



**Peregian Beach Surf Life Saving Club Incorporated**

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# **By-Laws [Regulations]**

**Version 5**

**Effective: 12 May 2023**

**[www.peregiansurfclub.com.au](http://www.peregiansurfclub.com.au)**

# ACKNOWLEDGEMENT

## PLEASE NOTE:

Where the matter is sufficiently covered in the Club's Constitution, it is not mentioned in the By-Laws. Where the Constitution is referenced in the By-Laws, it is specified by the term Clause. Where the By-Laws reference themselves, the term used is By-Law.

These By-Laws are based upon Surf Life Saving Queensland Template By-Laws [Regulations] 2.0 WIP; adapted by Peregian Beach Surf Life Saving Club Incorporated.

<b>Version:</b>	5.0
<b>Responsible Board/ Management Committee:</b>	Peregian Beach SLSC Board
<b>Responsible Person (Document control):</b>	Director of Administration (Secretary)
<b>Approved by:</b>	Peregian Beach SLSC Board
<b>Date Approved:</b>	12 May 2023
<b>Date Effective:</b>	12 May 2023
<b>Review Date (Annual):</b>	January 2024

## Previous Versions

Name	Date Approved	Date Effective
Peregian Beach SLSC Club By-Laws v1_Section 2 MEMBERSHIPS	19 July 2022	19 July 2022
Peregian Beach SLSC Club By-Laws Version 4_15-01-2023	18 January 2023	18 January 2023

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## SECTION 1 - THE CONSTITUENTS

### 1.1 Directors

- a) Directors of the Club shall be elected from the members of the Club.
- b) Nominees for these positions should preferably first undertake an interview with a small panel of appropriately experienced persons e.g., Life Members and Directors (not conflicted with the nominee) with respect to the applicable role as set out in the applicable Role Description (see Appendix 2), the applicant's ability and availability to carry out duties of the office for which the nomination is received.

The following Directors shall be elected at the Annual General Meeting as provided for in Constitution Clause 30.3.

### 1.2 Statutory Directors

A President, Director of Administration (Secretary) and Director of Finance (Treasurer).

### 1.3 Officers

- a) In addition to the Statutory Directors, four (4) other Directors, shall be elected at the Annual General Meeting and be allocated portfolios such as Director of Lifesaving (Club Captain), Director of Junior Activities, Chief Training Officer and Director of Communications and Events. Should these portfolios not be filled then the Board may appoint another portfolio as may be necessary for the upcoming season.
- b) Nomination/s for Director of Junior Activities may be, with or without a recommendation of the Junior Activities Committee. At all times the appointment is solely subject to election by the Club Council at the Annual General Meeting.

### 1.4 Functional Officers (Surf Life Saving Association requirements)

- a) All or any of the other officers prescribed in By-Law 1.4 d) & e) may be elected at the Annual General Meeting, however the following positions must be adopted and are considered essential to a club's operations for complaint handling, member protection and child safety.
  - (i) Member Protection Information Officer (MPIO)
  - (ii) Complaint Manager; and
  - (iii) Child Safety Co-Ordinator
- b) These positions must be appointed by the Board. To establish a pool of candidates an Expression of interest (EOI) is to be sent to all members who may have similar relevant experience to undertake the role. The term of two (2) years, which shall commence from the appointment notification from the Board until the conclusion of the second Annual General Meeting following.
- c) The MPIO and Child Safety Co-Ordinator shall be appointed in each year of even number and the Complaint Manager shall be appointed in each year of odd number.
- d) All or any of the following Officers, may be elected at the Annual General Meeting:

Director of Lifesaving (Club Captain), Director of Communications and Events, Chief Training Officer, IRB Officer, First Aid Officer, Radio Communications Officer, Youth Development Officer, Grievance Officer.

- e) In addition to the required SLSA awards only current proficient Certificate II in Public Safety (Surf Bronze Medallion) awardees shall be eligible for election to the following positions:
  - (i) Director of Lifesaving (Club Captain)
  - (ii) Chief Training Officer
  - (iii) IRB Officer; and
  - (iv) Deputies to these positions

### **1.5 Other Officers**

The Board may appoint other Officers as it sees fit.

### **1.6 Honorary Roles**

- a) All or any of the following may be appointed as needed:
  - (i) Patron
  - (ii) Club Medical Officer; and
  - (iii) Club Honorary Solicitor

People appointed to the above positions must consent to the appointment prior to being appointed.

### **1.7 Role Descriptions of Directors, Officers, and Others**

- a) The Club has adopted Role Descriptions as set out in Appendix 2.

## SECTION 2 – MEMBERSHIP

### 2.1 General

Subject always to the Constitution Clause 12 and the SLSA membership directives in Part 6 of the SLSA Regulations, the Association is authorized to establish such categories of members as it requires and considers necessary in the context of the Association and the requirements of SLSQ.

### 2.2 Composition

The composition of the Club shall consist of its Officers, Active Members, Past Active Members, Reserve Active Members, Award Members, Long Service Members, Life Members, Cadet Members, General Member, Associate Member, Junior Activity Members, Probationary Members; Members of the Association, all of which categories are defined in the Constitution or these By-Laws and membership shall be unlimited.

### 2.3 Membership

The membership of the Club shall consist of the following primary categories of individual membership:

a) ***Junior Membership*** which includes the following sub-membership categories:

(i) Junior Activities Members ("Nipper")

A Junior Activity Member shall be a person who shall be a minimum age of five (5) years up to a maximum age of 14 years, as determined at the 30 September for that Life Saving season, and such person shall be required to gain the relevant Surf Education Certificate for that person's age group. Junior Activity Members shall not have voting rights.

1. The key focus for five and six-year old Junior Activity Members will be play participation and fun. Guidelines which support this focus will include:
  - a) Beach activities that emphasise games and group activities;
  - b) Water activities to be limited to shallow water near the water's edge; and
  - c) No competition for these age groups other than that involved in fun games.

(ii) Cadet Members (U14 and U15)

A Cadet Member shall be a Member of the age qualification as defined in SLSA's manuals (i.e. under 14 and under 15) and, who has obtained the surf rescue certificate or has passed an annual skills maintenance test. Cadet members shall not have voting rights.

b) ***Active Membership*** which includes the following sub-membership categories:

(i) Active Members (Age 15-18 Years and 18+ Years)

Where Active Members shall:

1. be a Bronze Medallion holder.
2. fulfil patrol and Club obligations, as provided by SLSA and this Constitution.

3. qualify in an annual Skills Maintenance test.
4. have the right to be present, to debate and to vote at General Meetings.

(ii) Reserve Active Members

Reserve Active Membership may be granted 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 provided by SLSA and the Club Constitution. Reserve Active Membership shall not be automatic but shall be granted by resolution of the Board.

1. Reserve Active members shall perform a minimum of 15 patrol hours
2. Reserve Active Members shall complete the annual Skills Maintenance test.
3. Reserve Active Members shall have the right to be present, to debate and to vote at General Meetings.

(iii) Award Members

Award Membership may be granted to persons who hold an SLSA award of one, or more, of the following qualifications: - Surf Rescue Certificate, Radio award/s, Emergency Care awards (or equivalent).

1. Award Members may be called upon to perform patrol and/or other club obligations within the scope of their qualifications.
2. Such Members shall have the right to be present, to debate and vote at General Meetings.

c) **Community Membership** (non-patrolling and non-voting)

Community Membership may be granted to members who may wish to assist with non-lifesaving activities (e.g., Grandparent who wants to be involved; previous Lifesaving Active member).

1. Community membership shall be granted from time to time as directed by the Board.
2. Community Members shall not have voting rights.

d) **Associate Membership** which includes the following sub-membership categories:

(i) Associate Members

1. Associate Membership may be granted to persons who are Junior/ Nippers parents or guardians who may or may not hold an SLSA award.
2. Associate Members shall not have voting rights unless elected to office or to a position which is provided with voting rights by this constitution.
3. Associate Members shall have the right to be present at General Meetings.
4. Associate Members shall have a joining and/or annual membership fee substantially greater than fees of other categories of membership.

(ii) Probationary Members

Probation Membership shall be the designation of any person for the time period between applying for membership and the gaining of an award and/or pending the granting of another formal category of membership by the Board. Probationary Members shall not have voting rights.

e) ***Honorary and Service Membership*** which includes the following sub-membership categories:(i) Long Service Members

Long Service Membership may be granted 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 and a minimum of 350 patrol hours.

1. Should a member join from another Surf Life Saving Club where they are a Long Service Member then such a Member's Long Service may be recognized by the Club subsequent to the completion of two voluntary patrol duties in the year of transfer to the Club.
2. Such members may be exempted from all patrol obligations and may be granted other special privileges of Membership as determined by the Board.
3. Long Service Members have the right to be present, to debate and to vote at General Meetings.

