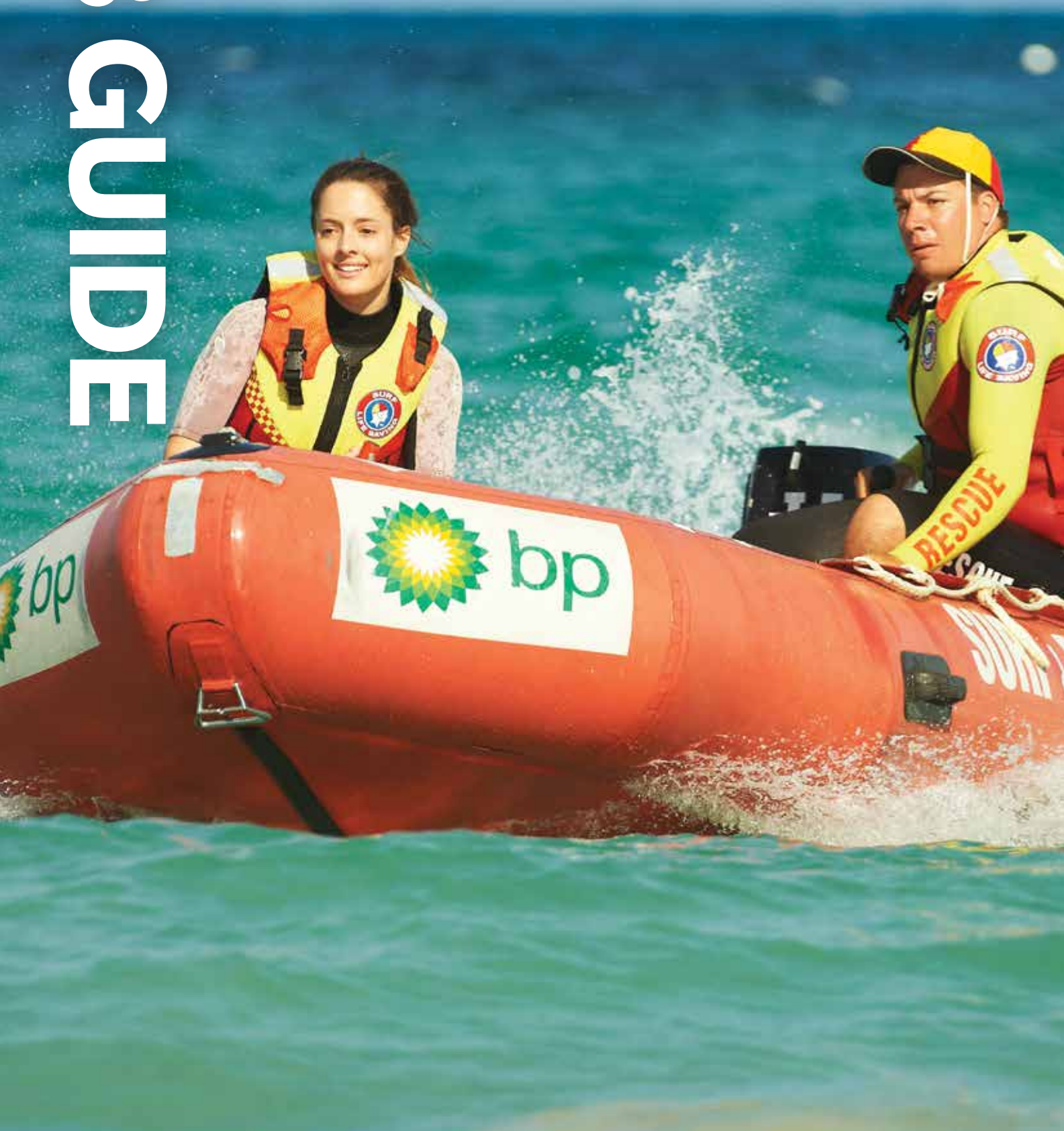


CLUB GUIDE





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SECTION 02

CLUB MANAGEMENT

2.1 GOVERNANCE

Governance is the system that controls the way a club is managed and operates. It outlines the way the Board, Directors, Executives and other position holders are responsible for their actions. Governance is made up of the following components:

- Administration
- Risk management
- Ethics
- Compliance

Governance is the method by which an organisation is run, over and above the basic legal obligations. It is made up of five basic components:

- Transparency – be clear and concise with decisions
- Accountability – make effective and efficient decisions while being aware of the consequences of these decisions
- Stewardship – Being aware that the club is run for the members and stakeholders
- Integrity – maintain a culture of ethical behaviour and compliance with the law
- Clear policies – Ensure that there are clear and concise policies in place for the management of the club members and stakeholders

All clubs must ensure that they operate with best practise in all facets of the club's operation.

Examples of good governance responsibilities include:

- Conduct long-term planning such as strategic and business planning
- Develop policies and procedures to assist with decision making and actions to be adhered to
- Manage external relationships including council, local government and sponsors
- Ensure all financial and legal matters are properly managed
- Assess risks facing the club and monitor compliance of the risk management plan
- Action recommendations from members
- Transfer relevant information to members and other appropriate parties
- Evaluate the performances of trainers, coaches, officials, employees, Board and Committees and their own position
- Ensure that all members of the club act in a responsible manner and reflect the ideals of Surf Life Saving Committee positions and duties need to be outlined in the club Constitution and via a position description. Sample position descriptions can be found in section 9 of this Club Guide

References

- Chartered Secretaries Australia http://www.csaust.com/Content/NavigationMenu/TechnicalResources/GoodGovernanceGuides1/GoodGovernanceGuides/Notforprofit/Not_for_profit.htm



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SECTION 02

CLUB MANAGEMENT

2.2 DIRECTORS, OFFICERS AND GOVERNANCE OBLIGATIONS

Directors

Directors owe certain duties to the Club and its members by virtue of their position of trust. They are:

- To exercise rights and powers in good faith and for the benefit of the Club
- To comply with both common law duties and statutory duties
- To act for a proper purpose
- To act in good faith and honesty
- To perform directors duties with care, skill and diligence
- To avoid conflict of interests (conflicting interests must be disclosed)
- To not use confidential information for an improper purpose (eg to gain personal benefit)
- To not divert corporate opportunities
- To not incur debt(unless in reasonable business practice)¹

If directors fail to satisfy their duties they may be liable to compensate members of the Club or 3rd parties.

Officers

All committee members are officers of the Club and have a legal obligation to disclose any direct or indirect pecuniary interest in a contract, or proposed contract, made by, or in contemplation of the committee. The extent and nature of their interest must be disclosed.

A penalty of \$500 may be incurred for a breach of this duty.²

¹ Corporations Act (2001) www.comlaw.gov.au

² Section 21 Associations Incorporation Act (1987) www.slp.wa.gov.au



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SECTION 02

CLUB MANAGEMENT

2.3 CLUB CONSTITUTION

The Club Constitution contains rules and procedures that normally can only be changed by a Special Resolution³ at a General Meeting. For this reason the Constitution must be kept simple and should contain very little, other than the normal unchanging elements of the Club.

Important Points to consider

The Associations Incorporation Act 1987 requires any Incorporated Association to have a set of governing rules. These are recorded in the form of a Club Constitution which is a formal document detailing the rules and regulations of a Club.

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

The Constitution should run concurrently with the SLSWA and SLSA Constitutions. Clubs should not have conflicting rules. SLSWA has a “Model Constitution” available for clubs to refer to if they are thinking of reviewing their Club Constitution. The Model Constitution meets the requirements of The Associations Incorporation Act 1987.

