARD OPERATING PROCEDURES (LIFESAVING OPERATIONS)
Section A
Club Information Full Document
Memorandum to Club Captains
Lifesaving Service Agreement 2006/07

Section B
Branch Information - contact your branch for this section

Section C
Table of Contents
Section LS01 – Emergency Management System
Section LS02 – Management and Administration Policies
Section LS03 – Occupational Health and Safety
Section LS04 – Education and Prevention
Section LS05 – Planning and Preparedness
Section LS06 – Lifesaving Operations
Section LS07 – Beach Operations
Section LS08 – Equipment Related Operations
Section LS09 – First Aid Operations
Section LS10 – Emergency Operations
Section LS11 – Post Operations
Appendices
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STANDARD OPERATING PROCEDURES (TRAINING DIVISION)
Section A – Quality Management Systems
TG1 Quality Management Systems
TG2 Surf Life Saving Policies

Section B – The Quality Procedures
TG3 The Quality Procedures

Section C – Operational Procedures
TG4 Design & Delivery of Training Programs
TG5 Delivery of Training
TG6 Assessment of Competencies
TG7 Administration of the System

Section D – Supporting Forms & Documents
Training Forms Register
Assessors Handbook
Facilitators Handbook
Understanding the Changes Booklet
Documents Register
APPENDIX 3

SLSA POLICY REGISTER & RESOURCES

To view complete policies, refer to the Surf Life Saving Australia website:
www.slsa.com.au

SLSA POLICIES
1.1 Junior Activities and Water Safety
1.2 Use of SLSA Equipment
1.3 Body Retrieval
1.4 Off-Duty Ambulance Officers on SLSA Rescue Craft
1.5 Patrol Uniforms
1.6 New & Modified Equipment
1.7 Design and Manufacture of Rescue Tubes
1.9 Assessment Policy
1.10 Shark Safety
1.11 Crocodile Safety
1.12 Design and Manufacture of Boogie Boards
1.14 Sharps Policy
1.15 Peer Group Support
2.1 Sun Safety
2.2 Lightning
2.3 Occupational Health & Safety
2.4 Rehabilitation and Return to Duties
3.1 Disinfection of Equipment
3.3 Pregnancy & the Surf Lifesaver - Competition & Patrols
3.6 Epilepsy
3.8 Communicable Diseases
3.9 Asthma
4.1 Outboard Motors Policy
4.2.1 IRB Specifications Class
4.2.2 The Manufacture of Inflatable Rescue Boats Rigid Hull
4.2.3 IRB Specifications Class
4.3 Propeller Safety Guards for use on Inflatable Rescue Boat
4.4 Supply and Use of Personal Water Craft
4.5 Supply and Use of Quad Bikes (ATVs)
5.1 Gambling
5.2 Anti-Doping Policy
5.3 Restricted Events
5.4 Patrol Hour Requirements
5.5 Selection Policy
5.6 Design & Manufacture of Surfcraft
5.7 Surf Boat Specifications
5.8 Competition Sponsorship
5.9 Masters Competition
5.10 Transgender/Transsexual Athlete
6.1 Intellectual Property
6.2 Privacy
6.3 Limiting and Permanent Disability
6.5 Member Safety & Wellbeing
6.5b Member Safety & Wellbeing – Child Protection
6.5c Member Safety & Wellbeing – Codes Of Conduct
6.6 Grievance Procedure
APPENDIX

6.7 Archives and Museum
6.8 Governance
6.9 Risk Management
6.10 Australian Representative Recognition Policy
6.11 Ecosurf
6.13 IT & T Policy
6.14 IT Electronic Acceptances
6.15 Youth Policy
Annexure A – WADA Anti-Doping Code

ADMINISTRATION AND RESOURCE LIBRARY
- History Resources
- Information Technology
- SLSA Regulations
- SurfTrade – Create catalogue
- Surf’s Up – Classroom Resource
- Calendar
- Club Assistance Programs
- Constitution Templates
- Gear & Equipment
- Leadership
- Lifesaving Resources
- Occupational Health and Safety
- SLSA Club Mail
- SLSA Constitution
- SLSA Forms
- SLSA Manuals
- SLSA Newsletters & Publications
- SLSA Policies
- Surf Sports
- Year of the Surf Lifesaver

CLUB DEVELOPMENT RESOURCE LIBRARY
- Australian Sports Commission Club Development Network
- Club Profiles (Good Practice)
- Role Descriptions
- Club Assistance Programs
APPENDIX 4