(ii) Past Active Members

Past Active Membership may be granted to a member who has held an SLSA Bronze Medallion and been an active patrol member for a minimum of three (3) years.

1. Such Members shall have the right to be present at General Meetings.
2. Past Active Members shall not have voting rights unless elected to office.

(iii) Life Members

The Life Membership award shall be awarded only to a member who demonstrates sustained, outstanding and special service over an aggregate period of 15 years for the Club.

1. The Board may recommend to the Annual General Meeting any member who has rendered long and distinguished service to the Association, the Club and surf lifesaving, where such service is deemed to have assisted the advancement of the Association, the Club and surf lifesaving in an active and/or administrative capacity during the minimum period of fifteen (15) years, be appointed as a Life Member.
2. Life members shall receive special recognition, for example, a Life members' badge and / or certificate and be afforded special privileges to acknowledge Life Member status.
3. Life Members shall have the right to hold office, to be present, to debate and to vote at General Meetings.



## **2.4 Voting Rights**

Membership voting rights shall be limited to Active, Reserve Active, Long Service, Life Members and members elected to office or to a position which is provided with voting rights by the Constitution and are current financial members of the Club.

## **2.5 Duties and Privileges of Membership**

- a) All financial members shall have access to all Club facilities;
- b) All Active and Cadet members may apply in writing for a leave of absence from their duties, stating the reasons and time for such leave; and
- c) All members shall abide by the Constitution, By-Laws and Rules of the Club and the Association.

## **2.6 Dual membership**

In relation to dual or multi-club membership the following shall apply:

- a) A dual or multi-club member may be entitled to attend General Meetings but not have voting rights.

## SECTION 3 – ROLE OF THE BOARD

### 3.1 Directors and Charity compliance

- a) Australian Charities and Not-for-Profit Commission (ACNC) and the SLSQ Governance Standards are to be followed.
- b) The Directors shall be responsible to ensure the Club fulfills its endorsed charitable purpose and that the Club is at all times meeting the SLSQ Governance Standards which encapsulate the ACNC Governance Standards.

### 3.2 Directors and Officers Responsibilities

All Directors and Officers of the Club shall be required to understand the needs of the Club and their legal responsibilities as Officers. Club Officers owe a fiduciary duty to the Club and shall exercise their rights and powers in good faith and for the benefit of the Club;

- a) All Officers shall comply with the following principle statutory and common law duties:
  - (i) to act honestly and in good faith in the interests of the Club;
  - (ii) to exercise a degree of care, skill and diligence that a reasonable person in a like position would exercise in the Club's circumstances;
  - (iii) to exercise powers honestly and for the purposes for which they were conferred and not for collateral purposes;
  - (iv) to avoid any actual or potential conflict between their obligations owed to the Club and their personal interests and other duties;
  - (v) to keep confidential information obtained, and not to disclose advantage or business opportunities acquired, in the course of that office; and
  - (vi) to prevent insolvent trading by the Club.

### 3.3 Interests and Disclosure of Interests

#### a) Interests

An Officer shall not hold any place of profit or position of employment within the Club, or in any company or incorporated association in which the Club is a shareholder or otherwise interested, or from contracting with the Club either as a vendor, purchaser or otherwise except with the express resolution or approval of the Club Council. Any such contract or arrangement entered into by or on behalf of the Club in which an Officer is in any way interested will be voided for such reason.

#### b) Disclosure of interests

The nature and interest of an Officer must be declared by such person at the meeting at which the contract or arrangement is first taken into consideration if the interest exists or in any other case at the first meeting of the Council after the acquisition of the interest. If an Officer becomes interested in a

contract or arrangement after it is made or entered into, the declaration of the interest must be made at the first meeting of the Council or Board held after the Officer becomes so interested.

c) General disclosure

A general notice that an Officer is a member of any specified firm or company and is to be regarded as interested in all transactions with that firm or company is sufficient declaration. After such general notice it is not necessary for such Officers to give a special notice relating to any particular transaction with that firm or company.

d) Recording disclosures

It is the duty of the Director of Administration (Secretary) to record in the minutes any declarations made.

e) Where conflicts are present

- (i) An Officer notwithstanding an interest, may be counted in the quorum present at any meeting, but cannot vote in respect of any contract or arrangement in which the Officer is interested. And,
- (ii) An Officer shall not sign a document where the Officer is interested in the contract or arrangement to which the document relates.

## SECTION 4 - DELEGATIONS OF AUTHORITY

### 4.1 Club Jurisdiction

The penalizing authority of the Club shall be in the following order of authority:

- a. The Council.
- b. The Board.
- c. The Judiciary Committee.
- d. The President.
- e. The Director of Lifesaving (Club Captain).
- f. The Carnival Committee.

Should the Club decide the alleged offence is beyond the responsibility of the Club, the matter may be referred to the Branch for determination; and

### 4.2 Delegation of Authority – Property and Finance

The Director of Finance (Treasurer) shall:

- a) receive all monies on behalf of the Club and shall issue receipts or tax invoices for same and shall be responsible to the Board for such monies. All monies received on behalf of the Club shall be banked within four (4) days of receipt thereof and all payments over \$100 shall be made by electronic transfer.
- b) keep the necessary records as required by the relevant Government Act, a receipt book to acknowledge collections, a cheque book issued by the Club's bankers for the purposes of payments, and a Ledger to record income and expenditure. Details of cheque and electronic payments are to be caused to be recorded by the Director of Finance (Treasurer), and duly presented to a meeting as set out in Constitution Clause 35.6 and 35.8. The Director of Finance (Treasurer) shall ensure that the annual audited statement, applicable statements, and returns are submitted to SLSQ and/or the relevant Government Department, as and when required;
- c) at each Board meeting, present a report relating to the Club's finances showing details of income and expenditure since the presentation of the previous report supported by bank statements for the same period together with bank reconciliation statement, cash movements report, debtor and creditor ledger balances, and Australian Taxation Office Running Balance Account statement; and ??

### 4.3 Fraud prevention – Director of Finance

The Director of Finance (Treasurer) has a key responsibility to establish and influence the Club's Members and staff in regard to theft including fraud through the Director's attitudes, actions and communications in regard to horizontal and vertical delegations of authority which, supported by policy and procedure manuals, define ethical behavior, acceptable and unacceptable behavior and the consequences thereof.

The Director of Finance (Treasurer) shall ensure the Club has:

- a) an effective system of internal controls: define standard operating practices, which should include segregation of duties and appropriate review.
- b) transparent hiring practices: clearly outline expectations of the role, perform verification of qualifications and background checks.
- c) processes to promptly address concerns or allegations including following up complaints of wrong doing, or poor employee performance promptly.
- d) conduct reviews, both regular and spontaneous, to identify key fraud risks: identify the areas where fraud could occur, establish appropriate authorization limits and reporting; and
- e) by utilizing the conflict of interest policy, define when a conflict is perceived to exist, and how the conflict will be resolved.

#### **4.4 Fraud prevention – Board**

The Board shall remain responsible to monitor activities and outcomes to ensure they are consistent with policy, strategic plans, budget, etc. If any activities appear to be out of line with expectations, the Board is responsible to follow up and resolve any issues. One of the most important roles of the Board is to be alert and ask questions – if something doesn't seem accurate or doesn't make sense, ask more questions until you are satisfied with the answers.

## SECTION 5 - MEETINGS

### 5.1 Annual General Meeting

The Annual General Meeting of the Club shall be held at least two weeks prior to the Annual General Meeting of the Branch on a date determined by the Board. The purpose of such a meeting shall be the presentation and adoption of the Annual Report and Financial Statements, the Election of Officers for the ensuing year, to deal with Notices of Motion correctly moved and to transact general business.

The order of business shall be: -

- a. Recording of attendance and apologies
- b. Confirmation of the previous Annual General Meeting minutes
- c. Presentation and adoption of the Annual Report and Financial Statements
- d. Election of Officers
- e. Endorsement of Branch Councillor (Club President)
- f. Endorse Junior Activities Committee
- g. Endorse Finance, Lifesaving, Facilities, Honours and Awards or any other Committees
- h. Election of Life members (if any)
- i. Notice of Motion
- j. General Business

### 5.2 Board Meetings

The Board shall comprise those Directors listed in Clause 29.1 of the Constitution;

At meetings of the Board, the order of business shall be: -

- a. Apologies and Alternates
- b. Confirmation of Previous Minutes
- c. Business Arising Out of Minutes
- d. Correspondence
- e. Finance
- f. Membership
- g. Delegates' Sub-Committee's and other Reports
- h. Notices of Motion

i. General Business

The responsibility of the Board shall be managing the day-to-day business of the Club, and the allotment of items to Boards, committees and/or staff; and

Issues relating to major policies, constitutional change, incorporation responsibilities and authority, or major financial borrowings and strategic issues shall be referred to the Club Council.

