TUGUN SURF LIFE SAVING CLUB INCORPORATED

BY-LAWS

[Adopted November 2023]

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 do not include all SLSA or SLSQ policies, rules or regulations as these are available in Association Manuals and other published forms (hard copy and electronic on SLSA and SLSQ platforms).

Such policies, rules and regulations are created, reviewed and amended from time to time.

New or revised policies, rules and regulations are communicated by Bulletin or Circular, and published on SLSA and SLSQ platforms.

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SECTION 1 – DEFINITIONS and INTERPRETATION

1.1 Definitions

Unless it is inconsistent with the subject or the context in which they are used, all words and expressions defined in the Tugun Surf Life Saving Club (SLSC) Constitution shall bear their corresponding meaning in these By-laws.

In these By-laws unless the contrary intention appears:

Bronze Medallion means the SLSA Award and aligns to the nationally recognised qualification PUA20119 Certificate II in Public Safety (Aquatic Rescue) as well as the nationally recognised unit of competency HLTAID001 Provide Cardio Pulmonary Resuscitation.

Club means Tugun Surf Life Saving Club Incorporated.

Club Council means all financial Tugun Surf Life Saving Club members who are entitled to vote at a particular general meeting.

1.2 Interpretation

These By-laws are to be interpreted in accordance with and are subject to the Constitution of the Tugun SLSC. To the extent of any inconsistencies, the Constitution shall prevail.

Reference may be made to Point Danger Branch (PDB), Surf Life Saving Queensland (SLSQ) and Surf Life Saving Australia (SLSA) Constitutions, Regulations, By-laws, Policies, etc. to assist in interpretation.

SECTION 2 - CONSTITUENTS

2.1 Directors

Directors of the Tugun SLSC shall be elected from the individual members of the Tugun SLSC.

The following Directors shall be elected at the Annual General Meeting as provided for in the **Constitution [Section 30]**:

(a) Statutory Directors
- President
- Finance Director (Treasurer)
- Administration Director (Secretary)

(b) Other Directors

(i) In addition to the Statutory Directors, four (4) other Directors.
- Life Saving Director
- Surf Sport Director
- Junior Activities Director
- Supporters Club Director

(ii) Nomination/s for Junior Activities Director may be, with or without a recommendation of the Junior Activities Cohort, refer to **Appendix 3**. At all times however, the appointment is solely subject to election by the Club Council at the Annual General Meeting or subsequently by the Board should a casual vacancy occur.

(iii) Nomination/s for Supporters Club Director must be a member of the Supporters Club Board, with or without a recommendation from the Supporters Club Board. At all times the appointment is solely subject to election by the Club Council at the Annual General Meeting or subsequently by the Board should a casual vacancy occur.

(c) Within seven (7) days of appointment each Director must sign a Director's declaration.

2.2 Functional Officers

(a) All or any of the following Officers (and deputies/assistants as required), may be elected at the Annual General:

(i) Chief Training Officer
(ii) Clubhouse Officer
(iii) Club Patron(s)
(iv) First Aid Officer
(v) IRB Officer
(vi) Patrol Equipment Officer (Gear Steward)
(vii) Publicity and Social Media Officer
(viii) Surfboat Manager
(ix) Surf Sport Team Manager
(x) Youth Development Officer

2.3 Qualifications

(a) All directors and officers must be current financial members of the club and hold valid working with children blue cards and meet the Responsible Person Standards of the Australian Charities and Not-for-profit Commission.

(b) In addition to the appropriate SLSA awards only current proficient Bronze Medallion holders shall be eligible for election to the following positions and their deputies:

- Lifesaving Director
- Chief Training Officer

2.4 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 Directors and 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.

All Directors and Officers shall comply with the following principle statutory and common law duties:

(a) To act honestly and in good faith in the best interests of the Club.

(b) To exercise a degree of care, skill and diligence that a reasonable person in a like position would exercise in the Club's circumstances.

(c) To exercise powers honestly and for the purposes for which they were conferred and not for collateral purposes.

(d) To avoid any actual or potential conflict between their obligations owed to the Club and their personal interests and other duties.

(e) To keep confidential, information obtained and not to disclose or advantage business opportunities acquired in the course of that office.

(f) To prevent insolvent trading by the Club.

2.5 Auxiliary Organisations

Subject to the approval of the Club Council, Auxiliary Organisations may be formed to further the objects of the Tugun SLSC. Such organisations may be allowed to affiliate with the Club, provided that the constitution and activities of such organisations are subject to the approval of Tugun SLSC and further provided that delegate representation to and from such organisation(s) shall be as determined by the Club from time to time.

(a) Each organisation's formation and function shall be reviewed periodically and shall be compatible with the provisions contained in the constitution.

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

(c) The constitution of every affiliated body shall contain a dissolution clause similar to that set out in the Tugun SLSC **Constitution Clause 9**, with the Tugun SLSC named as the sole beneficiary.

    (i) 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 regarding dissolution.

(ii) 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.

SECTION 3 - MEMBERSHIP

3.1 General

Subject to the **Constitution Section 12** and the SLSA membership directives in the SLSA Regulations, the Club is authorised to establish such categories of members as it requires and considers necessary in the context of the Club and the requirements of SLSQ.

3.2 Membership Categories

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

In the case of 'family membership' applications, each 'family member' will be allocated an individual membership classification based on age and qualifications.

(a) Junior Membership

(i) Junior Activities Member ("Nipper")

Junior Activity Membership will have a focus on participation, education and fun in accordance with the age of the member.

Five and six-year-old Junior Activity Members shall be restricted to play, participation and fun, with guidelines to support this focus to include:

- Beach activities that emphasize games and group activities,
- Water activities to be limited to shallow water near the water's edge,
- No competition for these age groups other than that involved in fun games.

(ii) Cadet Member

Cadet Members must be proficient Surf Rescue Certificate holders and undertake patrols in order to retain Cadet Membership. Water safety duties alone will not be considered undertaking patrols.

(b) Active Membership

(i) Active Member

Any Member who does not wish to undertake Club patrols, but otherwise meets the criteria for Active Membership shall be required to take up an alternative category of membership as may be provided for by the Club Constitution. In doing so, the Member shall not be entitled to count any

years in the alternative category as service for qualifying for Reserve Active or Long Service Membership.

(ii) Reserve Active Member

Generally, a member must have completed at least 280 hours of patrol duties over 8 years of active service to meet the patrol service requirements for Reserve Active Membership, with a minimum of 25 hours performed each season, unless otherwise exempt.

i. Requests for Reserve Active Membership will be granted by resolution of the Board in accordance with this clause and the member's overall patrol record.

ii. If anyone has undertaken their patrol duties with another club and is not already a Reserve Active Member and seeks Reserve Active Membership, they are required to provide proof of their previous patrol duties with the other club(s). To be eligible, the details of their patrol duties at the other club(s) must be the equivalent to that applying to members who have undertaken their patrol duties at Tugun SLSC, unless otherwise excused by the Board.

iii. Reserve Active Membership previously granted by other clubs will be recognised.

iv. To maintain Reserve Active status, Members shall: complete their annual Skills Maintenance test and fulfil their patrol obligations (minimum of twelve (12) hours per patrol season).

v. Failure to fulfil patrol obligations may result in the Member being required to show cause why his or her membership category should not be changed to any other category for which the member is qualified.

(iii) Award Member

Award Members must hold one or more of the following SLSA award qualifications:

- Surf Rescue Certificate
- Radio award/s
- Emergency Care awards (or equivalent).

Award Members may perform patrol and/or other club obligations within the scope of their qualifications.

(c) Associate Membership

(i) Probationary Member

Probationary members who wish to use club equipment must have met the prerequisites for the training in the appropriate award applicable to the usage of that equipment.

Should a person not gain (nor be enrolled in a relevant accreditation course for) the required award (e.g., SRC for Boards or Bronze Medallion for Skis and Surf Boats) within 90 days, the prerequisite requirements (i.e. swim assessment) must be reassessed for the individual to continue to use such equipment. If the relevant qualification is not attained within a further 30 days, then the person is no longer eligible to use the equipment.

Probationary members who have not achieved the awards required for the membership category applied for, within 120 days of their membership being accepted, should be assigned a membership category appropriate to the qualifications held.

(ii) Associate Member

Associate Membership may be granted to persons who may or may not hold an SLSA award (proficient or otherwise) but have an active interest or wish to participate in club activities for which they are qualified. This includes Nipper Parent/Guardian, Surf Sports Official, Coach, Manager, and any other activity that in the opinion of the Board contributes to the betterment of the club.

Associate Members shall be entitled generally to the use of Club facilities and equipment, however where specific qualifications are required, they are not to use such club facilities or equipment unless they are qualified or otherwise approved in writing by the Board.

(d) Honorary and Service Membership

(i) Honorary Member

Honorary Membership may be offered to any persons that the club wishes to recognise or who contributes to the Club by way of donation (financial and/or service), sponsorship and the like within a financial year.

i. Members may nominate persons to be considered for Honorary Membership at any time, however Honorary Membership will only be granted by resolution of the Board.

ii. Honorary Members shall be advised in writing of their appointment and have the subsequent right of refusal, should they wish to do so. Any refusal must be respected without question.

iii. A listing of endorsed Honorary Members shall be included in the Tugun SLSC Annual Report for each year.

iv. Honorary Members may be entitled to the following benefits,
- Membership Card,
- Invitation as a guest to Tugun SLSC functions as determined by the Board,
- Receipt of official Club communications (i.e., newsletters, Facebook, publications).

v. Honorary Membership does not entitle the person to have access to any member information, data, marketing or advertising rights.

(ii) Long Service Member

Generally Long Service Members must have performed a minimum of 350 hours of rostered patrols aggregate with a minimum of 25 hours as an active member or 12 hours as an active reserve performed each season, unless otherwise exempt. Water safety hours will not be taken into account for the calculation of minimum hours.

i. Requests for Long Service Membership will be granted by resolution of the Board in accordance with this clause and the member's overall patrol record.

ii. Award Members (e.g., Radio Officers or First Aid Officers) may apply for Long Service Membership with an equivalent period of patrol service to that of a Bronze Medallion holder.

iii. A Member who has undertaken their patrol duties with another club or clubs and seeks Long Service Membership, is required to provide proof of their previous patrol duties with the other club(s). To be eligible, they must have performed four (4) years patrol duties at Tugun SLSC and the details of their patrol duties at the other club or clubs must be the equivalent to that applying to Members who have undertaken their patrol duties at Tugun SLSC, unless otherwise excused by the Board.

iv. Long Service Membership previously granted by other clubs will be recognised only as qualification for Reserve Active Membership and in accordance with the requirements for that category of membership. Such members will be eligible for Long Service Membership of Tugun SLSC only after a further four (4) years patrol service with a minimum of twelve (12) hours per year.