SURF LIFE SAVING CODES OF CONDUCT

SURF LIFE SAVING TEAM LEADER CODE OF CONDUCT
An SLSA Team Leader (e.g. Patrol Captain, ORB Skipper, etc) will:
- Agree to abide by the code of conduct
- Be responsible for the overall safety and well-being of the members of the patrol
- Maintain a ‘duty of care’ towards team members, an accountability for the management of the team and a responsibility for the actions of the team members
- Have a sound knowledge of SLSA policies, responsibilities and lifesaving techniques, and ensure that the conduct of the patrol is in accordance with these policies and guidelines
- Foster a collaborative approach to the management of the patrol
- Treat the general public with respect and communicate with them in a professional manner
- Be a positive role model for surf lifesavers and SLSA

SURF LIFE SAVING TEAM MANAGER CODE OF CONDUCT
An SLSA Team Manager will:
- Agree to abide by the code of conduct
- Be responsible for the overall safety and well-being of team members and officials when traveling with a team
- Maintain a ‘duty of care’ towards team members and an accountability for the management of the team
- Have a sound knowledge of SLSA policies, responsibilities and competition rules, and ensure that the conduct of the affairs of the team is in accordance with these policies and guidelines
- Foster a collaborative approach to the management of the team
- Be a positive role model for surf lifesavers and SLSA

SURF LIFE SAVING AGE MANAGER CODE OF CONDUCT
An SLSA Age Manager (Junior Activities) will:
- Agree to abide by the code of conduct
- Be responsible for the overall safety and well-being of the group
- Be responsible for the group’s learning
- Take time to plan and prepare the activities delivered to the group
- Foster a collaborative approach to the management of the group
- Instil enjoyment and fun in what they do
- Be a positive role model for surf lifesavers and SLSA

SURF LIFE SAVING COACH CODE OF CONDUCT
An SLSA Coach will:
- Agree to abide by the code of conduct
- Be responsible for matters concerning the coaching, training and development of surf lifesavers
- Provide positive feedback to participants
- Treat all participants equally
- Maintain a ‘duty of care’ towards others and an accountability for matters relating to training and competition
- Have a sound working knowledge of SLSA policies, rules and regulations and coaching techniques
Surf Life Saving New South Wales

CLUB GUIDE

v1.0 July 2007

Actively discourage the use of performance enhancing drugs, and the use of alcohol, tobacco and illegal substances

Ensure that any physical contact with others is:
  - appropriate to the situation
  - necessary for the persons skill development

Provide a safe environment for training and competition

Be a positive role model for surf lifesavers and SLSA

SURF LIFE SAVING OFFICIAL CODE OF CONDUCT

An SLSA Official will:

- Agree to abide by the code of conduct
- Be responsible for matters concerning the development of surf lifesavers and the conduct of competitions
- Maintain a ‘duty of care’ towards others and an accountability for matters relating to training and competition
- Have a sound working knowledge of SLSA policies, rules and regulations
- Be impartial and accept the responsibility for all actions taken
- Ensure that any physical contact with others is:
  - appropriate to the situation
  - necessary for the persons skill development
- Provide a safe environment for training and competition
- Be a positive role model for surf lifesavers and SLSA

SURF LIFE SAVING ADMINISTRATOR/DIRECTOR/OFFICER CODE OF CONDUCT

An SLSA Administrator/Director/Officer will:

- Agree to abide by the code of conduct
- Be fair, considerate and honest with others
- Operate within the rules of SLSA
- Be professional in your actions. Your language, presentation, manner and punctuality should reflect high standards
- Resolve conflicts fairly and promptly through established procedures
- Maintain strict impartiality
- Maintain a safe environment for others
- Show concern and caution towards others
- Be a positive role model for others

SURF LIFE SAVING PARENT/GUARDIAN CODE OF CONDUCT

A Parent/Guardian of an SLSA member will:

- Remember that their child participate in surf lifesaving for their own enjoyment
- Focus on their child’s efforts and performance rather than winning and losing
- Show appreciation for good performance by all participants
- Never ridicule or yell at their child or other children for making a mistake
- Respect officials decisions and teach their children to do likewise
- Not physically or verbally abuse or harass anyone associated with the activities (e.g. coach, official, age manager, etc.)
- Be a positive role model for others
APPENDIX 5

SPECIAL EVENT PLANNING WORKSHEET

Your club wants to conduct a special event. Answer the following questions to help with planning of the event.

1. **WHY** is the event being held?

2. **WHAT** does the club want to achieve by holding the event?

3. **WHERE** is the event going to be held?

4. **WHO** is the event for?

5. **WHEN** is the event going to be held?