**5.3 Other Committee Meetings**

Other committees shall meet and operate in the area for which they are specifically created at times and places as required or as decided by the Board or Committee Chair.

**5.4 Rules of Debate**

The attached Rules of Debate (see Appendix "1") shall apply to the conduct of all meetings of the Council, and Committees.

For the purpose of these Rules, the word "member" shall refer to members of the Club.

## SECTION 6 - BOARDS, COMMITTEES AND CHAIRS

### 6.1 General

- a) Composition and membership shall be as prescribed in the respective By-Laws.
- b) Membership may be drawn from members of the Club.
- c) A member appointed to a committee shall retain their appointment only whilst he retains their membership of the Club: provided that the Council may, at its discretion, remove any member from membership of a committee.
- d) In the event of the absence of the Chair from any meeting the meeting shall appoint one of its members to act during such absence.
- e) It shall be the duty of the Club Director of Administration (Secretary) to refer for consideration and recommendation all matters as properly related to the jurisdiction of each Committee.
- f) In the event of any matter coming within the jurisdiction of two or more Committees, the President may direct such committees to jointly consider and report and/or recommend to the Board thereon.
- i) Unless specified otherwise in these By-Laws, a quorum for a meeting of a committee shall be a simple majority of the members thereof.
- j) A committee may, at its discretion, co-opt the services of any member of the Club or other person to assist in its deliberations, but such co-opted member or person shall have no voting rights, except as may be determined by the committee.
- k) Reports and recommendations of the committees shall be presented in writing to the Director of Administration (Secretary) or appointing body.

### 6.2 The President

The President shall be:

- a) the nominal head of the Club and shall be an ex-officio member of all committees.
- b) be chairperson of the Council and Board meetings.
- c) preside at all meetings of the Club and shall exercise their authority by generally supervising the affairs of the Club in conjunction with the Board.
- d) when presiding at a meeting, have a deliberative and a casting vote.
- e) have unlimited authority on every question of order, only to what is equitable and just in the circumstances; and
- f) be the Club representative on the Branch.

### 6.3 Boards and Committees

The following committees are required.



### **6.3.1 The Board**

The President shall be the Chairperson at Board meetings.

### **6.3.2 Finance Committee**

- a) The Chair of the Finance Committee will be the Director of Finance (Treasurer) who will also be an ex-officio member of sub-committees associated with their duties.
- b) The Finance Committee shall comprise the Director of Finance (Treasurer) and 2 other members.

### **6.3.3 Lifesaving Committee**

- a) The Chair of the Lifesaving Committee will be the Director of Lifesaving (Club Captain) who will also be ex-officio member of sub-committees associated with their duties including the Lifesaving Selection Committee and the Surf Sports Committee.
- b) The Lifesaving Committee shall comprise the Director of Lifesaving (Club Captain) (Chair), Vice-Captain, Chief Training Officer, Patrol Captains, and other officers as determined by the Board.
- c) It shall be responsible for -
  - (i) maintaining and improving life saving patrols and services.
  - (ii) conducting training, instructional and proficiency programs for members.
  - (iii) disseminating lifesaving information.
  - (iv) dealing with matters referred to it from the Board or Council; and
  - (v) making recommendations relating to lifesaving to the Board.

### **6.3.4 Junior Activities Committee**

- a) The Chair of the Junior Activities Committee will be the Director of Junior Activities who will also be ex-officio member of sub-committees associated with their duties and be responsible for overseeing and coordinating all programs and activities relating to Junior Activities.
- b) The Junior Activities Committee comprise those members interested in:
  - (i) the conduct and co-ordination of all matters relating to Junior Activities;
  - (ii) providing for Junior members an educational experience in a wide range of subject and skills within the aquatic/marine environment.
  - (iii) preparing Junior members for their eventual transition to the marine and patrol environment of the senior movement.
  - (iv) participating in such activities.
  - (v) be represented on the Club Board by the Director of Junior Activities.

- c) Junior Activities Committee meetings which shall be held at the discretion of the Chair of the Junior Activities Committee.
- d) Voting at meetings of the Junior Activities Committee shall be limited to members of the Junior Activities Committee.
- e) Finance

The Club Director of Finance (Treasurer) shall receive all monies, issue receipts, and bank such monies to the bank account of the Club to be used for Board endorsed junior activities.

The finance the Club uses for junior activities may be supported by means approved by the Board which may include a Club budget allowance, donations, capitation levies, carnivals, socials, and other functions.

### **6.3.5 Surf Sports Committee and Surf Sports Selection Committee**

- a) The Chair of the Surf Sports Committee and Surf Sports Selection Committee will be the Surf Sports Officer who will also be ex-officio member of sub-committees associated with their duties and be responsible for overseeing and coordinating all programs and activities relating to surf sports.

#### **6.3.5.1 Surf Sports Committee**

- a) The Surf Sports Committee shall be comprised of the Surf Sports Officer, Club Coaches, Team Manager(s) and other Officers as determined by the Board.
- b) It shall be responsible for:
  - (i) promoting involvement in surf sports activities;
  - (ii) conducting training and coaching programs for members;
  - (iii) dealing with matters referred to it from the Board or Council; and
  - (iv) making recommendations related to Surf Sports to the Board.

#### **6.3.5.2 Surf Sports Selection Committee**

- a) The Surf Sports Selection Committee shall comprise the Surf Sports Officer, the Team Manager plus two (2) other members elected by the Club Council.
- b) The committee shall be responsible for selecting individuals and/or teams for surf sports competitions.
- c) The committee's selections shall be subject to the approval of the Board.

### **6.4 Other Committees**

Other committees may be appointed by the Board as and if required.

#### **6.4.1 Judiciary Committee**

- a) A panel of three (3) voting Club members, Board members cannot be members of the Judiciary Committee.
- b) The Judiciary Committee shall function in accordance with SLSA Regulations.

#### **6.4.2 Facilities Committee**

The Facilities Committee shall comprise 10 elected members who shall act on and investigate matters relative to the Club's buildings and surroundings when so directed by the Club Board.

#### **6.4.3 Awards and Honours Committee**

- a) The committee shall consist of 3 voting Club members.
- b) The committee shall meet to seek and consider nominations for club awards as well as other external awards and honors nominations.
- c) The committee will make confidential recommendations to the Board for but not limited to the following awards:
  - (i) Club Life membership
  - (ii) Branch/SLSQ/SLSA Life membership
  - (iii) Branch/State/ National awards
  - (iv) Order of Australia nominations
  - (v) Community awards
  - (vi) Sports awards
  - (vii) Meritorious awards

#### **6.4.4 Youth and Cadet Committee**

- a) The committee shall consist of 3 Club members.
- b) The committee will promote the opportunities available in surf lifesaving in the club and the movement as well as social activities.

#### **6.4.5 Risk Management Committee**

The committee shall consist of 3 voting Club members

#### **6.4.6 Other**

- a) The Board may appoint other committees, sub-committees, panels or groups to deal with particular items or projects from time to time.
- b) In such circumstances, the Board shall clearly define the composition, responsibilities, and terms of reference of such committees, panels, groups etc.

## SECTION 7 – COMPLIANCE - LEGISLATIVE REQUIREMENTS

### 7.1 Charity Regulations

#### 7.1.1 Collection Sanction

The Club or Auxiliary Organisation shall comply with the provisions of the relevant Government Acts and any subsequent amendments gazetted from time to time. The Club shall make an application to the relevant Government Department for entitlement under the "Collection Sanction". When Registration is approved and a "number" issued, all relevant requirements to maintain Registration shall be complied with in every detail.

#### 7.1.2 Fundraising

- a) The Club and any affiliated auxiliary organization shall comply with the law with respect to fundraising.
- b) Fundraising authority is vested in the Board which may allocate portions of its responsibilities pertaining to specific projects to the Finance, Social, and/or other special Committees to maintain, direct and/or develop these projects.
- c) The Club is authorised to solicit monetary donation, canvass to any company, firm, newspaper or other business operation or trading or any person within the area of the Club as defined. Similar fund raising shall be permitted outside these areas after prior negotiation and with approval of SLSQ.
- d) The area of the Club referred to in c). above is all that area designated by the Branch.
- e) The Branch shall determine, from time to time, areas from within the area prescribed in 7.1.2 b) above, which shall be referred to as "Club Fund Raising Areas" and it shall be incumbent upon the Club to adhere to this area in relation to fund raising activities within the Branch area.
- f) In the event of any breach of the foregoing provisions of this By-Law, it shall be a condition of continuance of affiliation and/or membership that the Club, member or group of members concerned shall forthwith surrender to the Branch all such monies, and their right thereto, obtained as a result of such breach and the Branch shall thereupon, at its discretion, determine how, and in what proportions (if any) such monies shall be applied. A right of appeal against any decision shall lie with the Branch.