(iii) Life Member

i. Life Membership may be awarded only to a member who demonstrates sustained, outstanding and/or special service over an aggregate period of ten (10) years, within a fifteen (15) year period.

ii. Nominations for Life Membership will be called on an annual basis and using the prescribed form must be forwarded to the Meritorious Awards Committee for consideration, taking into account the member's contribution to Lifesaving, Surf Sport Competition, Surf Sport Officiating, Management, Fundraising and general activities.

The Meritorious Awards Committee will then give due consideration to each and every nomination independently. Any endorsed nominations will then be forwarded to the Board for consideration.

The Board may then recommend the nomination to the Annual General Meeting where a three-quarter (¾) majority is required for the nominated member to awarded Life Membership.

iii. Life Members shall receive special recognition by way of presentation with a Life Members' Badge **(Appendix 7)** at the club's next annual awards presentation and acknowledged Life Member status.

iv. Life Members shall be exempt from paying membership fees.

3.3 Dual Membership

(a) Any individual member of Tugun SLSC may be an individual member of any other affiliated Surf Life Saving Club(s), subject to approval of Point Danger Branch and Surf Life Saving Queensland.

(b) Any competing individual member shall not participate in any inter-affiliated club competition as a representative of more than one club unless and until their "competitive rights" have been transferred as provided for in SLSA's "Competitive Rights Transfer" Policy.

(c) Any competing individual member who is an Individual Member of another Surf Life Saving affiliated club shall be entitled to compete in intra-Club events regardless of their allocated "competitive rights".

3.4 Member Welfare

Tugun SLSC is committed to creating a safe, fair and inclusive environment, to ensure that every person involved in Surf Lifesaving is treated with respect and dignity and protected from Bullying, Discrimination, Harassment and Abuse.

All Members, Officers and Staff shall comply with the Members' Code of Conduct (**Appendix 5**) and any other Code of Conduct applicable to their role of Office, Position or activity within the Club and Surf Life Saving, instituted by SLSQ and SLSA from time to time.

3.5 Child Safety

While the safety and wellbeing of all members must be respected and protected specific emphasis must be placed on the inclusion and protection of Children and Young People (CYP).

(a) All people within Tugun SLSC, regardless of role or level of responsibility, must act to keep CYP safe from harm. They do this by adopting the practices and behaviour set through SLSA and SLSQ as our standard, when carrying out their roles. Reporting any concerning behaviours or reasonable belief of abuse or neglect of which they become aware, to a Person in Position of Authority and/or to external authorities responsible for child protection or to Police, regardless of whether that abuse is being perpetrated by volunteers, employees within Surf Life Saving, or by those outside, including those from the CYP's family, extended family, their family's extended network or strangers.

(b) The Blue Card System

In Queensland the Blue Card System regulates activities to create safe environments for children and young people. Members and the Club in conjunction with SLSQ all have responsibilities for compliance with the requirements of the Blue Card System.

(i) SLSQ will,

i. link a Blue Card or exemption holder when they start with the club,

ii. maintain a register of the people engaged in the club (Surfguard), and

iii. de-link a Blue Card or exemption holder when they leave the club.

(ii) The Club must,

i. not allow a person to participate in any child-regulated activity (as designated by SLSQ) without a valid Blue Card or exemption,

ii. take reasonable steps to confirm the Blue Car or exemption holder's identity, and

iii. develop and implement a Child and Youth Risk Management Strategy containing the 8 mandatory requirements:

- Statement of commitment
- Code of conduct
- Recruitment, selection, training and management
- Reporting disclosures and suspicions of harm
- Managing breaches
- Risk management plan for high-risk activities
- Managing compliance with the blue card system
- Communication and support.

(iii) Members must,

i. not be a disqualified person,

ii. have a Blue Card or exemption before participating in, or training for, any child-regulated activity (as designated by SLSQ),

iii. advise Blue Card Services, of any changes in personal details,

iv. advise Blue Card Services, of any changes in police information, and

v. advise Blue Card Services if your card is lost or stolen

3.6 Complaints and Judiciaries

(a) Any and all complaints and matters for judicial hearing will be delt with in accordance with the prevailing Branch, SLSQ and SLSA regulations and policies.

(b) The Complaints Manager will be the Club Administrator

(c) Member Protection Information Officer(s) (MPIO)

(i) Any suitably qualified member may be appointed as an MPIO.
(ii) Appointment as an MPIO will be for an indefinite period of time and may be terminated at any time by either the member or the Board.

(iii) There shall be no limit on the number of MPIOs appointed.

(iv) The club will maintain a published list of MPIOs including at least one male and one female.

SECTION 4 - MEETINGS

4.1 General Procedures for Meetings

Unless stated otherwise, this By-law applies to all General, Special General, Annual General, Board and Committee Meetings of the Tugun SLSC and its members.

(a) All meetings shall be under the control of the Chair, which includes his or her delegate if appointed, and any member wishing to speak shall address the Chair.

(b) The Chair may call upon any member to withdraw and apologise in the case of any comment that is deemed offensive or otherwise inappropriate. If the member refuses to withdraw or apologise or otherwise persists in being disorderly, the Chair may call on him or her to withdraw from the meeting.

(c) Members must not interrupt other members who are speaking except to raise a point of order.

(i) The Chair shall rule on all points of order and matters of procedure.

(ii) If a Member raises a point of order, the person speaking shall be silent until the Chair has ruled on the issue.

(d) The Chair shall ensure a reasonable time is provided to debate any matters that are to be determined by the members at the meeting. At any time during the debate a member may move that the question be put to the members present for a vote and provided the Chair is satisfied that a reasonable period of time has been provided for the debate, the vote shall proceed.

(e) Prior to a vote being taken any member may move that the debate of any issue be adjourned to a subsequent meeting. If carried, the debate shall proceed at the subsequent meeting.

(f) The Chair in his or her discretion can determine how long members may speak on any motion or other issue under consideration at the meeting.

(g) Members may move an amendment to a motion of which previous notice has been given, but only one amendment can be considered at any one time.

(h) Prior to any vote being taken on a motion, either in the original or an amended form, the Chair shall ensure the wording of the motion is recorded in writing and made known to the Members present at the meeting.

(i) The Chair in his or her discretion can determine if a non-voting person present at a meeting shall be entitled to speak on any issue being considered at the meeting. Voting on any matter shall be limited to those Members authorised to do so under the Club Constitution and these By-laws.

(j) A record of the Members attending any meeting of the Club shall be maintained and included with the Club's records.

4.2 Conflicts of Interests and Disclosure

A conflict of interest occurs when an individual's personal interests – family, friendships, financial, or social factors – could compromise his or her judgment, decisions, or actions.

All conflicts of interest, be they real or perceived, must be declared in the forum where that person's level of participation is determined, including all General, Special General, Annual General, Board and Committee Meetings of the Tugun SLSC and its members.

(a) Disclosure of interests

Where a member interest exists, real or perceived, the nature and necessary details of that interest must be declared at the first meeting at which the interest is to be taken into consideration i.e., the appointment or participation of a person with an interest, or at the first meeting after the acquisition of the interest.

(b) Financial Interests

No Director or Officer shall hold any place of profit or position of employment within the Tugun SLSC, in any company or incorporated association in which the Club is a shareholder or otherwise interested (e.g., Tugun Surf Life Saving Supporters Club).

No Director or Officer shall hold any place of profit or position of employment contracting with the Club either as a vendor, purchaser or otherwise except with the express resolution or approval of the Board. Any such contract or arrangement entered into by or on behalf of the Club in which an Officer is in any way interested will otherwise be immediately terminated.

If a Director or 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 Board held after the Officer becomes so interested.

(c) General disclosure

A general notice that an Officer has a specific ongoing interest and is to be regarded as interested in all discussions, decisions and/or transactions related to that interest is sufficient declaration. After such general notice it is not necessary for such Officers to give a special notice relating to any particular discussions, decisions and/or transactions relating to that interest.

(d) Recording disclosures

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

(e) Determinations in relation to interests

A determination must be made in relation to all disclosures and recorded in the minutes of the meeting. Notwithstanding the outcome of the determination, the person making the disclosure must be excluded from any vote in making that determination.

(f) Exclusion due to conflicts of interest

(i) A member notwithstanding an interest, may be counted in the quorum present at any meeting, despite being excluded from the matter in which the member is interested.

(ii) An Officer shall not sign a document where the Officer is interested in the contract or arrangement to which the document relates. Any such contract or arrangement entered into by or on behalf of the Club by an Officer which is in any way interested will be invalid and not be recognised by the Club.

4.3 Motions and Amendments

(a) Notices of motion must,

(i) be in writing,

(ii) include a mover and seconder, who must then be present at the meeting to which the Notice of Motion will be referred,

(iii) be received by the secretary prior to the due date,

(iv) be included in the agenda advertised to the members (no name or details should be published for Life Membership), and

(v) be required for all Special Resolutions.

(b) The mover of any motion has a right of reply that shall be exercisable at the end of the debate.

(c) 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.

(d) Any member may move an amendment to a motion, provided it is not a direct negative of the motion proposed.

(e) 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.

(f) A member who formally seconds a motion or amendment without speaking may speak in support at a subsequent stage of the debate.

(g) 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.

(h) When an amendment is carried the motion as amended becomes the motion before the meeting.

(i) If, after a motion has been determined, and 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.

4.4 Voting

(a) All voting shall be by show of hands, or at the discretion of the Chair or at the request of any member, by secret ballot.

(b) The Chair may appoint scrutineers to assist them in counting a vote.

(c) A simple majority will generally be required for the determination of any vote including elections.

(d) A three-quarter (¾) majority is required to resolve any special resolution any motion to:

(i) Reconsider a Previous Resolution.

(ii) Limit or Extend Debate.

(iii) Object to the Consideration of a Question.

(iv) Suspend the Rules.

(v) To Rescind (Without Previous Notice).

(vi) To Amend Something Adopted (Without Previous Notice).

(vii) Discharge the Board (Under Certain Circumstances).

(viii) Change the Club name.

(ix) Amend the constitution.

(x) Bringing the association to an end.

(xi) Election of Life Membership.

4.5 General Meetings

General Meetings of the Club or Club Council are to be held for the benefit of the Club and the members. The meeting shall follow the Board meeting format provided that all members, may ask questions and expect competent answers.