Items for inclusion

Items suggested for inclusion in your Club Constitution include:

- Name of Association
- Objects of Association
- Powers of the Association
- Application of Income
- Liability of Members
- Members’ contributions
- Distribution of property on winding up
- Definitions and interpretations
- Status and Compliance of Association
- Association’s Constitution
- Members
- Subscriptions and Fees
- Application
- Register of Members
- Effect of Membership
- Discipline
- Annual General Meeting
- Notice of General Meeting
- Business
- Notice of Motion
- Special General Meetings
- Proceedings at General Meetings
- Voting at General Meetings
- Proxy voting
- Existing Committee Members
- Powers of the Committee
- Composition of the Committee
- Election of Committee members
- Vacancies of Committee members
- Meetings of the Committee
- Secretary
- Delegations
- Regulations
- Records and Accounts
- Auditor
- Notice
- Seal
- Alteration of Constitution
- Indemnity
- Dissolution
- Authority to trade
- Grievance Procedure

³ Section 24(1) Associations Incorporation Act 1987



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References for Inclusion

The following should be referred to in your Club Constitution, with a link to SLSA Regulations:

- Membership Categories and their powers – to be the same as SLSA
- Grievance Procedures
- Judiciary Matters
- Membership Clearance and Transfer
- Patrol Obligation
- Dual Membership
- Restriction on Membership

Changing your Constitution

The main steps to changing the rules of an association are to:

- determine what amendments are going to be made;
- draft a new copy of the rules and ensure the amendments comply with the Act;
- send notice to all members stating in full all proposed special resolutions to be voted on at a general meeting;
- convene general meeting of members to consider the amendments;
- pass the amendments by one or more special resolutions; and
- notify Consumer Protection of the changes within one month of the meeting.

Following the acceptance of any Constitutional changes, your updated/new Constitution should be lodged with:

- Department of Commerce (within one month of the changes being approved)⁴
- Surf Life Saving Western Australia

Regulations

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

What constitutes regulation?

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

Possible categories for your club regulations may be:

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

Beach Operations

- Patrol rules and regulations
- Board and Ski rules and regulations
- Surf Boat rules and regulations
- First Aid rules and regulations
- IRB rules and regulations
- Beach Vehicle rules and regulations

⁴ Section 17 Associated Incorporations Act 1987



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Competition and Trophies

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

Altering Regulations

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

Policy Statements

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

References

- Surf Life Saving Australia www.slsa.com.au
- Surf Life Saving Western Australia www.slswa.com.au
- Associations Incorporation Act, 1987 www.slp.wa.gov.au



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CLUB MANAGEMENT

2.4 SURF LIFE SAVING AUSTRALIA POLICY REGISTER

As a member of SLSA you are bound by SLSA Policy. Your Club should be familiar with these policies.

To view complete policies, refer to the Surf Life Saving Australia website: www.slsa.com.au

SLSA POLICIES

- | | | | |
|-------|---|-------|---------------------------------------|
| 1.1 | Water Safety | 6.22 | Inclusive Organisation |
| 1.1a | Water Safety Procedure | 6.23 | Illicit Drugs in Sports |
| 1.2 | Use of SLSA Equipment | 6.24 | Competitive Rights and Transfers |
| 1.3 | Body Retrieval | 6.25 | Non-Political and Non-Sectarian |
| 1.4 | Off-Duty Ambulance Officers on SLSA Rescue Craft | 6.26 | Visits and Tours |
| 1.5 | Patrol Uniforms | 6.27 | Anti-Corruption and Fraud |
| 1.6 | New & Modified Equipment | 5.10 | Transgender/Transsexual Athlete |
| 1.10 | Shark Safety | 6.1 | Intellectual Property |
| 1.11 | Crocodile Safety | 6.2 | Privacy |
| 1.14 | Sharps Policy | 6.3 | Limiting and Permanent Disability |
| 1.15 | Peer Group Support | 6.5 | Member Protection |
| 1.16 | Tsunami | 6.6 | Grievance Procedure |
| 2.1 | Sun Safety | 6.7 | Archives and Museum |
| 2.3 | Occupational Health & Safety | 6.8 | SLSA Board Governance Charter |
| 2.4 | Rehabilitation and Return to Duties | 6.9 | Risk Management |
| 3.3 | Pregnancy & the Surf Lifesaver -
Competition & Patrols | 6.9a | Risk Management Procedure |
| 3.6 | Seizures and Epilepsy | 6.10 | Australian Representative Recognition |
| 3.7 | Defibrillation | 6.11 | Ecosurf |
| 3.9 | Asthma | 6.14 | Electronic Acceptances |
| 3.12 | Pain Management | 6.15 | Youth |
| 5.1 | Sports Betting, Results Fixing and Corruption | 6.16 | Dealing with Police Investigations |
| 5.2 | Anti-Doping | 6.17 | Coronial Inquests |
| 5.4 | Proficiency and Patrol Hour Requirements for
Competition Eligibility | 6.18 | Change Management |
| 5.5 | Rescue 2014 Campaign Selection Policy | 6.19 | SLSA IT Terms of Use |
| 5.7 | Design and Manufacture of Surf Boats | 6.20 | Use of Social Media |
| 5.8 | Competition Sponsorship | 6.21 | Photography |
| 5.9 | Masters Competition | 6.21a | Photography Policy Sample Form |
| 6.15 | Youth | 6.22 | Inclusive Organisation |
| 6.16 | Dealing with Police Investigations | 6.23 | Illicit Drugs in Sports |
| 6.17 | Coronial Inquests | 6.24 | Competitive Rights and Transfers |
| 6.18 | Change Management | 6.25 | Non-Political and Non-Sectarian |
| 6.19 | SLSA IT Terms of Use | 6.26 | Visits and Tours |
| 6.20 | Use of Social Media | 6.27 | Anti-Corruption and Fraud |
| 6.21 | Photography | | |
| 6.21a | Photography Policy Sample Form | | |