#### 7.1.3 Financial Audits

- a) The books and accounts of the Club and any affiliated auxiliary organizations shall be audited at such intervals as may be required by law and/or the appropriate Government Departments or SLSQ. Such audits shall be carried out by an auditor approved to operate in the State of Queensland.
- b) Auditors shall be appointed annually:
- c) To ensure the independence of the audit and therefore the integrity of the accounts, the following rules govern the appointment of an individual as an auditor:
- d) The Auditor –
  - (i) must be formally qualified.

- (ii) must be a member of a recognised professional accounting body.
- (iii) must not be a past or present employee of the entity being audited.
- (iv) must not be related to the Club Director of Finance (Treasurer) or President of the entity being audited.
- (v) must not be related to any person employed as the Administrator or Accountant of the entity being audited; and
- (vi) must declare if they are a past or present member of the entity being audited, and such declaration must be included in the minutes of the meeting at which the auditor was appointed.

#### **7.1.4 Audit Declarations**

The audit of a Surf Life Saving Club in Queensland must meet the requirements of the Associations Incorporation Act (Qld) and the Collections Act, both administered by the Office of Fair Trading Queensland, and the Australian Charities and Not-for-profit Commission Act (Cth.). The Declarations by members of the Committee in the audit report is required to include statements that meet the following standards:

- a) Presents a true and fair view of the financial position of Peregian Beach SLSC Inc. as at [DATE OF AUDIT YEAR END] and its performance for the year ended on that date in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) of the Australian Accounting Standards Board, the Associations Incorporation Act and the Australian Charities and Not-for-profit Commission Act.
- b) At the date of this statement, there are grounds to believe that the Peregian Beach SLSC Inc. will be able to pay all of its debts as and when they fall due and payable.
- c) The financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profit Commission Act.
- d) This declaration is made in accordance with a resolution of the committee and is signed for and on behalf of the committee by: President and Treasurer

## SECTION 8 – ADMINISTRATION - STAFF, INSURANCE AND FINANCE

### 8.1 Staff

#### 8.1.1 Staff appointments

The Board may appoint an Administrator and/or other paid employees for specific assignments as per Constitution Clause 28.

#### 8.1.2 The Administrator

- a) The Administrator is a paid Officer position and subject to the provisions of the Constitution Clause 33.1 and to the directions from time to time of the Board, they shall:
- (i) carry out and implement all decisions of the Council Meetings and the Board and within the scope of such decisions use their best endeavours to further the policies of the Club and the advancement of Surf Lifesaving.
  - (ii) co-ordinate the activities of the Club Officers and assist wherever possible or as directed.
- b) be responsible to the President on matters of day-to-day routine business.
- c) be available at all reasonable times for consultation with and assistance in matters which are within the jurisdiction of the Club to the Officers and members.
- d) maintain close contact with Branch and the State levels of the Association including regular visits provided that he/ she shall inform the Board of proposed visits.
- e) approach and develop Club donors and sponsors with the assistance of the Directors, and oversee all fund-raising activities as directed by the Board.
- f) in all aspects of their activities observe and comply with existing procedures of the Club as regards correspondence and communications.
- g) prepare and issue notices and agendas for General Meetings of the Council and the Board; and
- h) attend to the preparation and presentation of the Annual Report, or any other prepared matter for Club distribution.

#### 8.1.2.1 Administration staff – hierarchy of staff

Where more than one administration officer is employed by the Club, the Board shall determine:-

- a) if a team leader is to be appointed who shall be the sole direct report to President in regards to all administration staff with all other administration staff reporting through the team leader; or
- b) if all staff with similar levels of duties and responsibilities should directly report to the President.

#### 8.1.3 Coaches

Where a coach is engaged by the Club and the coach is an individual and not an incorporated business:

- a) the Club will review any proposed arrangements prospectively for compliance with relevant ATO legislation.; and
- b) if ruled to be a contractor, the contractor must provide proof of professional indemnity insurance before commencing any such engagement.

#### **8.1.4 Trainers**

Trainers are sign an employment agreement which includes post-employment restraints regarding Club business customers only.

#### **8.2 Honorariums**

An Honorarium may be granted to an Officer on the decision of the Board. Any such Honorarium paid would be subject to Income Tax.

#### **8.3 Insurance**

##### **8.3.1 General**

It is mandatory that the Club and auxiliary organisations hold insurances approved by SLSQ. In cases where SLSQ has appointed one or more Insurance Brokers and the Club does not insure through such Brokers, the Club shall submit such policies to SLSQ for approval.

##### **8.3.2 Personal Accident Insurance**

###### **8.3.2.1 Paid Staff and Employees**

A Workcover policy shall be effected by the Club with Workcover Queensland to cover all paid staff of the Club.

###### **8.3.2.2 Members**

Personal Accident Insurance is granted under SLSQ's Workcover policy for all registered members of Surf Life Saving Queensland (except Junior Activity (Nipper) members aged 7 to 14 years – i.e. non-Bronze Medallion holders) whilst engaged in Surf Life Saving activities.

- a) Cover/benefits
  - (i) The benefits and conditions applying under the policy are described in the relevant Government Act and/or contracts of insurance.
  - (ii) An application for compensation is valid and enforceable only if the application is lodged in accordance with policy requirements.
- b) Junior Activity members (7-14 years)
  - (i) A Personal Accident Policy shall be effected by SLSQ to cover all financial Junior Activity members (non-Bronze Medallion holders). The benefits cover exceptional items (refer Insurance Manual), e.g. Death, Liability, Medical (restricted), Dental, Ambulance.

- c) Volunteer Workers
  - (i) A Personal Accident Policy shall be arranged by SLSQ to cover all persons engaged in voluntary work for the Club, and/or who are not eligible for workers' compensation. The benefits cover exceptional items (refer Insurance Manual), e.g. death, liability, medical (restricted), dental, ambulance. A register of workers shall be established for each relevant activity which should be signed by all volunteer workers prior to commencement of work.
- d) Public Liability Insurance
  - (i) A Public Liability policy shall be negotiated by SLSQ to cover the Club and Auxiliary Organisations against legal action instigated by a member of the public during activities approved by SLSQ.
  - (ii) Whilst the cover can apply to normal Surf Life Saving Association activities, a separate cover may need to be taken out by the Club or Auxiliary Organisations entering into some activity away from the Club facilities or beach, such as a display or fundraising activity where the public are involved. The Insurance Brokers should be consulted in these situations.

### **8.3.3 Insurance on Property**

- a) SLSQ shall negotiate on behalf of the Club insurance policies to cover loss or damage to its own property, or upon goods in transit destined for one of its affiliated bodies.
- b) It is mandatory for the Club to hold property insurances to be held with a reputable Insurance Company approved by SLSQ, and it is a requirement that such policies, if not managed by SLSQ's brokers, be submitted to SLSQ for its endorsement to ensure that the protection provided is adequate and serves the interest of the Association.
- c) Branches, Clubs and Auxiliary Organisations shall be responsible for the cost of their own insurance and shall be well advised to reassess values at least every second year.

### **8.3.4 Directors and Officers Insurance**

- a) A Directors & Officers policy shall be negotiated by SLSQ to cover officers of SLSQ and its affiliated Branches and Clubs and auxiliary organisations against claims made against an officer during the policy period for a wrongful act.
- b) It is noted that this is a "claims made" policy, e.g. no claim can be made against the policy once it has expired or has been cancelled. Also, if a case exists where a claim may be possible, immediate notification must be given to SLSQ's Insurance Broker.

### **8.3.5 Professional Indemnity Insurance**

- a) A Professional Indemnity policy shall be negotiated by SLSQ to cover members whilst engaged in authorised Association activities.
- b) The indemnity covers claims the insured is legally liable to pay for, e.g. breach of professional duty or by reason of any negligent act, error or omission.



#### 8.4 Capital Expenditure

- a) The Club shall notify SLSQ of any proposed capital expenditure over \$100,000.00.
- b) Capital expenditure includes alterations, additions or improvements to existing facilities, acquisition of any land, buildings or other property, the building of any new facilities, the building or refurbishment of any other facilities either singularly or in partnership.