At least two General Meetings should be held throughout the year in addition to the Annual General Meeting for the Board to report to, and receive feedback from, the members. Additional General Meetings may be held as required.

4.6 Special General Meetings

(a) A Special General Meeting of the Club or Club Council may be summoned by resolution carried at a Council or Board of Directors Meeting, or by direction of the President, or a written requisition signed by not less than 35 voting members of the Club.

(b) Special General Meetings of the Club or Club Council shall be called as directed in the Constitution, to deal with Special Business only and detailed in the Notice of the Meeting.

(c) Such meetings shall be held within one (1) month of receipt of such request or directive and at least nine (9) clear days' notice shall be given stating the business to be discussed. The procedure for such a meeting shall be as detailed in the Constitution.

4.7 Annual General Meeting

(a) The Annual General Meeting (AGM) of Tugun SLSC shall be held at least one (1) week prior to the Annual General Meeting of the Branch on a date determined by the Board of Directors.

The purpose of such a meeting shall be the presentation and adoption of the Annual Report and Financial Statements, confirmation of afiliations, the election of Directors and Officers for the ensuing year, to deal with Notices of Motion correctly moved and to transact general business.

(b) Written notice of the Annual General meeting shall be forwarded to each member in accordance to the **Constitution, Clause 20 Notice of General Meeting** and the posting of such notice shall be deemed as notice received.

The order of business shall be:

(i) Recording of attendance and apologies.

(ii) Confirmation of Previous Annual General Meeting Minutes.

(iii) Presentation and adoption of the Annual Report and Financial Statements.

(iv) Adoption of the President's Report.

(v) Adoption of the Financial Report, Statements and Audit Report for the last financial year.

(vi) Election of Directors.

(vii) Election of Officers.

(viii) Confirmation of committees, including expressions of interest for appointment to such committees.

(ix) Formation of any Special Committees, including expressions of Interest for appointment to such committees.

(x) Endorsement of Branch Councillor (President or alternate).

(xi) Appointment of Auditors.

(xii) Affiliation with the Branch, with Surf Life Saving Queensland and Surf Life Saving Australia Ltd.

(xiii) Endorsement of auxiliary organisations.

(xiv) Notices of Motion (if any).

(xv) Election of Life Members (if any).

(xvi) General Business.

(c) All members may attend and participate as determined by the Chair but only those with voting rights as provided for in the Club Constitution and these By-laws, may participate in any elections or other determinations requiring a vote.

4.8 Board Meetings

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

All meetings of the Board will be conducted in accordance with **Constitution Clause 32**, the order of business shall be:

(a) Apologies and Alternates

(b) Disclosures of Interest

(c) Urgent and Unanticipated Priority Matters (if required)

(d) Confirmation of Previous Minutes

(e) Business arising/actionable items out of Minutes

(f) Correspondence

(g) Finance

(h) Membership

(i) Committee's and other Reports

(j) Notices of Motion

(k) General Business

Subject to **Constitution Clause 33.3**, a member of the Board may appoint an Alternate to act on their behalf. Any such appointment of an Alternate shall be in writing and limited to the specific Board meeting(s) dated and identified in the appointment except for a meeting continuation after an adjournment of the meeting identified in the appointment.

The Alternate shall present to the Administration Director proof of their appointment as an Alternate at least 5 minutes before the scheduled commencement of the meeting.

The responsibility of the Board shall be managing the strategic direction and governance of the Club, and where necessary issues relating to the day to day

running of the Club including the allotment of items to board members, committees and/or staff. 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.

4.9 Other Committee Meetings

All 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.

SECTION 5 – COMMITTEES

5.1 General

(a) Composition and membership of the Board or a Committee shall be as either prescribed in the Constitution and respective By-laws or as determined by the Board.

(b) Committee membership shall be drawn from the financial members of the Club unless otherwise approved by the Board.

(c) A Club member appointed to the Board or a Committee, shall retain their appointment only whilst they retain membership of the Club, provided that the Board may, at its discretion, remove any member from membership of a Committee.

(d) To be eligible for nomination to the Board or a Committee, the nominee must be an adult and be able to meet all requirements of the Working with Children (Risk Management and Screening) Act 2000 and the Responsible Person Standards of the Australian Charities and Not-for-profit Commission.

(e) Directors and Officers must declare any conflict of interest in regard to any Board or Committee agenda item to be discussed to the Chair prior to the matter being discussed.

(f) Directors and Officers must declare they will abide by the Code of Conduct, and that strict confidentiality on matters discussed at the meeting is maintained.

(g) The Board and Committees are prohibited from engaging in any activity which is contrary to the policies of the Club as laid down in the Constitution, By-laws and from time to time, by the Board.

(h) 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.

(i) A quorum for a meeting of the Board or a Committee shall be half the members appointed plus one (1).

(j) At the first meeting of the Board or Committee, a Minutes Secretary, who is not the Chair shall be appointed.

(k) The Board or 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 Board.

(l) It shall be the duty of the Administration Director to refer for consideration and recommendation, all matters that properly relate to the jurisdiction of each Committee.

(m) In the event of any matter coming within the jurisdiction of two or more Committees, the President may direct the Committees to jointly consider and report and/or recommend to the Board thereon.

(n) All reports and recommendations of the Committees are to be presented in writing to the Board within fourteen (14) days of any meeting, or as required by the appointing body.

5.2 Finance & Property Committee

(a) The Chair of Finance & Property Committee will be the Finance Director, who will also be an ex-officio member of any sub-committees associated with the committee.

(b) The Finance & Property Committee shall comprise the:

- Finance Director
- Tugun Surf Life Saving Supporters Club Treasurer (or nominee)
- Junior Activities Treasurer
- Tugun SLSC Investment Trust Representative
- Fundraising Officer(s)
- Two (2) other appointed members

(c) The committee's primarily responsibility is the financial well-being of the Tugun SLSC, its assets and property and in doing so will,

(i) advise the Board and where necessary make recommendations about the operation of the Club's accounting procedures,

(ii) carry out or initiate any internal audit which is considered necessary and/or as directed by the Club President or Board, with any findings submitted to the Board for consideration,

(iii) ensure that all Club funds are expended in terms of the constitutional aims and objects of the Club,

(iv) provide advice to the Board on any investments, which may occur from time to time, always having regard to the fact that it is "community" money which must not, at any stage, be invested "at risk",

(v) provide advice to the Board on any Club borrowings and prepare any borrowing submissions as required,

(vi) prepare the proposed Clubs Operating (income and expense) and Capital Expenditure budgets for approval by the Board,

(vii) monitor the Club's performance against the approved budgets and make recommendations to the Board and Operating Committees where necessary,

(viii) oversee all financial aspects of maintenance and refurbishment of the Club building, in conjunction with the Clubhouse Maintenance Committee.

(ix) provide advice to the Board on all Asset Management and Financial Risk Management matters within the Tugun SLSC.

(x) liaise with and provide advice to the Life Saving, Surf Sport and Administration, Publicity and Fundraising Committee as required,

(xi) Provide oversight and advice on Club insurances,

(xii) Liaise as required with the Club's appointed Auditors,

5.4 Lifesaving Committee

(a) The Chair of Lifesaving Committee will be the Lifesaving Director who will also be an ex-officio member of any sub-Committees associated with the Committee's duties.

(b) The Lifesaving Committee shall comprise the:

- Lifesaving Director (Chair)
- Chief Training Officer
- IRB Officer
- First Aid Officer
- Patrol Equipment Officer (Gear Steward)
- Youth Development Officer
- Two (2) x Patrol Captains

Other Officers may be required to participate in the Committee as guests from time to time.

(c) Meetings of the Committee should be conducted at least monthly during the patrol season.

(d) The committee shall have responsibility for,

(i) general administration of Patrol and Life Saving Services at Tugun,

(ii) managing Health and Safety as part of day-to-day provision of patrol and lifesaving services,

(iii) effective dissemination of Branch, SLSQ and SLSA instruction on current Surf Life Saving practice, policies and procedures,

(iv) organising meetings of Patrol Captains and other key Patrol Members to discuss and resolve any patrol operations issues,

(v) organising regular Patrol Inspections within the Club's Patrol system

(vi) initiating discipline for Patrol misbehaviour and defaulting,

(vii) providing input to the budget preparation each year in regard to its proposed activities

(viii) supervision of the asset management (acquisition, maintenance, storage and disposal) of patrol gear and equipment required to meet patrol service agreements.

(ix) responding to Board directives and providing recommendations to the Board in regard to Surf Life Saving services.

5.5 Surf Sports Committee

(a) The Chair of Surf Sports Committee will be the Surf Sports Director who will also be an ex-officio member of any sub-committees associated with the Committee.

(b) The Surf Sports Committee shall comprise the;

- Surf Sports Director,
- Surf Sport Team Manager,
- Surf Sport Equipment Officer (Gear Steward),
- Head Water Coach,
- Beach Coach
- Junior Head Coach,

- Officials' Liaison Officer,
- Surf Sport Fundraising Officer,

Other Officers may be required to participate in the Committee as guests from time to time.

(c) The Committee shall be responsible for overseeing and coordinating all programs and activities relating to surf sports including,

(i) promoting involvement in Surf Sport within Tugun SLSC,

(ii) conducting training and coaching programs for Tugun SLSC members,

(iii) management of health and safety as part of day-to-day provision of Surf Sport coaching programs and competitive endeavours,

(iv) supervising the recruitment and retention of competitors, including talent identification and identification of weakness or skills gaps in Club competitive teams,

(v) lodgement of entries into carnivals and competitions ensuring all competitors meet the entry requirements,

(vi) oversight of all competitive tours intrastate, interstate and internationally,

(vii) organisation of annual Club Championships,

(viii) convening meetings of the plenary Tugun SLSC Surf Sport members,

(x) providing input to the budget preparation each year in regard to its proposed activities,

(ix) supervising the Asset Management (acquisition, maintenance, storage and disposal) of competition equipment used for Surf Sport activities,

(xi) responding to Board directives and providing recommendations to the Board in regard to Surf Sport activities.

5.6 Junior Activities Executive Committee

(a) The Chair of the Junior Activities Executive will be the Junior Activities Director who will also be an ex-officio member of any sub-committees associated with the committee and be responsible for overseeing and co-ordinating all programs and activities relating to Junior Activities.

(b) The JAE Committee shall comprise:

- Junior Activities Director (Chair)

- Junior Activities Secretary
- Junior Activities Treasurer
- Junior Activities Registrar
- Junior Activities Team Manager
- Junior Activities Education & Awards Officer
- Junior Activities Water Safety Officer
- Junior Activities Gear Steward
- Canteen Coordinator
- Clothing Officer

(c) The Committee will be responsible for the conduct and co-ordination of all matters relating to Junior Activities including,

(i) promoting involvement in Surf Life Saving Junior Activities within Tugun,

(ii) conduct and coordination of all matters relating to Junior Activities,

(iii) providing Junior Activity members with an educational experience in a wide range of subjects and skills within the aquatic/marine environment,

(iv) managing (Child Safety focused) Health and Safety as part of day-to-day provision of Junior Activity training and coaching programs,

(v) providing for the training and the conduct of assessments of members to gain Junior Activity Surf Awards,

(vi) organising in conjunction with the Club's Chief Training Officer, the training and/or assessment of members wanting to gain their Surf Rescue Certificate,

(vii) having a network of accredited Age Managers who will assist the Junior Activity Surf Awards Officer,

(viii) having a network of volunteer coaches for water, beach and board training to develop Junior Members' skills, and act as assistant to the Team Manager (Junior Activities) to perform his or her duties,

(ix) preparing Junior Activity members for their eventual transition into the Surf Patrol environment of the Tugun SLSC,

(x) convening regular meetings of the plenary members of Tugun SLSC's Junior Activities,

(xi) providing a budget each year in regard to its proposed activities,

(xii) fundraising, in liaison with the Administration, Publicity and Fundraising Committee as required,

(xiii) supervision of the asset management (acquisition, maintenance, storage and disposal) of Junior Activities gear and equipment,

(xiv) responding to Board directives and providing recommendations to the Board in regard to Junior Activities.

(d) Junior Activities Finance

The Junior Activities Treasurer is accountable to the Club Finance Director for the receipt of all monies, issue of receipts and banking such monies to the bank account of the Club to be used for endorsed junior activities.

5.7 Other Committees and Panels

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

(a) Administration, Publicity and Fundraising Committee

(i) The Administration, Publicity and Fundraising Committee shall report directly to the Finance Committee.

(ii) The Administration, Publicity and Fundraising Committee shall comprise;

- Administration, Director (Chair)
- Surf Sports Fundraising Officer
- Surfboat Fundraising Officer
- Youth Fundraising Officer
- Junior Activities Fundraising Officer
- Publicity and Social Media Officer
- Club Administrator (Non-voting)

(iii) The Administration Publicity and Fundraising Committee may be responsible for overseeing and coordinating:

i. The conduct of community engagement and fundraising activities including but not limited to,

- Collections
- Grants
- Raffles
- Sponsorships
- Other fundraising activities

ii. Liaising with the Supporters Club as required to access resources and facilities use.

iii. Liaison with each area of the club e.g., Junior Activities, Surf Sports and the Supporter Club to develop of an understanding of the clubs needs and opportunities across the board, and assist where required, to ensure that fundraising activities are coordinated and there is consistent and appropriate messaging.

iv. Building the profile and awareness of the Tugun Surf Life Saving Club, its place in the community and the need for funding.

v. Providing a budget each year in regard to its proposed activities and performance against the approved budget.

vi. Responding to Board directives and providing recommendations to the Board in regard to community engagement and fundraising activities,

(b) <u>Judiciary Panel(s)</u>

(i) Judiciary Panels will be convened as and when required by the Complaints Manager and in accordance with the relevant SLSA Regulations and Policies.

(ii) The minimum number for a Judiciary Panel should be three (3) with a quorum of two (2).

(iii) Ideally the chair of the panel should have legal qualifications or at least previous experience on Judicial Panels.

(iv) It is desirable but not essential that one member of the panel be a Life Member.

(v) Board members, the Complaints Manager, and anyone with a conflict of interest with the issue to be heard, cannot be members of a Club Judiciary Panel.

(c) Meritorious Awards and Honours Committee

(i) The Meritorious Awards and Honours committee shall consist of five (5) voting Association members, three (3) of which shall be Life members and two (2) of which shall be current active patrolling members appointed annually at the Annual General Meeting.

(ii) Prior to making confidential recommendations to the Board, the Meritorious Awards and Honours committee shall seek and meet to consider nominations for, but not limited to the following awards:

- Club Life membership and Blazer Award
- Branch/SLSQ/SLSA Life membership
- Branch/State/ National awards

- Order of Australia nominations
- Community awards
- Sports awards
- Meritorious awards

(d) Surfboat Panel

(i) The surfboat panel will consist of the club surfboat sweeps, Surfboat Fundraising Officer and the Surfboat Team Manager.

(ii) The Chair of the Surfboat Panel will be appointed from one of their number and may be on an annual basis or meeting by meeting.

(iii) The Panel shall be responsible for overseeing and coordinating all programs and activities relating to surf sports including,

i. promoting involvement in Surfboat rowing within Tugun SLSC,

ii. management of health and safety as part of day-to-day provision of Surfboat programs and competitive endeavours,

iii. supervising the recruitment and retention of competitors,

iv. lodgement of entries into carnivals and competitions ensuring all competitors meet the entry requirements,

v. oversight of all competitive tours intrastate, interstate and internationally,

vi. convening meetings of the plenary Tugun SLSC Surfboat members,

vii. providing input to the budget preparation each year in regard to its proposed activities,

viii. supervising the Asset Management (acquisition, maintenance, storage and disposal) of competition equipment used for Surfboat activities,

ix. responding to Board directives and providing recommendations to the Board in regard to Surfboat activities.

(e) Youth Advisory and Development Committee

(i) The Youth Advisory Committee may comprise of;

- Youth Development Officer (Chairperson),
- Director of Lifesaving
- Surf Sports Committee representative
- Surfboat Committee representative

- Three (3) other members.

(ii) The Youth Advisory Committee shall be responsible for the recruitment, retention and transition of members from the junior activities to the senior club by:

i. enhancing the membership experience of members aged 12 to 17 years,

ii. pursuing issues of interest and benefit to Youth within Surf Lifesaving and generally fostering recognition on the important role youth plays within Surf Lifesaving and the community,

iii. providing educational experiences in a wide range of subjects within Surf Lifesaving,

iv. developing and conducting development activities including leadership training and associated programs, policies, and resources,

v. ensuring youth Health and Safety as part of day-to-day provision of all programs and activities,

vi. liaison with Director of Life Saving on Surf Lifesaving matters and the Director of Surf Sports on Competition matters,

vii. convening meetings of the plenary Tugun SLSC youth members,

viii. providing input to the budget preparation each year in regard to its proposed activities,

ix. responding to Board directives and providing recommendations to the Board in regard to youth membership.

(f) Other

The Board may appoint committees, sub-committees, panels or groups to deal with particular items or projects as it sees fit from time to time. In such circumstances, the Board shall clearly define the composition, tenure, responsibilities, and terms of reference of such committees, panels, groups etc.

SECTION 6 - STAFF

6.1 Honorariums

(a) An Honorarium may be granted to an Officer on the decision of the Board.

(b) Any tax obligation on any Honorarium paid would be solely the responsibility of the recipient.

(c) Payment of an honorarium does not make the recipient and employee or entitle them to any of the provisions of an employee.

6.2 Staff

(a) The Board may employ on a professional basis, a Administrator, Manager, Coach, Trainer, and/or other paid staff as required from time to time, to administer and manage the affairs of the Club or deliver services. Where more than one employee is engaged by the Club, the Board shall determine and document the hierarchy of reporting.

(b) All staff must have a compliant individual employment contract detailing the terms of their employment, which shall be subject to normal commercial confidentiality provisions. In addition, all staff will have a position description which sets out their responsibilities and their relationship to any other paid staff and to the elected Officers of the Club.

(c) Paid staff are not permitted to hold any elected office of the Club, provided that such paid staff may seek election as an Officer with the proviso that if elected they shall forthwith forfeit their paid position. For the purpose of this clause, paid staff shall include all individuals with current fulltime, part-time and/or casual employment contracts.

(d) Where a coach or trainer is engaged by the Club and they are an individual, the Club will review any proposed arrangements prospectively for compliance with relevant ATO legislation and if they are an employee of a company, or ruled to be a contractor, then they must provide proof of professional indemnity insurance before commencing any such engagement.

(e) All employment agreements are to include post-employment restraints regarding Club Intellectual Property and soliciting of Club members and business customers.

SECTION 7 - INSURANCE

7.1 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.

7.2 Accident and Injury Insurance

(a) Paid Staff and Employees

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

(b) Members - 14 Years and over
Personal Accident Insurance is granted under SLSQ's WorkCover policy for all registered members of Surf Life Saving Queensland, whilst engaged in Surf Life Saving activities, except members 14 years and under, i.e. Junior Activity 'Nipper' members.

(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.

(c) Members -14 years and under
A Personal Accident Policy will be effected by SLSQ to cover all financial members 14 years and under, i.e. Junior Activity 'Nipper' members. The benefits cover exceptional items, e.g. death, liability, medical (restricted), dental, and ambulance.

(d) Volunteer Workers
A Personal Accident Policy will 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, e.g., death, liability, medical (restricted), dental, and 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.

7.3 Public Liability Insurance

(a) A Public Liability policy will 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.

(b) Whilst the cover can apply to normal Surf Life Saving Association activities, separate cover may need to be taken out by the Club or Auxiliary Organisations entering into some activities away from the Club facilities or beach, such as a display or fundraising activity where the public are involved. SLSQ and the Insurance Brokers must be consulted in these situations.

7.4 Property Insurance

(a) SLSQ will negotiate on behalf of the Club, insurance policies to cover loss or damage to its property, or goods in transit destined for one of its affiliated bodies.

(b) The Club may seek alternative property insurance of its own volition. It is mandatory however for the Club to hold property insurances 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) The Club and Auxiliary Organisations shall be responsible for the cost of their own insurances and should reassess values at least every second year.

7.5 Directors and Officers Insurance

A policy for Directors & Officers insurance will be negotiated by SLSQ to cover officers of SLSQ and its affiliated Branches, Clubs and auxiliary organisations against claims made against an officer during the policy period for a wrongful act.

It should be 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.

7.6 Professional Indemnity Insurance

A Professional Indemnity policy will be negotiated by SLSQ to cover members whilst engaged in authorised Association activities. 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.

SECTION 8 - FINANCE

8.1 Charity Compliance

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

8.2 Fundraising

(a) The Club and any affiliated auxiliary organisation shall comply with the law with respect to fundraising.

(b) All fundraising over $5000 must have approval from the Director of Finance and/or Director of Administration.