Capital expenditure also includes capital expenditure to purchase or invest in any business venture, community project, or other project using Club (including affiliated Supporters Club) funds or borrowings.

- c) Such notification is to include –
  - (i) a brief outline of the proposed expenditure clearly stating the intended purpose.
  - (ii) details of architectural plans (where necessary)
  - (iii) cost estimates with recommendation and justification (3 quotes);
  - (iv) details of recommendation of the above proposal in General Meeting Minutes.
  - (v) latest financial information (Profit & Loss & Balance Sheet) prepared in accordance with accrual accounting requirements; and
  - (vi) any other information considered relevant.
- d) Where financing is required to support the capital expenditure, the Club is to provide details of the proposed financing arrangements, and appropriate financial data supporting the capacity to service the proposed debt.
- e) In the situation where future anticipated income (e.g. future distributions from Supporters Clubs including meals and bar revenue) is being relied upon to service the debt, an independent professionally prepared financial analysis will also be required, including the following –
  - (i) a detailed business plan.
  - (ii) cash flow projections for at least five (5) years.
  - (iii) market survey/sensitivity analysis confirming the feasibility of the proposal.
  - (iv) funding arrangements.
- f) Such proposals shall be dealt with in the following manner:
- g) proposals shall be assessed by SLSQ Board's Audit, Finance and Compliance Committee upon receipt of all relevant information. The Committee may seek external advice.
- h) Any such review forms part of SLSQ policy of encouraging responsible financial and asset management, but should not be construed as express or implied advice, or any guarantee, that the proposal is technically, financially or otherwise feasible or responsible.

## 8.5 Business Development/Venture

In order to protect and enhance the Association's objective, Clubs (including Supporters Clubs and related entities) shall inform and consult with SLSQ about any developments or redevelopments, or any developments or commercial or non-commercial venture – on existing property or elsewhere – which involve expenditures over \$100,000.;

- a) Examples of such developments or ventures where SLSQ needs to be advised include:
  - (i) major development or re-development of a clubhouse;
  - (ii) development or re-development of any property.
  - (iii) land and/or property acquisition (Freehold or lease);
  - (iv) negotiation and/or renewal of leases; and
  - (v) a commercial or non-commercial venture on either side (e.g. at the Clubhouse) or off-site, either singularly or in partnership.
- b) The Club shall notify SLSQ immediately when considering any development or venture outside the existing scope of operations of a Surf Life Saving Club.
- c) SLSQ may request further information such as plans, contractual arrangements, financial and feasibility studies (as per the Capital Expenditure Policy) etc. to ensure the project/venture is in keeping with the aims and objects of the Association, and is financially sound;
- d) SLSQ shall be kept informed on a regular basis where such developments/ventures have been reviewed by the Committee; and
- e) SLSQ shall respect and comply with any commercial in confidence issues.

## SECTION 9 - SURF LIFE SAVING AFFILIATION

### 9.1 Association Policies, Rules, Regulations

- a) Association policies, rules and regulations, as issued from time-to-time by SLSA, SLSQ and/or the Branch are accepted as By-Laws of the Club.
- b) Without limiting the current and future scope of SLSA and SLSQ policies, rules and regulations, the Club acknowledges and accepts the following SLSA and/or SLSQ policies, rules and regulations:
  - (i) Surf Life Saving Training Manual
  - (ii) Competition Manual
  - (iii) Capital Expenditure
  - (iv) Business Development/Venture
  - (v) Member Protection
  - (vi) Competitive Rights, Obligations and Qualifications
  - (vii) Trophies, Prizes and Eligibility
  - (viii) Team Management
  - (ix) Membership Categories and Restrictions
  - (x) Membership Clearances
  - (xi) Competitive Rights and Transfers
  - (xii) Intellectual Property
  - (xiii) Sponsorship
  - (xiv) Visits and Tours

### 9.2 Fees and Charges

Fees may be payable annually for affiliation, examination, registration, carnival entry and other general lifesaving costs for the Club and shall be determined by the Branch from time to time.

### 9.3 Affiliation

The Club and its affiliates agree:

- a) that they are bound by this Constitution and By-Laws and that the Constitution, and these By-Laws operate to create a single, uniform entity through and by which the objects of the Club and Surf Lifesaving are to be conducted, promoted and administered;

- b) in all other respects the provisions of the Club Constitution, Clauses 3.2, 11 and 12 shall apply.

## SECTION 10 - AUXILIARY ORGANISATIONS

### 10.1 Auxiliary Organisations

Auxiliary Organisations may be formed and allowed to affiliate with the Club as authorised in Clause 3.3e provided that the constitution and activities of such organisations are subject to the approval of the Club and further provided that delegate representation to and from such organisation shall be as determined by the Club from time to time.

Such Auxiliary Organisations can include:

- a. Old Boys & Girls Club;
- b. Supporters Club;

Each organisation's formation and function shall be reviewed annually and shall be compatible with the constitution

The Constitution of any such organisation and any amendments thereto shall at all times be subject to the endorsement of the Council.

The Club may be represented on any such organisation by an Officer or member of the Club appointed annually for the purpose; and such organisation may by special invitation likewise be represented on the Club.

Such organisations can only be registered not-for-profit incorporated bodies.

### 10.2 Dissolution of Affiliated Bodies

The constitution of every affiliated body shall contain a dissolution clause similar to that set out in Clause 9 of the constitution of PBSLSC.

In the event of any affiliated body becoming inactive, going into recess, or having its affiliation terminated, the Club is empowered to require such body to implement the requirements of Clause 9 of the constitution of PBSLSC regarding dissolution. And,

Upon the dissolution of an affiliated body in terms of the preceding Rules, the books, accounts, and assets of the affiliated body shall be handed over to or taken possession of by the Club to deal with as it may, in its absolute discretion, see fit.

## APPENDIX 1 - RULES OF DEBATE

### 1. General

1.1 The undermentioned Rules shall apply to the conduct of all meetings of the Council, and Committees.

1.2 For the purpose of these Rules, the word "member" shall refer to members of the Club.

### 2. Chair's Authority

2.1 In the case of any remark considered by the Chair to be offensive or imputing improper motives, the Chair may call upon a speaker to withdraw and apologise.

2.2 The Chair may call a member to order. If such member persists in being disorderly, the Chair may call upon such member to withdraw from the meeting.

2.3 It shall not be permissible to dispute the Chair's rulings or move a motion of dissent from their ruling on matters of procedure and points of order.

### 3. Debate

3.1 Any member desiring to speak shall motion the Chair.

3.2 If two or more members motion or request to speak at the one time, the Chair shall decide which is entitled to priority.

3.3 The meeting may decide that a particular person shall or shall not be heard, provided that a motion of this nature shall not be debated.

3.4 No member shall interrupt another while speaking except to raise to a point of order.

3.5 No speaker shall digress from the subject under discussion.

3.6 No member shall use offensive or unbecoming words.

3.7 During the debate, a member may raise a point of order whereupon the member then speaking shall resume pause until the point of order has been decided.

3.8 It shall be competent for any member to move a motion of dissent from the Chair's ruling other than on matters of procedure and points of order. The mover of a motion of dissent shall concisely state their point. The seconder and Chair only may than speak to the motion.

At any time during the debate, a member may move "that the question be now put" provided the Chair is satisfied that reasonable time for debate of the original motion has been allowed. The motion shall be put without debate - it need not be seconded. This motion may be applied to an amendment, in which case it is the amendment which is immediately put to the vote. It shall not be competent for the mover, seconder or any person who has spoken to the original motion or amendment to move "that the question be now put".

If carried, the original motion shall be put to the vote without further debate except that the mover thereof shall have the right of reply; if lost, the debate may proceed.

A member may move the adjournment of the debate to a subsequent meeting. If the motion for adjournment is lost, the mover thereof shall not be allowed to speak again on the question under debate. If carried, the mover shall have the right of resuming the debate at the ensuing meeting and the mover of the original motion shall have the right of reply.

#### **4. Motions and Amendments**

- 4.1** Any member proposing a motion, or an amendment shall state its nature before addressing the meeting thereon.
- 4.2** The mover of a motion shall not occupy more than ten minutes nor any other speaker more than five minutes; provided that the meeting may, by resolution, without debate, grant an extension of time to any speaker.
- 4.3** No member may speak more than once to a motion except with the Chair's permission, in explanation or reply, or to ask a question provided that he may speak again on any amendment to the motion.
- 4.4** The mover of a motion's right of reply shall be exercisable at the end of the debate.
- 4.5** The mover of an original motion must get the consent of their seconder, and the approval of the meeting, before making any alteration to the wording of their motion.
- 4.6** Any member (other than as provided in Rule 4.7 herein) may move an amendment to a motion, provided it is not a direct negative of the motion proposed.
- 4.7** The mover or seconder of a motion may not move or second an amendment to it but may speak on any such amendment and vote in favour of it.
- 4.8** A particular member may move or second one amendment only to each motion but may speak on amendments moved by others.
- 4.9** An amendment having been moved, it shall not be competent to move any further amendment, provided that notice may be given of intention to move a further amendment when the previous amendment has been determined. Only one amendment can be considered at the one time.
- 4.10** If there is an indication of more than one amendment to be brought forward, the mover of the original motion may elect to reply at the end of the debate on the first amendment.
- 4.11** The mover of an amendment has no right of reply.
- 4.12** A member who formally seconds a motion or amendment without speaking may speak in support at a subsequent stage of the debate.
- 4.13** Amendments shall be put to the meeting before the motion is put and shall be committed to the meeting in the order in which they are received.
- 4.14** When an amendment is carried the motion as amended becomes the motion before the meeting.
- 4.15** Motions and amendments can be withdrawn only when a majority of those present at the meeting consent. A motion for withdrawal is open to debate, which however must be confined to the matter of withdrawal.

If, after a motion has been determined, it is considered in the general interest that the matter should be re-opened for discussion before the termination of the same meeting, the meeting may, by unanimous vote, order its recommittal.

**5. Voting**

- 5.1** Voting shall be by the voices, or at the discretion of the Chair or at the request of any member, by show of hands or by secret ballot.
- 5.2** Any member, supported by not less than three others, may call for a division, in which case members shall move to the right or left of the Chair, as directed by him.
- 5.3** In the event of a division any member declining to vote shall elect to retire behind the Chair or have their vote counted in the negative.
- 5.4** The Chair may appoint tellers to assist them in counting a vote.



## APPENDIX 2.1      ROLE DESCRIPTION - CLUB PRESIDENT

### Responsible to:

- Club Board of Directors
- Club Council
- Branch Council
- SLSQ

### Functional relationships:

- Board of Directors
- Club members
- Supporters Club Board (if applicable)
- Branch Council
- Club Administrator
- Sponsors & Supporters

### Governance responsibilities:

- Preside at all meetings of Club and functions
- Have a casting vote at Club General Meetings as required
- Be responsible to lead through personal demonstration and compliance with, all policies, rules, and by-laws of the Club, SLSQ and SLSA, and to ensure that all Club office bearers in carrying out their duties, act in accordance with the same
- Be an ex-officio member of all Committees/Boards formed under these policies, rules, and by-laws
- Represent the Club as Branch Councillor and to SLSQ and SLSA as required
- Ensure that the Club meets its endorsed charitable purpose
- Ensure the Club at all times is governed in accordance with the SLSQ Governance Standards in order to meet the ACNC Regulations
- Be responsible for Club financial management and planning, including business planning and succession
- Ensure all Club activities are carried out within the laws of Queensland
- Produce the Club Management Plan and ongoing review and management of this plan
- Facilitate meetings, including Committee, General and Annual General Meetings
- Ensure planning and budgeting is completed in accordance with the needs of the Club and members wishes
- Ensure financial, social and structural viability of the Club is established and maintained
- Ensure all rules and regulations of the Club are upheld

### General responsibilities and duties:

- Act as the principal leader with overall responsibility for the Club's administration
- Set the overall board standing agenda and help the committee prioritise its goals and ensure office bearers work within this framework
- Represent the Club appropriately at local, regional, state and national levels
- Act as a coordinator for Club activities and voice members views at appropriate forums
- Engage sponsors and supporters
- Identify and communicate to members opportunities available at Club, Branch, state and national levels

### Prerequisites:

- Experience as an active patrolling member in a Surf Lifesaving club
- To be a holder of a current "Blue Card" or "Exemption Notice" issued by Blue Card Services

- To not be disqualified from managing a corporation, within the meaning of the Corporations Act 2001 (Cth)
- To not be disqualified by the Australian Charities and Not-for-profits Commissioner at any time during the previous year from being a 'responsible person' of a registered charity

Knowledge and skills required:

- Strong communication and interpersonal skills
- 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 level of privacy (certain details) to the Club and its activities whilst maintaining confidentiality and respect towards members
- Maintain effective and efficient administration
- Have a good working knowledge of Surf Lifesaving objectives, policies and procedures, or the ability to quickly assimilate that knowledge
- Have a good knowledge of the Club Constitution, By-laws, the duties of all office holders and committees, or the ability to quickly assimilate that knowledge
- Must be a supportive leader for all Club's members
- Have a good knowledge of organisational governance including risk management and be able to organise and delegate tasks

Desirable attributes:

- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Sound computer skills - Microsoft Office and Outlook.
- Sound oral and written communication skills
- Public speaking ability
- Good negotiation skills
- Willingness to learn new skills
- Ability to work in a team environment.
- Motivational
- Efficient people management skills
- A sense of justice

Time commitment:

The position of SLSC President is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 25 hours per week across both days and evenings.

## APPENDIX 2.2      ROLE DESCRIPTION - DIRECTOR OF ADMINISTRATION (SECRETARY)

### Responsible to:

- Club President
- Club Board of Directors
- Club Council

### Functional relationships:

- Club President
- Board of Directors
- Club members
- Club Administrator
- Sponsors & Supporters

### Governance responsibilities:

- Fulfil the role of Secretary as defined in the Associations Incorporations Act 1988
- Ensure the responsibilities of Registrar, as defined in the Club Constitution and By-Laws, are fulfilled including utilisation of SurfGuard membership database
- Bank account signatory and approver
- Chair Committees e.g., membership (where applicable)
- Ensure that the Club meets its endorsed charitable purpose
- Perform the role of Public Officer carrying out all such duties in regard to the Office of Trading and the Australian Taxation Office
- Ensure Privacy Act 1988 principles and confidentiality are upheld at all times by all persons with access to Club and member records and correspondence
- Ensure the Club at all times is governed in accordance with the Associations Incorporations Act 1988 and the SLSQ Governance Standards in order to meet the ACNC Regulations 2013

### Responsibilities and Duties:

- Make arrangements for Club meetings including agenda, venue, date, etc, in consultations with the Chair and advise members accordingly
- Attend all meetings of Club and functions
- Take minutes of meetings and maintain a copy for records
- Ensure circulation of minutes to Board or committee members within 7 working days to the next meeting
- Collect and collate reports from office bearers
- Call for and receive nominations for committees and other positions for the Club Annual General Meeting
- Receive, record, read, reply and file correspondence promptly
- Provide a copy of all correspondence in and out to the monthly meetings
- Complete all Association (Club) returns as required by the Office of Fair Trading
- Collate and arrange printing of the Annual Report
- Maintain data entry SurfGuard and ensure records are current
- Overall responsibility for all documents, records and books belonging to the Club including the preparation of agendas and the production of minutes for all Executive Meetings
- Maintain files, including (but not limited to) legal documents, constitutions, leases and titles
- Perform the general routine administration of the Club
- Ensure achievement of relevant sections of the Club management plan

Prerequisites:

- Experience as an active patrolling member in a surf lifesaving club
- To be a holder of a current “Blue Card” or “Exemption Notice” issued by Blue Card Services
- To not be disqualified from managing a corporation, within the meaning of the Corporations Act 2001 (Cth)
- To not be disqualified by the Australian Charities and Not-for-profits Commissioner at any time during the previous year from being a ‘responsible person’ of a registered charity

Knowledge and Skills Required

- Sound oral and written communication skills
- Well organised and able to work unsupervised and be self-motivated
- Delegates tasks well
- Able to work in a logical orderly manner
- Have a good working knowledge of the Club constitution and by-laws
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
- A good business sense
- A practical knowledge of computer systems and programs such as Surfguard and Microsoft Office applications
- Ability to keep correct up-to-date records
- Maintain confidentiality and respect towards members

Desirable Attributes:

- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Sound oral and written communication skills
- Public speaking ability
- Good negotiation skills
- Willingness to learn new skills
- Ability to work in a team environment.
- Motivational
- Efficient people management skills
- A sense of justice

Time Commitment:

The position of Club Director of Administration (Secretary) is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 12 hours per week across both days and evenings.