(c) All sponsorships obtained must be pre-approved by the Director of Finance and/or Director of Administration.

(d) Club branding can only be used with the express permission of the Board.

(e) The Club Administrator will maintain a register of grants and sponsorship and their acquittal.

8.3 Collections

(a) The Club shall make 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.

(b) Fundraising authority is vested in the Board, which may allocate portions of its responsibilities pertaining to specific projects to the Finance and Property Committee and/or other special Committees to maintain, direct and/or develop such projects.

(c) The Branch and SLSQ shall determine, from time to time, areas which shall be referred to as "Club" Collection Areas" and it shall be incumbent upon the Club to adhere to the designated area in relation to collection activities within the Branch area.

(d) Fund raising shall be permitted outside the designated areas after prior negotiation and with approval of the Branch and/or SLSQ.

(e) 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.

8.3 Financial audits

(a) The financial accounts of the Club and any affiliated auxiliary organisations shall be audited annually and at any other such intervals as may be required by the Board, by law and/or the appropriate Government Departments or SLSQ.

(b) Such audits shall be carried out by an auditor approved to operate in the State of Queensland and be appointed annually by the Club Council.

(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.

(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 President or Director of Finance, nor the nominal Chair or Treasurer of the entity being audited.

(v) Must not be related to any person employed as the Manager, Administrator or Accountant of the entity being audited.

(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.

(d) Audit Declarations

Financial audits of the Club 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.). A Declaration by members of the Committee in the audit report is required to include statements that meet the following standards:

(i) Presents a true and fair view of the financial position of Tugun SLSC Inc. as at the nominated period audited and its performance for that period 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.

(ii) At the date of the statement, there are grounds to believe that the Tugun SLSC will be able to pay all of its debts as and when they fall due and payable.

(iii) The financial statements and notes satisfy the requirements of the Australian Charities and Not-for-profit Commission Act.

(iv) The declaration is made in accordance with a resolution of the Board and is signed for and on behalf of the committee by: President and Finance Director.

8.4 Capital Expenditure and Business Ventures

(a) 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, commercial or non-commercial venture, either on (e.g., at the Clubhouse) or off-site, either singularly or in partnership. or any other project using Club (including affiliated Supporters Club) funds or borrowings.

(b) The Club shall notify SLSQ of any proposed capital expenditure over $100,000.00.

(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 (3 quotes) with a recommendation and justification,

(iv) details of the above recommendation in General Meeting Minutes,

(v) latest financial information (Profit & Loss, Balance Sheet, Cash Flow) 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 increased future ‘business’ income (e.g., future distributions from the Supporters Club including gaming, 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:

(i) proposals shall be assessed by SLSQ, who upon receipt of all relevant information may seek external advice.

(ii) Any such review forms part of SLSQ's 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.

(iii) SLSQ shall respect and comply with any commercial in confidence issues.

8.5 Delegation of Authority – Property and Finance

In accordance with their legislated responsibilities, the Finance Director shall be responsible for receipt all monies on behalf of the Club, the issue of receipts or tax invoices for same, and shall be responsible to the Board for such monies. However, the day-to-day operational processes may be delegated to an appropriately screened and trained staff member.

The Finance Director shall remain responsible for the necessary records as required by the relevant Government Act, and presentation of financial reports to each Board meeting, although they may call upon staff to assist in the reports' preparation.

The Finance Director shall ensure that the annual audited statements and returns are submitted to SLSQ and/or the relevant Government Department(s), as and when required.

8.6 Fraud prevention

(a) Finance Director

The Finance Director has a key responsibility to establish and influence the Club's Members and staff concerning theft including fraud. Through the Director's attitudes, actions and communications in regard to horizontal and vertical delegations of authority which, supported by documented policy and procedures, define ethical behaviour, acceptable and unacceptable behaviour. and the consequences thereof.

The Finance Director shall ensure the Club has:

(i) An effective system of internal controls that define standard operating practices, which should include segregation of duties and appropriate review.

(ii) Transparent hiring practices that, clearly outline the expectations of the role, verification of qualifications and background checks.

(iii) Processes to promptly address concerns or allegations including following up complaints of wrongdoing, or poor employee performance.

(iv) Reviews, both regular and spontaneous, to identify key fraud risks, identify the areas where fraud could occur, establish appropriate authorisation limits and reporting.

(v) A conflict-of-interest policy, which defines when a conflict is perceived to exist, and how the conflict will be resolved.

(b) The Board

The Board shall remain responsible for monitoring 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 for follow up and resolution of 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 9 - INTELECTUAL PROPERTY

The Intellectual Property (IP) of Tugun SLSC is a set of intangible assets owned and legally protected from outside use or implementation without consent. It is important that the Club's assets and reputation are not impacted by inappropriate use by members, sponsors and external parties.

9.1 Types of Club Intellectual Property

(a) Copyright
Original ideas and information which are written down or 'fixed' in material form. These can include writing, drawings, diagrams and patterns. E.g., Books, training materials, graphic design work, video and sound recordings.

(b) Trademarks
Brand, service of product marks and logos. Unregistered or registered marks or signs intended to distinguish a brand or product.

(c) Confidential information
Information recognised by law as being confidential in nature due to the circumstances of its creation and disclosure. E.g., Member and sponsor contact lists, pricing and funding information

9.2 Ownership of Club Colours, Logo, Designs and Badges

(a) Illustrations of the official Tugun SLSC colours, competition cap design, logo, and life members badge are detailed in Appendix 7.

(b) These shall be registered as appropriate. The Club colours and competition cap design are to be registered with SLSA.

(c) Alteration and or amendments may only be approved by special resolution and will be subject SLSA approval.

9.3 Use of Club Intellectual Property

(a) General

(i) No trademarks and/or logos belonging to the Tugun SLSC or sponsors are to be used without the express approval of the Board

(ii) Members or partners may not use the Tugun SLSC name to endorse or promote any, opinion, cause or political candidate. It must be made abundantly clear to the public that any and all opinions voiced by a member are those of the individual, and do not represent or reflect the views of the Tugun SLSC.

(iii) The use of Tugun SLSC's IP to create any new social media application for use by Tugun SLSC members, must have the express consent of the Board.

9.4 Club Clothing

(a) The Club's swimming costume shall be:

(i) green, gold and white and may include the Club Logo displayed in a pattern approved from time to time by the Board, and

(ii) of a material and design that meets SLSA Surf Sport regulations, to that end there may be different costumes for different categories of competition.

(b) The Club 'ocean' competition cap shall be of a material and design that meets SLSA Surf Sport regulations and gold in colour with one white stripe centred between two green stripes as sanctioned by SLSA.

(c) Club swim caps must be green, gold and/or white in a material and design that meets SLSA Surf Sport regulations and approved by the Board from time to time.

(d) Any other form of clothing worn as Club uniform displaying some form of Club insignia, such as T-shirts, shorts, caps, track suits, etc. shall be of a design approved by the Board from time to time. No change to Club clothing shall be permitted unless it is first submitted for approval by the Board.

(e) The Club Blazer shall,

(i) be Bottle Green in colour and of a design approved by the Board of Management from time to time with the Club Emblem on the left breast, and

(ii) only be worn by those members who have received the "Blazer Award".

9.5 Use of Intellectual Property on Social Media

(a) The Tugun SLSC Board will be responsible for establishing all official social media sites to communicate with its members, sponsors and interested parties. Sites purporting to be related to Tugun SLSC or using Tugun SLSC IP and not approved and managed by the Board or its delegated authority are expressly prohibited.

(b) Social media includes, but is not limited to,

(i) profile pages on social and/or business networking sites such as Facebook, LinkedIn, etc.,

(ii) Instagram, Twitter or similar platforms,

(iii) content sharing including Flicker (photo sharing) and You Tube (video sharing),

(iv) blogs for personal or business reasons,

(v) online voting and polls,

(vi) public and private web forums, message boards,

(vii) Wikipedia pages.

(c) Content loaded by members, officials, sponsors or representatives of the Club, where the publication can be linked to the club must not,

(i) contain, or link to libellous, defamatory or harassing content, including illustrations or nicknames,

(ii) comment or publish information that is confidential or in any way sensitive to Tugun SLSC, individual members, officials, sponsors or affiliated Surf Life Saving bodies,

(iii) bring the Tugun SLSC or Surf Life Saving into disrepute,

(iv) contain, nor link to, pornographic or indecent content,

(v) knowingly contain, nor link to malware,

(vi) breach the copyright of third parties.

9.6 Unauthorised or Inappropriate Use of Club Intellectual Property

(a) Any breaches of this policy should be reported to Management at the earliest opportunity.

(b) The Board has the authority to remove any content found online deemed to be offensive, inappropriate or in breach of this policy at any time.

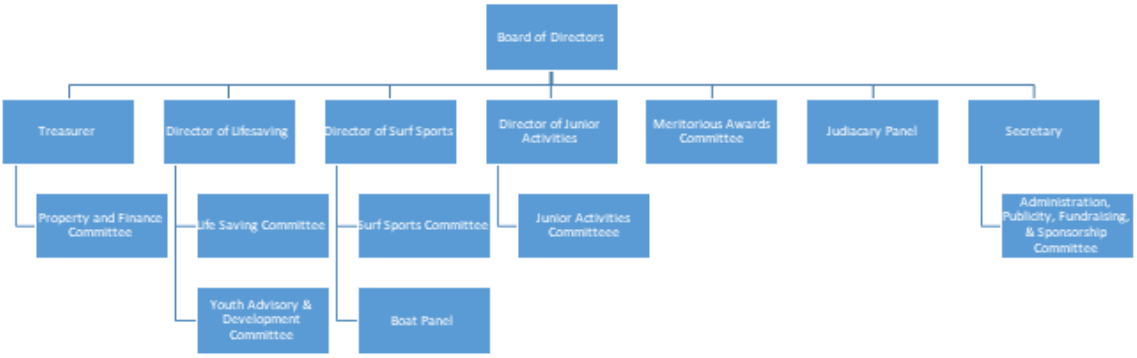
(c) The Board has the authority to take action against any individual or organisation in breach of this by-law.

SECTION 10 - TOURS

(a) Where there is a bon fide tour conducted by the Club, the Club is required to appoint a Team Manager.

(b) Where an individual is undertaking a tour, they are responsible for their own arrangements, insurances, costs and personal safety.