## APPENDIX 2.3      ROLE DESCRIPTION - DIRECTOR OF FINANCE (TREASURER)

### Responsible to:

- Club Board of Directors

### Functional Relationships:

- Board of Directors
- President
- Director of Administration (Secretary)
- Club Administrator
- Supporters Club Board (if applicable)
- Sponsorship Sub-committee
- Audit Sub-committee
- Club & Members

### Governance responsibilities:

- Fulfil the role of Treasurer as defined in the Associations Incorporations Act 1988
- Attend all meetings of Club and functions
- Bank account signatory and approver
- Ensure the recording of the financial dealings of the Club meet Australian Accounting Standards Board requirements relevant to the size and status of the Club
- Ensure the Club's financial statements are promptly and properly prepared and audited by a suitable auditor
- Lodge the Annual Information Statement (AIS) with the Australian Charities & Not-for-profit Commission (ACNC) by its due date and maintain the Club's details on the ACNC Charity Portal
- Chair sub-committees (where applicable)
- Ensure that the Club meets its endorsed charitable purpose
- Ensure Privacy Act 1988 principles and confidentiality are upheld at all times by all persons with access to Club and member records and correspondence
- Ensure the Club at all time is governed in accordance with the Associations Incorporations Act 1988 and the SLSQ Governance Standards in order to meet the ACNC Regulations 2013

### General responsibilities and duties:

- Is the Chief Financial Officer for the Club
- Drive the Board to prepare annual budgets with assumptions for their respective areas
- Collate and consolidate the area/department budgets into an overall Club budget
- Ensure that all money due to the Club is collected and received and that all payments authorised by Board are made; and correct books and accounts are kept showing the financial affairs of the Club including full details of all receipts and expenditure connected with the activities of Club.
- Cause all money to be lodged to the credit of Club at the approved financial institution
- Ensure adequate internal controls are in place to protect the assets of the Club
- Ensure an inventory of all assets of the Club is maintained
- Ensure insurance coverage is arranged on assets and for all risks that SLSCC may require.
- Produce or cause to be produced, relevant and timely financial reports and submit these to each Board meeting as required and ensure they are understood
- Monthly preparation of bank reconciliation and Profit & Loss comparing actual to budget
- Monitor the actual versus budget results monthly seeking explanation for material variation >10% so the Board can be advised

- Maintain the Club's accounting records including detailed records of all payments and monies received ensuring it is logically filed with authorised supporting documentation
- Once in every year oversee the preparation of a statement of income and expenditure together with balance sheet showing the position of the Club as at the date of the close of the financial year and arrange for presentation to the auditors for audit
- Liaise with Club auditor regarding the annual audit and preparation of compliant financial statements for presentation to members at the Annual General Meeting
- Cause the preparation of statutory returns and reports as required, specifically Activity Statement for the ATO
- Ensure all taxes are reported and paid promptly

#### Prerequisites:

- Prior bookkeeping experience essential
- Prior experience in the preparation of bank reconciliations essential
- Prior experience in the preparation of balance sheet and Profit & Loss statements highly desirable
- Computer skills in Excel and MYOB (or like) highly desirable
- Well organised and able to work unsupervised and be self-motivated
- Awareness of information and processes involved in the audit of financial statements for corporate bodies

#### Knowledge and skills required:

- Understanding of the need for proper controls and governance over Club finances i.e.
- Purchase orders (properly authorised with supporting documentation)
- Payment/Cheque requisitions (properly authorised with supporting documentation)
- Cheques & EFTs authorised by two authorised Directors
- 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
- Maintain confidentiality and respect towards members

#### Desirable Attributes:

- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Sound oral and written communication skills
- Public speaking ability
- Good negotiation skills
- Willingness to learn new skills
- Ability to work in a team environment.
- Motivational
- Efficient people management skills

#### Time Commitment:

The position of SLSC Director of Finance (Treasurer) is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 12 hours per week across both days and evenings.

## APPENDIX 2.4      ROLE DESCRIPTION – DIRECTOR OF LIFESAVING (CLUB CAPTAIN)

### Responsible to:

- Club Board of Directors

### Functional Relationships:

- Board of Directors
- President
- Director of Surf Sports
- Chief Training Officer
- Administrator
- Lifesaving Committee
- Club & Members

### Governance responsibilities:

- Attend all meetings of Club and functions
- Chair Committees e.g. Lifesaving (where applicable)
- Ensure that the Club meets its endorsed charitable purpose
- Ensure the Club at all times is governed in accordance with the Associations Incorporations Act 1988 and the SLSQ Governance Standards in order to meet the ACNC Regulations 2013.

### General responsibilities and duties:

- Ensure implementation of all SLSA, SLSQ and Club policies relating to lifesaving
- Approve annual Club patrol hours in consultation with the State Lifesaving Officer
- Ensure effective management of the Lifesaving Committee in all of its operations
- Administer and organise patrols (rosters, experience/qualification spread)
- Ensure Club prepares and implement an effective Beach Management Plan
- Ongoing management of service delivery standards and issue resolution
- Coordinate pre-season preparation phase (equipment/uniforms, rostering, communication etc)
- Responsible for the conduct of members in the Club
- Oversee the Gear and Equipment Officer/ IRB Officer/ Radio Communications Officer/ First Aid Officer and Transport Officer concerning lifesaving gear, ensuring it is well maintained and managed, including the annual gear and equipment inspection
- Provide regular communication and support to Patrol Captains and members
- Work with the Chief Training Officer to address training requirements and deficiencies
- Recommend actions to the Club Board
- Liaise with the Branch Director of Lifesaving
- Communicate with patrol defaulters to maintain efficiency of patrols
- Ensure records are maintained of member re-qualifications each season - SurfGuard
- Keep a record of members performances at patrol duties
- Prepare and submit monthly reports to the Club Board
- Develop and maintain the Club's Patrol Operations Manual (POM)
- Manage, in consultation with others, the annual lifesaving equipment grant (applications and acquittal)

### Prerequisites:

- Current Bronze Medallion and Silver Medallion Beach Management
- Good understanding of Club culture and lifesaving operations
- Ability to organise and delegate tasks

- Proficient computer skills and administration
- Aware of Work Health & Safety policy

Knowledge and Skills Required:

- Accreditation in Training Small Groups (TSG) - desirable
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Positive and enthusiastic

Desirable Attributes:

- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Sound oral and written communication skills
- Willingness to learn new skills
- Ability to work in a team environment.
- Motivational
- Efficient people management skills
- A sense of justice

Time Commitment:

The position of Club Director of Lifesaving (Club Captain) is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 12 hours per week.



## APPENDIX 2.5      ROLE DESCRIPTION – DIRECTOR OF JUNIOR ACTIVITIES

### Responsible to:

- Club Board of Directors

### Functional Relationships:

- Board of Directors
- President
- Chief Training Officer
- Age Managers
- Team Managers
- Team Chaperones
- Water Safety Officers
- Administrator
- Club & Members

### Governance responsibilities:

- Attend all meetings of Club and functions
- Chair the Junior Activities Committee
- Ensure that the Club meets its endorsed charitable purpose
- Ensure the Club at all times is governed in accordance with the Associations Incorporations Act 1988 and the SLSQ Governance Standards in order to meet the ACNC Regulations 2013.

### General responsibilities and duties:

- Assist with the coordination of Youth Activities
- Ensure the effective implementation of the SLSQ and Club's Child and Youth Risk Management Strategy (CYRMS)
- Identify issues and potential solutions to recommend to the Board
- Responsible for providing advice, direction, and coordination for Age Managers
- Monitoring the implementation of new initiatives
- To work with Board to set the agenda for each season's activities
- Chair the Age Managers meetings and regularly report to the Board on the progress of the junior groups
- Work as required with the Chief Training Officer, Coaching Coordinator, March Past, Surf and Beach Coaches, Water Safety Coordinator and the Membership Coordinator to ensure satisfactory outcomes for the Club
- Distribute relevant correspondence to the Age Managers
- Submit reports to the Board

### Prerequisites:

- SLSA Bronze Medallion
- SLSA Level 1 Official Course
- SLSA Level 1 Coaching Course

### General knowledge and skills required:

- Identify situations that require Member Protection policy and procedure
- Capacity to negotiate and resolve issues with a range of people
- Good organisation and problem-solving skills with the ability to delegate tasks
- Excellent communication and interpersonal

- Ability to work as part of a team
- Maintain confidentiality and discretion on relevant matters
- Friendly, positive, and enthusiastic
- Good time management
- Have a completed WWCC

Desirable attributes:

- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Sound oral and written communication skills
- Public speaking ability
- Good negotiation skills
- Willingness to learn new skills
- Ability to work in a team environment.
- Motivational
- Efficient people management skills
- A sense of justice

Time Commitment:

The position of Club Director of Junior Activities is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 12 hours per week.