APPENDIX 1 – ORGANISATIONAL CHART



APPENDIX 2 – DIRECTORS' ROLE DESCRIPTIONS

General

Directors must,

(a) be a current financial member of the Club,

(b) not be prohibited from being a Responsible Person for a charity under the Australian Charities and Not-for-profit Commission Regulation Act 2013 (Cth),

(c) not be prohibited from being a director of a corporation under the Corporations Act 2001 (Cth); or be an undischarged bankrupt,

(d) not hold any place of profit or position of employment in the Club, or in any company or incorporated Club in which the Club is a shareholder or otherwise interested, and

(e) be a holder of a current "Blue Card" or "Exemption Notice" issued by Blue Card Services linked to SLSQ.

President

The President shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

(i) have a minimum of three (3) years' membership of a Surf Lifesaving club and ideally experience in patrolling and competition, and

(ii) be able to make a time commitment of between 25 to 40 hours per week across weekdays, weekends and evenings.

(b) Be a Director and the nominal head of the Club with overall responsibility for the Club's administration.

(c) Shall exercise their authority by generally supervising the affairs of the Club in conjunction with the Board and operations committees.

(d) Be chairperson of the Board, Club Council, and all other special meetings of the Members and shall be a member ex officio of all Committees.

(e) Have unlimited authority on every question of order.

(f) 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.

(g) Represent the Club appropriately at local, regional, state and national levels, and with the approval of the Board, be funded by the club to cover the cost of attendance, travel and accommodation in doing so.

Administration Director (Secretary)

The Administration Director shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

(i) have a minimum of two (2) years' membership of a Surf Lifesaving club,

(ii) be well organised and work logically,

(iii) have a practical knowledge of IT systems and programs such as SurfGuard and Microsoft Office applications,

(iv) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Fulfil the role of Secretary as defined in the *Associations Incorporations Act 1988.*

(c) Perform the role of Public Officer including all such duties in regard to the Office of Trading and the Australian Charity and Not-for-Profit Commission.

(d) Ensure the membership database (SurfGuard) is maintained.

(e) Be responsible for the convening of Club and Board meetings in consultation with the Chair, including the agenda, venue, date, etc, and provide notice to members in accordance with the Constitution and By-laws.

(f) Ensure minutes are taken of all meetings, circulated as required and copies maintained for records.

(g) Collate and publish reports as required including the Annual Report.

(h) Call for and receive nominations for committees and other positions as required.

(i) Assume overall responsibility for maintaining all documents, records and books belonging to the Club including (but not limited to) the Constitutions, By-laws, minutes, reports, leases and other legal documents.

(j) Perform the general routine administration of the Club.

Finance Director (Treasurer)

The Finance Director shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

(i) have a minimum of two (2) years' membership of a Surf Lifesaving club,

(ii) have financial management experience including a working knowledge of bookkeeping practices and the preparation of Balance Sheet, Profit & Loss and Cash Flow statements,

(iii) have a working knowledge of financial IT systems and ideally MYOB,

(iv) have an understanding of financial controls and governance, and

(v) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Fulfil the role of Treasurer as defined in the *Associations Incorporations Act 1988.*

(c) Be the Chair of the Finance and Property Committee.

(d) Cause the preparation and lodgement of all statutory returns and reports as required, including Activity Statement for the ATO *(*ensuring all taxes are reported and paid promptly) and the Annual Information Statement (AIS) with the Australian Charities & Not-for-profit Commission (ACNC).

(e) 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.

(f) Prepare annual budgets for approval by the Board.

(g) Ensure adequate internal controls are in place to protect the assets of the Club.

(h) Cause to be produced, relevant and timely financial reports and submit these to each Board meeting as required, and ensure they are understood.

(i) Maintain the Club's accounting records with authorised supporting documentation.

(j) Liaise with the appointed Club auditor regarding the annual audit and preparation of compliant financial statements for presentation to members at the Annual General Meeting.

Lifesaving Director

The Lifesaving Director shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

(i) have a minimum of two (2) years' membership of a Surf Lifesaving club,

(ii) hold a proficient Bronze Medallion,

(iii) have a minimum two (2) years' patrol experience,

(iv) have an ability to organise, lead and delegate, and

(v) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Be the Chair of the Life Saving Committee.

(c) Ensure implementation of all SLSA, SLSQ, Branch and Club policies relating to lifesaving.

(d) Manage and organise patrols (rosters, experience/qualification spread).

(e) Administer adherence to requirements as per Life Saving Services Agreement and SOP (quality assurance).

(f) Call upon any members to perform such duties as is deemed necessary in the interest of the Club.

(g) Ensure the Club prepares and implements an effective Beach Management Plan.

(h) Coordinate the pre-season preparation phase (equipment/uniforms, rostering, communication etc).

(i) Have the authority to approve or deny, any member, the use of club equipment.

(j) Represent the Club appropriately at PDB, SLSQ and SLSA levels, and with the approval of the Board, be funded by the club to cover the cost of attendance, travel and accommodation in doing so.

Surf Sports Director

The Surf Sports Director shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

(i) have a minimum of two (2) years' membership of a Surf Lifesaving club,

(ii) have a minimum two (2) years' competition experience,

(iii) have an ability to organise, lead and delegate, and

(iv) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Be the Chair of the Surf Sport Committee.

(c) Ensure implementation of all SLSA, SLSQ, Branch and Club policies relating to Surf Sport.

(d) Conduct regular communication with Club surf sports representatives.

(e) Liaise with and be responsible for all Club Coaches, overseeing and coordinating all programs and activities relating to Surf Sports.

(f) Liaise with the Team Managers to determine responsibility for the transportation (and any equipment required) and accommodation for all Competitors and Officials when attending carnivals outside of the Gold Coast area.

(g) Be responsible for any outfitting of the Club's Competition Members and Officials.

(h) Be responsible for acquiring any funding in excess of the provisions made by the Board.

(i) Liaise with the Club's Officials, to ensure the club has sufficient accredited Carnival Officials to meet the club's responsibilities at carnivals.

(j) Have the authority to approve or deny, any member, the use of club Surf Sport equipment.

(k) Represent the Club appropriately at PDB, SLSQ and SLSA levels, and with the approval of the Board, be funded by the club to cover the cost of attendance, travel and accommodation in doing so.

Junior Activities Director

The Junior Activities Director shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

  (i) have a minimum of two (2) years' membership of a Surf Lifesaving club,

  (ii) have an appreciation for working with Children and Young People and understand the responsibilities as regards their safety and wellbeing, and

  (iii) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Be a Director and the nominal head of the 'Junior' Club with overall responsibility for the Junior Activities administration.

(c) Be the Chair of the Junior Activities Cohort and Executive Committee.

(d) Ensure implementation of all SLSA, SLSQ, Branch and Club policies relating to Junior Activities.

(e) Ensure the effective implementation of the SLSQ and Club's Child and Youth Risk Management Strategy (CYRMS).

(f) Liaise with the Directors of Lifesaving and Surf Sport as required.

(g) Liaise with the Junior Activities Team Manager/s to determine responsibility for the Transportation (and any equipment required) and accommodation for all Junior Activities Competitors and Officials when attending carnivals outside of the Gold Coast area.

(h) Represent the Club appropriately at PDB, SLSQ and SLSA levels, and with the approval of the Board, be funded by the club to cover the cost of attendance, travel and accommodation in doing so.

Supporters' Club Director

The Supporters' Club Director shall:

(a) In addition to meeting the legislated requirements and those outlined in the constitution and these By-laws,

(i) have a minimum of two (2) years' membership of a Surf Lifesaving club,

(ii) be a member of the Tugun Surf Life Saving Supporters Club Board, and

(iii) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Be the key interface between the Tugun SLSC Board and the Tugun Surf Life Saving Supporters Club Board.

Note: this position needs to be constantly mindful of conflicts of interest and must maintain the confidentiality of each board but at the same time ensure and cooperative and mutually beneficial working relationship exists between the two organisations.

APPENDIX 3 – OFFICER ROLE DESCRIPTIONS

General

All Officers shall,

(a) be a financial Member of the Club, and

(b) be a holder of a current “Blue Card” or “Exemption Notice” issued by Blue Card Services and linked to SLSQ.

Carnival Logistics Officer

The Carnival Logistics Officer shall,

(a) Liaise with the Transport Officer, Gear Steward, and IRB Officer to coordinate the delivery and return of competition equipment, gear trailers, tents, IRB’s, etc to carnivals

(b) Coordinate the organisation and setup of carnival equipment, etc. at carnivals.

(c) Ensure the Gear & Equipment officer is made aware of any damage or fault with any competition equipment.

Chief Training Officer

The Chief Training Officer shall:

(a) Have the following prerequisites,

(i) a minimum of two (2) years membership and be a proficient Bronze Medallion holder,

(ii) be the holder of a SLSA accredited Training and Assessment Facilitator with a minimum of two (2) years’ experience as a Trainer and/or Assessor, and

(iii) be able to make a time commitment of between 12 to 20 hours per week across weekdays, weekends and evenings.

(b) Be responsible for and coordinate the training of new members to Bronze Medallion standard, Junior Members to Surf Rescue Certificate standard and existing Bronze Medallion holders to attain higher SLSA recognised awards.

(c) Arrange assessments as required.

(d) Ensure skills maintenance for awards and certificates are completed by required date and recorded.

(e) Ensure all training sessions are documented and all training records completed and maintained securely.

(f) Ensure that all training equipment is adequate and is kept in good condition.

(g) Be responsible for the clubs' relationship with SLSQ and Branch Education Departments and the Club's maintenance of the Education Policies and Standards set down by them from time to time.

(h) Analyse skill mix throughout the Club and develop training solutions where needed.

(i) Liaise with the Lifesaving and Junior Activities Directors and Committees as required.

(j) Lead and develop a team of trainers who will develop personnel to meet the operational needs of the Club.

(k) Maintain an up-to-date knowledge of the latest methods of Surf Lifesaving and the Training Manuals and impart such knowledge to all qualified Club Training Officers.

(l) Attend Branch meetings (as required) and report to Branch and/or Club all relevant information.

Club Coaches

Club Coaches shall:

(a) Arrange for training and preparation of all members for inter and intra club competition as per the Competition Manual.

(b) Have a minimum Level 1 Coach's Accreditation applicable to their field of coaching.

(c) Produce comprehensive Training Programs and submit these to the Surf Sports Committee for endorsement by the Board at the commencement of each season.

(d) Complete a Risk Assessment in accordance with SLSQ's Policies prior to each training session and file with the Club within seven (7) days. Completed Assessment Forms to be retained by the Club for a period no less than three (3) years.

(e) Maintain records of each member attending each training session and their involvement, progress, carnivals attended and results.