## APPENDIX 2.6      ROLE DESCRIPTION – CHIEF TRAINING OFFICER

### Responsible to:

- Club Board of Directors

### Functional Relationships:

- Board of Directors
- President
- Director of Lifesaving
- Administrator
- Club & Members

### Governance responsibilities:

- Attend all meetings of Club and functions
- Attend committees e.g. Lifesaving (where applicable)
- Ensure that the Club meets its endorsed charitable purpose
- Ensure the Club at all times is governed in accordance with the Associations Incorporations Act 1988 and the SLSQ Governance Standards in order to meet the ACNC Regulations 2013.

### General responsibilities and duties:

- Lead and develop a team of trainers who will develop personnel to meet the operational needs of the Club
- Assist in development of youth within the Club
- Coordinate all instruction squads, their trainer/s and the resources
- Assess, develop and coordinate delivery of training solutions to meet the Standard Operating Procedures and service quality issues
- Positively support the policies, culture, operation and management of the Club, Branch, SLSQ and SLSA
- Follow procedures and protocols as outlined in SLSA and SLSQ Training Division Standard Operating Procedures
- Ensure all training sessions are efficient, records completed and filed
- Develop training solutions for new resource implementation
- Ensure re-qualifications of awards and certificates are completed by required date and recorded
- Analyse skill mix throughout Club and develop training solutions where needed
- Submit reports to the Club Board
- Participate as a member of the Club Board
- Arrange assessments through the Branch as required, ensuring follow-up as required
- Attend Branch meetings (as required) and report to Branch and/or Club all relevant information
- Liaise with Branch Education Officer

### Prerequisites:

- SLSA Training Officer Certificate
- Hold a Bronze Medallion
- Registered Training Organisation, Educational Qualification, i.e. Certificate IV in Workplace Training and Assessment or Certificate IV in Training and Assessment (preferred)
- Assessor Units of Competency (preferred)
- Proficient computer skills and administration

### Knowledge and skills required:

- Ability to organise and delegate tasks

- Aware of Work Health & Safety policy
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Friendly, positive and enthusiastic

Desirable Attributes:

- Current Bronze Medallion and Silver Medallion Beach Management
- Good understanding of Club culture and lifesaving operations
- Ability to organise and delegate tasks
- Proficient computer skills and administration
- Aware of Work Health & Safety policy
- Accreditation in Training Small Groups (TSG) - desirable
- Maintain confidentiality on relevant matters
- Can communicate effectively and possess good interpersonal skills
- Positive and enthusiastic
- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Willingness to learn new skills
- Ability to work in a team environment.
- Motivational
- Efficient people management skills
- A sense of justice

Time Commitment:

The position of Chief Training Officer is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 12 hours per week across both days and evenings.

## APPENDIX 2.7      ROLE DESCRIPTION – DIRECTOR OF COMMUNICATION AND EVENTS

### Purpose:

The Director of Communication and Events is pivotal in the promotion of the Club to the wider community and to enable the public relations/marketing and communication aims of the Club both internally and externally.

### Responsible to:

- Club President
- Club Board of Directors
- Club Council

### Functional relationships:

- Club President
- Board of Directors
- Club members
- Club Administrator
- Sponsors & Supporters

### Governance responsibilities:

- Chair Committees e.g., Events (where applicable)
- Ensure Privacy Act 1988 principles and confidentiality are upheld at all times by all persons with access to Club and member records and correspondence
- Ensure the Club at all time is governed in accordance with the Associations Incorporations Act 1988 and the SLSQ Governance Standards in order to meet the ACNC Regulations 2013

### Responsibilities and Duties:

#### **Marketing**

- Develop, implement, and evaluate a strategic marketing plan for the Club, and systematically implement the plan in consultation with the Board.
- Promote the Club by identifying opportunities, and formulating and circulating appropriate publicity material, including media releases
- Develop an annual advertising schedule, particularly in relation to membership targets
- Liaise on an ongoing basis with the Director of Administration (Secretary) regarding membership application trends.
- Oversee the collection of professional photographic records of Club life for promotional material.
- Prepare public relations and school promotional activities and/or materials, including for primary and secondary schools/kindergarten/childcare centres.
- Source Club marketing merchandise and related resources
- Stay informed on and involved in SLSQ marketing trends and networks.

### ***Publications & Communication***

- Develop, implement, and evaluate a plan for external communication mechanisms and protocols, and advise on, oversee, and evaluate the design and effectiveness of the Club website as a hub for and source of both static and changing information to the Club and wider community.
- Monitor and advise on the management and updating of the Club website.
- Provide advice and information on the effective use of social media by the Club and collaborate in its introduction.
- Advise on, oversee, and evaluate the design and effectiveness of official publications (print and electronic) to members and the community, including:
  - Club Newsletter and associated information bulletins.
  - Prospectus and associated information documents e.g., Sponsorship information,
  - Program flyers, in collaboration with Directors providing that information
  - Other publicity materials
- Oversee and collaborate in the establishment of a template to produce the Club Annual Report for the Annual General Meeting.
- Determine standards of styling for other Club documentation, publications, and signage.
- Develop, maintain, and provide staff and volunteers a Club Style Guide [Branding Guidelines] and templates for use.
- Provide advice to staff and volunteers with print projects in relation to quality and consistency of brand image.
- Be the point of contact for the provision of material such as photographs as agreed, for relevant external organisations e.g., SLSQ, Branch.

### ***Events***

- Coordinate the promotion of and oversee Club events including:
  - Open Days,
  - Season Launches, in liaison with the Board / Management Committee of PBSLSSC
  - Promotional events or initiatives as may arise.
- Provide promotional advice and public relations support to staff responsible for specific events, such as the Club Member Nights, Annual Dinner
- Liaise with various organisations within and outside the Club, including church groups, schools, and local community groups in relation to providing membership and promotional information.
- Support the development of a social members database, and work with the Board in identifying opportunities for the development of a Club Members network.
- In collaboration with the Board, identify and implement processes for surveying members and seeking feedback from the community and other stakeholders to provide information for planning, to inform marketing priorities, and to meet government/ SLSQ compliance requirements.
- Attend selected Club events, as necessary.

### ***Media***

- Produce internal and external communication pieces covering Club activities, events and Club life for publications, newsletters, promotional materials, and online use.
- Responsible for producing the monthly e-newsletter accurately and on time.

- Responsibility for upkeep of the website and portal content.
- Identify relevant stories to cover and then determine the appropriate platform for broadcast in consultation with the Club spokesperson, i.e., the President.
- Research topics, contacts, and interview sources for the relevant publications.
- Coordinate publications to ensure accuracy in writing, editing, and posting of communications.
- Maintain Club noticeboards.
- Perform role of Club photographer.
- In consultation, coordinate promotional photo shoots.
- Maintain the Club photographic database.

### ***Social Media***

- Manage the Club's presence in social networking sites including FaceBook, Instagram, LinkedIn
- Manage and monitor the Club's online and media profile.
- Create and deliver frequent and informative posts/tweets on relevant social media.
- Coordinate the marketing calendar with online activity.
- Track social media influence measurements.
- Provide communications support for Club social media initiatives including the Club website.
- Work with all stakeholders to ensure proper online messaging and relevancy, to ensure that there is consistency of messages across multiple networks.
- Prepare reports on usage statistics, and continuous monitoring and coverage of all sites.
- Identify and highlight relevant new social media opportunities.

### Prerequisites:

- To be a holder of a current "Blue Card" or "Exemption Notice" issued by Blue Card Services
- To not be disqualified from managing a corporation, within the meaning of the Corporations Act 2001 (Cth)
- To not be disqualified by the Australian Charities and Not-for-profits Commissioner at any time during the previous year from being a 'responsible person' of a registered charity

### Knowledge and Skills Required

- Sound oral and written communication skills
- Well organised and able to work unsupervised and be self-motivated
- Delegates tasks well
- Able to work in a logical orderly manner
- Have a good working knowledge of the Club Constitution and By-Laws
- Demonstrate a high level of enthusiasm when representing the Club to members, other organisations and the general public
- A good business sense
- A practical knowledge of computer systems and programs such as Surfguard and Microsoft Office applications
- Ability to keep correct up-to-date records
- Maintain confidentiality and respect towards members

Desirable Attributes:

- Demonstrated rapport with Club personnel
- Sound leadership skills
- Sound organisational skills
- Sound time management skills
- Sound oral and written communication skills
- Public speaking ability
- Good negotiation skills
- Willingness to learn new skills
- Ability to work in a team environment
- Motivational
- Efficient people management skills
- A sense of justice

Time Commitment:

The position of Club Director of Communication and Events is a voluntary position which requires a commitment of time and energy required to complete the duties of the position. It would be anticipated that the role would require a time commitment of 12 hours per week across both days and evenings.