Clubhouse Officer

The clubhouse officer shall:

(a) Be responsible for the general maintenance of the Clubhouse and surrounds.

Communication (Radio & Digital Devices) Officer

The Communication Officer Shall:

(a) Be the holder of a current SLSA Radio Operators Certificate.

(b) At all times be subject to the directions of the Director of Life Saving.

(c) Be responsible for the care, maintenance and availability of serviceable radio and other digital devices used for patrols and training e.g., tablet(s).

(d) In liaison with the Club Chief Training Officer, be responsible for training of members in the Radio Communication requirements of the Club.

First Aid Officer

The First Aid Officer shall:

(a) Be the holder of a SLSA First Aid certificate, similar or higher qualifications.

(b) Be responsible for fostering high standards for First-Aid Treatment.

(c) Maintain adequate stocks of approved First-Aid material and equipment, provided that approval has been given by the Surf Life Saving Committee prior to the purchase of materials.

(d) Be responsible for the annual servicing/maintenance checks of all Club Oxy-Viva's, Defibrillators, etc. prior to the commencement of each patrolling season.

(e) Maintain the First-Aid Room in a clean and orderly condition and with the approval of the Director of Life Saving, call on the services of any member to assist.

(f) Liaise with the Chief Training Officer in regard to training for First-Aid Awards in conjunction with SLSQ/SLSA.

(g) Securely maintain a record of names and addresses of patients treated for major First-Aid cases along with a record of the number of patients requiring minor First-Aid treatment.

Fundraising Officer(s)

The Fundraising Officer(s) shall:

(a) Provide a medium for financially viable Fundraising and Sponsorship Activities for the Club.

(b) Develop the brand of Tugun SLSC to create a profile and awareness of the Club and the need for funding.

(c) Develop and implement programs that engage and involve various stakeholders (e.g.: Sponsors, Suppliers, Volunteers, Donors, Members and other Non-For-Profit Organisations partners) to benefit Tugun SLSC.

(d) Work with the Administration Publicity and Fundraising Committee, Club President, and Supporters Club Director(s), Surf Sport Director to develop Marketing and Sponsorship strategies to assist the viability of the Club.

(e) Plan, Manage and coordinate Fundraising and Sponsorship activities.

(f) Analyse and review existing Sponsorships and Marketing activities to enhance and develop benchmarks for success.

(g) Build, cultivate and retain key relationships with current and potential Stakeholders, Sponsors and Suppliers.
   (i) Liaise with the Board to endorse grant aoolications
   (ii) Liaise with the Administration Manager on completing grant submission and acquittal documentation.

Equipment Officers (Gear Steward)

The Equipment Officers shall:

(a) Be responsible for all the Surf Lifesaving and Surf Sports equipment belonging to the Club.

(b) Keep all Club equipment in good repair, removing from service any damaged equipment unable to be used and reporting to the appropriate Director the need for repair or replacement.

(c) Adhere to the Club’s Purchasing Policy and seek approval for any expense to repair or replace any equipment.

(d) Assist the Director of Life Saving with the Annual Gear Audit.

Grants Officer

The Grants Officer shall:

(a) Be responsible for identifying grants that,

(i) provide funding to fulfill an existing need within the Club, which may include facilities, lifesaving equipment and training, or sport; or

(ii) provide funding that the Club could use to develop new activities or facilities.

(b) Be responsible for developing and implementing an effective grant application process.

(c) Be responsible for the completion of all grant applications, liaising with the Club, Community and Junior Activities Treasurers and other officers as required to ensure financial and other data contained in grant applications is accurate and up to date.

(d) Not accept any grants or enter into any funding arrangements without the express approval of the Board.

(e) Ensure that all acquittals are completed in full and on time.

IRB Officer

The IRB Officer shall:

(a) Be the holder of both a proficient Bronze Medallion and an IRB Driver's Certificate with a minimum of two (2) years' patrolling experience.

(b) At all times be subject to the direction of the Director of Life Saving.

(c) Be responsible for the Care, Maintenance and Stowage of all Club IRBs.

(d) Coordinate the training of all IRB Drivers and Crewpersons in consultation with the Director of Life Saving and Chief Training Officer.

(e) Ensure all club IRB Drivers and Crewpersons are aware of and adhere to the Power Craft Code of Conduct.

(f) Coordinate with the Director of Surf Sport the allocation of IRB's and crews to Surf Sport events when required.

(g) Maintain up-to-date knowledge of SLSA/SLSQ Circulars, Policies and Procedures on IRB Operations ensuring all necessary information is passed on to all Club IRB drivers and crew.

Officials' Liaison Officer

The Officials' Liaison Officer shall:

(a) Be the holder of at least a Core Official's level accreditation.

(b) Shall be responsible for working from within the Surf Sports Committee to build officiating capacity including innovative solutions to reward and recognise our officials and IRB crews.

(c) Liaise with the Club Team Manager to ensure adequate Officials are nominated and attend carnivals where club competitors are competing.

(d) Actively recruit members/parents to be Accredited Officials.

Publicity and Social Media Officer

The Publicity and Social Media Officer shall:

(a) Have skills in the use of social media and written communication.

(b) Liaise with the Secretary, Lifesaving Director, Surf Sport Director, Junior Activities Secretary and Fundraising Officer to ensure there is consistent and appropriate messaging.

(c) Work to build the profile and awareness of the Tugun Surf Life Saving Club, its place in the Gold Coast community and the need for funding.

(d) Monitor activity within the Club and publish any items of interest, competition results and any relevant messaging.

(e) Monitor all media channels and mediate and/or respond where appropriate using the Club's official social media channels.

(f) Not create or allow to be created any Club media platforms without the express permission of the Board.

(g) Report to the Board any misuse of Club media channels or Club IP on social media.

Surf Sport Team Manager

The Club Team Manager shall:

(a) Ideally have experience in attending carnivals, have Age Manager's and at least a core officials' accreditation.

(b) Utilise discipline specific Team Managers to deputise where necessary. Discipline specific Team Mangers may include,

- Junior Team Manager
- Age Team Managers
- Surfboat Team Manager
- Beach Team Manager
- Ocean Area Team Manager
- Lifesaving (Competition) Team Manager
- Pool Rescue Team Manager
- IRB (Racing) Team Manager

(c) Coordinate any outfitting of the competition team members.

(d) Coordinate the assembly (after selection), transport, accommodation and be responsible for the conduct and behaviour of competitors and other Tugun SLSC members at Carnivals.

(e) Record everyone from the Club participating (competitors, officials and support personnel) at each carnival and all results in competition.

(f) Be responsible for the collection of any monies due for carnival nominations and accommodation (if applicable) prior to the event.

(g) In conjunction with Club Coaches, receive and arrange entries for carnivals.

(h) Assist with any displays or demonstrations required in which the Club is involved.

(i) Maintain an up-to-date knowledge of the SLSA Competition Manual, Codes of Conduct and associated Circulars.

(j) Attend all official Team Managers' briefings at events where the club is represented, either in person or by his appointed proxy.

(k) Be responsible for lodging all protests as per the SLSA Surf Sport Manual, relevant Bulletins and Circulars.

(l) Have the power/authority to discipline members of a Touring Team and report any discipline action(s) in writing to the Club Secretary within seven (7) days.

Transport Officer

The Transport Officer shall:

(a) Be over the age of eighteen (18) years.

(b) Be the holder of a Queensland Department of Transport 'C' Class Driver's Licence.

(c) Be the holder of a SLSA Award for ATV operation and SLSQ Tractor and 4WD Induction.

(d) Be responsible for the maintenance, storage and coordinating the use of all Club vehicles (Bus, 4x4 Vehicle, ATV's, Tractor and Trailers).

(e) Ensure that all SLSA/SLSQ Rules and Regulations associated with motorised vehicles are complied with and that all vehicles', insurance, registration and any permits are current.

(f) Liaise with the Directors of Lifesaving, Surf Sport and Supporters Club as required.

Youth Development Officer

The Youth Development Officer shall:

(a) Preferably be a holder of a Bronze Medallion or a patrolling Award Member.

(b) Be responsible for promoting and delivering development programs, mentoring programs and other activities for youth members (generally 12 to 17 years).

(c) Oversee youth recruitment and retention programs/activities within the Club including the transition through the various age levels.

(d) Promote youth members participation in development camps and leadership programs and camps.

(e) Pursue any issues of benefit to the safety and enjoyment of youth members.

(f) Be the Club representative to attend meetings of the Branch Board of Youth Development Meetings.

APPENDIX 3 - JUNIOR (NIPPER) ACTIVITIES

2. Cohort

Tugun SLSC Junior Activities will provide for the participation of Junior Members as per By-law 3.2 (a). As such, the Junior Activities Cohort (JAC) will not just include Junior Members but all current financial members of the Club who are interested in the objects and duties of the Junior Activities section, including the parents and/or guardians of the Junior Members and any other Club members who are interested in Junior Activities.

All participants in Junior Activities over the age of 18 must have a current working with Children Blue Card or Exemption Card, before engaging in any activity, in any capacity.

3. Membership

(a) All applicants for membership of Tugun SLSC shall be required to complete the prescribed SLSA form (electronic or otherwise) and pay the required fee as determined by the Board.

(b) Any Junior (Nipper) Member application for membership shall be associated with a Parent or Guardian applicant for membership of some type, depending on their qualifications i.e. Associate, Active, etc., provided that one parent or guardian is acceptable for more than one Nipper in the same family.

4. Objects and Duties

(a) Promote and advance aquatic safety of children and young people, and the protection and preservation of life in the aquatic environment.

(b) Encourage the participation of children and young people, associated with the Tugun area, to engage in Surf Life Saving Junior Activities, with a focus on participation, education and fun in accordance with the age of the member.

(c) Ensure the health, safety and protection of children and young people while engaged in the activities of the Tugun SLSC.

(d) To provide Junior (Nippers) Members with an education experience in a wide range of subjects and skills within the aquatic/marine environment.

(e) Provide for the instruction and the conduct of examinations of Junior (Nipper) Members willing to gain their respective Junior Age Award.

(f) Prepare Junior (Nippers) members for their eventual transition to the environment of the Senior section of the Club.

(g) Organise, the instruction and/or examination of Junior (nipper) Members willing to gain their Resuscitation Certificate, and/or their Surf Rescue Certificate of SLSA.

(h) Participate as a member of PDB, SLSQ and SLSA in the activities of each, to enhance Junior (Nipper) Members' knowledge and skills in the aquatic environment through education and sport.

(i) At all times promote mutual trust and confidence with the children and young people in the Club in pursuit of these Objects.

(j) Undertake and or do all such things or activities which are necessary, incidental or conducive to the advancement of these objects.

5. Meetings

a) Meetings of the Junior Activities Cohort,

(i) May be held throughout the year.

(ii) May be called at the direction of the Board or the Junior Activities Executive.

(iii) Will require at least fourteen (14) days' notice to be given to those Members entitled to receive notice, together with the agenda for the meeting which should include:

- Attendances
- Apologies
- A Report of Activities
- Specified agenda items (if required)
- General business

(iv) Will require a quorum of twice the number currently on the Junior Activities Executive plus one.

(v) Will be Chaired by the Junior activities Director.

(vi) Will have the authority to make recommendations to the Board with or without the support of the Junior Activities Executive.

(vii) Any determinations will be by simple majority.

b) An Annual Meeting of the Junior Activities Cohort shall be held prior to the Club Annual General Meeting with the following agenda:

- Attendances
- Apologies
- Annual Report of Activities
- Election of a Junior Activities Director nomination(s)
- Election of Junior Activities Executive Officers
- Election of other Junior Activities Officers
- Proposed Junior Activities meeting dates
- General business

c) Elections

(i) Nominations for the Election of Officers shall be in writing and signed by the nominee signifying their willingness to stand for election and lodged

with the JA Secretary three (3) weeks prior to the Annual Meeting of the JAC.

(ii) Where no valid, written nomination, for a particular position has been received by the due date, then nominations may be called from the floor of the meeting. Nominations from the floor must have the consent of the nominee and should have a mover and seconder, present at the meeting.

(iii) If the number of candidates for any office exceeds one (1), a decision shall be determined by secret ballot of the members present and voting at the meeting.

(iv) Elections are for recommendation only.

A. The Club at its Annual General Meeting, noting any recommendations from the Junior Activities Cohort shall;

I. Elect a Junior Activities Director in accordance with **Constitutional Clause 29** and **By-Law 4.7 (b) (vi).**

II. Endorse the Junior Activities Executive (JAE) in accordance with **By-law 4.7 (b) (viii) and 5.6**.

B. The Junior Activities Executive at its first meeting following the Club AGM, noting the recommendations from the Junior Activities Cohort will appoint any other Officers required.

6. Management

(a) The Club, at its Annual General Meeting shall endorse the appointment of a Junior Activities Executive (JAE), who as per **By-law 5.6** have responsibility for the conduct and co-ordination of all matters relating to Junior Activities.

(b) Meetings of Junior Activities Executive shall be held at the discretion of the Chair with the following agenda:

- Attendances
- Apologies
- Confirmation of Minutes of previous Meeting
- Business Arising
- Correspondence
- Reports
- General Business

(c) All decisions of Junior Activities Executive shall be subject to ratification of the Board and where necessary the Club Council.

7. Finance

a) The JA Treasurer, and where convenient assisted by the Club Treasurer, shall receive all monies, issue receipts and bank such monies to the account of the Club to be used for Club endorsed Junior Activities.

b) Payment of accounts shall be effected by the Club Treasurer, following checking of the accounts by the JA Treasurer.

c) Appropriate financial systems and records shall be established and maintained by the JAE to determine the financial standing of the JAC in relation to the Club.

d) The finances of the JAC shall be supported by means approved by the Club which shall include a Club budget allowance, donations, capitation levies, carnivals, socials and other functions.

8. Competition

a) The JAE shall have power to regulate all Intra-Club competitions providing such competition has been approved by the Club.

b) No Inter-Club contest or competition shall be held without the approval of the Club and the Branch.

c) All Junior competitors shall wear protective clothing, approved by the Club, in all water activities as directed by the Branch, SLSQ and SLSA.

d) A Selection Sub-Committee comprised of the Age Managers and the Team Manager shall select the competitors and teams for all inter/intra Club competitions and carnivals and may alter such selections at its discretion, and its decision shall be final.

9. Officers and their Duties

a) The **Junior Activities Director**: shall chair all meetings of the Executive and the Cohort at which they are present and shall exercise a general supervision over the affairs of the JAC. The Chair shall, when presiding at a meeting, have a deliberative and a casting vote. They shall submit an Annual Report of the JAC to the Club and submit regular reports to the Board. They shall be a Board Member of the Club and shall represent the Club on the Branch Junior Activities Board.

c) The **Junior Activities Secretary**: Shall attend to all the correspondence, attend all meetings, record the minutes of the meetings and assist in the preparation of the Reports. They shall then be responsible for forwarding copies of these to all those entitled to receive them. They shall issue notices of meetings and any circulars of matters of interest to the JAC in conjunction with the Club Secretary.

d) The **Junior Activities Treasurer**: Shall be responsible for the overall supervision of any financial commitments of the JAC and shall submit reports to the JAE. They shall prepare and submit and submit annually for approval a budget of income and expenditure and shall maintain the records of the JAC financial dealings with a view to establishing the standing of the JAC. They shall provide and seek co-operation with the Club Treasurer.

e) The **Junior Activities Registrar**: Shall be responsible for keeping a true and correct record of the birth dates of all Juniors (nippers), compiling the

registration of all competitors for annual submission to the Registrar of the Branch, and provide other relevant information as required.

f) The **Junior Activities Awards Officer**: Shall be responsible for the training and examination arrangements for the Junior Age Awards. They shall be responsible to and work in conjunction with the Club Chief Training Officer.

g) The **Junior Activities Team Manager**: Shall be responsible for the control and conduct of the competitors and shall submit a team report following each major carnival. The Team Manager or the Age Group Managers shall record the attendance of the competitors at Carnivals. They shall be responsible for preparing the age competitors and teams as selected by the Selection Committee for their respective events and ensure the competitors are at the marshalling area at the prescribed time for such events. They shall be responsible for lodging all protests as per the SLSA Surf Sport Manual, relevant Bulletins and Circulars. They should be assisted by an assistant JA Team Manager and the JA Age Group Managers.

h) The **Junior Activities Gear Steward**: Shall be responsible for all the JA equipment, making sure such equipment is in good condition and repair and properly housed and co-ordinate beach setup for training.

i) The **Junior Activities Chief Water Safety Officer**: Shall be responsible for water safety at JA training days. They must be a proficient Bronze Medallion holder and will liaise with the Life Saving Director to ensure there are sufficient numbers of Water Safety personnel, recording all Water Safety hours in the appropriate logbook.

k) The **Junior Activities Education Officer**: Shall be responsible for organising specific educational programs and events to further the education of the JA members.

l) The **Junior Activities Carnival Nomination Officer**: Shall be responsible for Carnival nominations in conjunction with the JA Age Managers and JA Team Manager.

m) The **Junior Activities Clothing Co-Coordinator**: Shall be responsible for obtaining and marketing costumes and clothing.

n) The **Junior Activities Publicity and Social Media Officer**: Shall be responsible for the publicity of the JAC, to publish the results of the JAC Activities and Carnivals from time to time as well as points of interest from the meetings. They shall also work in conjunction with the Club's Publicity and Social Media Officer.

o) The **Junior Activities Canteen Co-ordinator** (or Committee) shall;

   (i) be responsible for provisioning the canteen and subsequent marketing activities ensuring the appropriate accounting is maintained,

   (ii) provide a reconciliation report (including stock, all saleable items and merchandising items) to the Club Treasurer prior to each monthly meeting of the Board,

p) The **Junior Activities Age Managers**: Shall prepare programs and work in conjunction with the JA Awards Officer in their duties and act as an assistant to the JA Team Manager during the performance of their duties.

APPENDIX 4 – STAFF PRECIS ROLE DESCRIPTIONS

Club Administrator

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 Club Council and Board, they shall:

i. carry out and implement all decisions of the Club 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;

a. attend meetings and act as Minute Secretary for all Club Council General or Special Meetings as well as Board meetings;
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 shall inform the Committee 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 Club Council and the Board; and
h. attend to the preparation and presentation of the Annual Report, or any other prepared matter for Club distribution.

Head Water Coach

APPENDIX 5 – MEMBER CODE of CONDUCT

All Members will:

1. Respect the rights, dignity and worth of others—treat others as you would like to be treated yourself.

2. Be ethical, considerate, fair, courteous and honest in all dealings with other people and organisations.

3. Be professional in and accept responsibility for your actions.

4. Be aware of and follow - at all times - Surf Life Saving rules, regulations, policies and procedures and promote those laws, standards, rules, policies and procedures to others.

5. Raise concerns arising through the appropriate channels and report any breaches of Surf Life Saving rules, regulations, policies and procedures, in line with the SLSA Complaint Resolution Policy via http://complaints.sls.com.au/.

6. Refrain from any form of Bullying, Abuse, Harassment, Discrimination and Victimisation towards others.

7. Provide a safe environment for the conduct of activities in accordance with any relevant SLSA policy.

8. Ensure SLS is an inclusive organisation that is open to all who wish to participate regardless of age, gender, disability, cultural and linguistic background or sexual orientation.

9. Provide a safe and nurturing environment for all participating in Surf Life Saving by actively promoting the principles of equal opportunity, social justice and cultural safety so that all individuals are treated with respect and dignity.

10. Show concern, empathy and caution towards others that may be sick or injured,

11. Strive to be a positive role model to all.

12. Respect and protect confidential information obtained through Surf Lifesaving activities or services; whether individuals and/or organisational information.

13. Maintain the required standard of accreditation and/or licensing of professional competencies, as applicable to the role(s).

14. Ensure that any physical contact with others is appropriate to the situation and necessary for the person’s skill development.

15. Refrain from intimate relations with persons over whom you have a position of authority.

16. Maintain a duty of care towards others.

17. Be impartial and accept responsibility for all actions taken.

APPENDIX 6 - MERITORIOUS AND ANNUAL AWARDS

Life Membership

Blazer Award

Annual Recognition Awards

- President's Award
- Club Captain's Award
- Black Opal Award
- Most Improved Member
- Best New Member
- Youth Development Award
- Champion Patrol Team
- Best Patrol Member
- Club Champion
- Senior Competitor of the Year – Male
- Senior Competitor of the Year – Female
- Junior Competitor of the Year – Male
- Junior Competitor of the Year – Female
- Most improved Competitor
- Surf Boat Awards
    - Best Boat Crew
    - Rowers' Rower
    - Most Improved Boat Rower

APPENDIX 7 - INTERLECTUAL PROPERTY IMAGERY

Club Colours

Green Pantone 343C
Yellow Pantone 138
White

Club Ocean Competition Cap

Club Swim Cap

Club Logo

Letter Head

Life Membership Badge