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2.5 SURF LIFE SAVING CODES OF CONDUCT

SLSA requires every individual and or organisation bound by this policy to (part of the SLSA Member Protection Policy 6.5):

1. General – Code of Conduct

- a) respect the rights, dignity and worth of others
- b) be fair, considerate and honest in all dealings with others, and be a positive role model
- c) make a commitment to providing quality service
- d) be aware of, and maintain an uncompromising adherence to SLSA's standards, rules, regulations and policies
- e) demonstrate a high degree of individual responsibility especially when dealing with persons under 18 years of age
- f) contribute to the provision of a safe environment to the conduct of all activities within surf lifesaving
- g) abide by the relevant role specific codes of conducts outlined below.

2. Surf Life Saving Team Leader – Code of Conduct

A SLSA Team Leader (eg Patrol Captain, ORB Skipper, etc.) will:

- a) agree to abide by the code of conduct
- b) be responsible for the overall safety and well-being of the members of the patrol
- c) maintain a 'duty of care' towards team members, an accountability for the management of the team and a responsibility for the actions of the team members
- d) have a sound knowledge of SLSA policies, responsibilities and lifesaving techniques, and ensure that the conduct of the patrol is in accordance with these policies and guidelines
- e) foster a collaborative approach to the management of the patrol
- f) treat the general public with respect and communicate with them in a professional manner
- g) be a positive role model for surf lifesavers and SLSA

3. Surf Life Saving Team Manager – Code of Conduct

A SLSA Team Manager will:

- a) agree to abide by the code of conduct
- b) be responsible for the overall safety and well-being of team members and officials when travelling with a team
- c) maintain a 'duty of care' towards team members and an accountability for the management of the team
- d) have a sound knowledge of SLSA policies, responsibilities and competition rules, and ensure that the conduct of the affairs of the team is in accordance with these policies and guidelines
- e) foster a collaborative approach to the management of the team
- f) be a positive role model for surf lifesavers and SLSA

4. Surf Life Saving Age Manager – Code of Conduct

A SLSA Age Manager (junior activities) will:

- a) agree to abide by the code of conduct
- b) be responsible for the overall safety and well-being of the group
- c) be responsible for the group's learning
- d) take time to plan and prepare the activities delivered to the group
- e) foster a collaborative approach to the management of the group
- f) instil enjoyment and fun in what they do
- g) be a positive role model for surf lifesavers and SLSA



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5. Surf Life Saving Coach – Code of Conduct

A SLSA Coach will:

- a) agree to abide by the code of conduct
- b) be responsible for matters concerning the coaching, training and development of surf lifesavers
- c) provide positive feedback to participants
- d) treat all participants equally
- e) maintain a 'duty of care' towards others and an accountability for matters relating to training and competition
- f) have a sound working knowledge of SLSA policies, rules and regulations and coaching techniques
- g) actively discourage the use of performance enhancing drugs, and the use of alcohol, tobacco and illegal substances
- h) ensure that any physical contact with others is;
 - (i) appropriate to the situation
 - (ii) necessary for the person's skill development
- i) provide a safe environment for training and competition
- j) be a positive role model for surf lifesavers and SLSA.

6. Surf Life Saving Official – Code of Conduct

A SLSA Official will:

- a) agree to abide by the code of conduct
- b) be responsible for matters concerning the development of surf lifesavers and the conduct of competitions
- c) maintain a 'duty of care' towards others and an accountability for matters relating to training and competition
- d) have a sound working knowledge of SLSA policies, rules and regulations
- e) be impartial and accept the responsibility for all actions taken
- f) ensure that any physical contact with others is;
 - (i) appropriate to the situation
 - (ii) necessary for the persons skill development
- g) provide a safe environment for training and competition
- h) be a positive role model for surf lifesavers and SLSA

7. Surf Life Saving Athlete – Code of Conduct

A SLSA Athlete will:

- a) agree to abide by the code of conduct
- b) be fair, considerate and honest with others
- c) operate within the rules of SLSA including national, international and doping the Anti-Doping Policy Guidelines
- d) be professional in, and accept responsibility for your actions
- e) show concern and caution towards others who maybe sick or injured
- f) be punctual and dressed accordingly
- g) be a positive role model



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8. Surf Life Saving Administrator/Director/Officer – Code of Conduct

A SLSA Administrator/Director/Officer will:

- a) agree to abide by the code of conduct
- b) be fair, considerate and honest with others
- c) operate within the rules of SLSA
- d) be professional in your actions. Your language, presentation, manner and punctuality should reflect high standards
- e) resolve conflicts fairly and promptly through established procedures
- f) maintain strict impartiality
- g) maintain a safe environment for others
- h) show concern and caution towards others
- i) be a positive role model for others

9. Surf Life Saving Parent/Guardian – Code of Conduct

A Parent/Guardian of an SLSA member will:

- a) remember that their child participate in surf lifesaving for their own enjoyment
- b) focus on their child's efforts and performance rather than winning and losing
- c) show appreciation for good performance by all participants
- d) never ridicule or yell at their child or other children for making a mistake
- e) respect official's decisions and teach their children to do likewise
- f) not physically or verbally abuse or harass anyone associated with the activities (eg coach, official, age manager, etc.)
- g) be a positive role model for others



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2.6 AFFILIATION

Clubs must complete an Application for Annual Affiliation/Re-Affiliation. This form should be copied for Club Records, the original being forwarded to SLSWA.

Benefits of Affiliation

Affiliation to SLSWA entitles Clubs and Branches to many benefits, such as:

- Formal recognition as a Surf Life Saving Club
- Members' insurance through Jardine Lloyd Thompson
- Members/Clubs public liability insurance
- Entry to national and state championships
- Nominations for State/Australian teams
- Meet requirements for internal and external funding and grant programs
- Attendance at courses
- Award record database

By affiliating with SLSWA, Clubs agree to abide by the Constitution and Regulations of SLSA and SLSWA.

Requirements of Affiliation/Re-Affiliation

Clubs must:

1. Seek Affiliation with SLSWA annually.
2. Be incorporated, or in the process of being incorporated, which process shall be completed within 6 months of applying for membership.
3. Complete the "Application for Affiliation" form (listing Club delegate located in Re-Affiliation circular)
4. Make payment of Affiliation Fees as per Re-Affiliation Fees Schedule. (as per Re-Affiliation circular)
5. Send to SLSWA, a copy of the Club Constitution (inclusive of amendments), or for Re-Affiliation, send an updated copy of the Club Constitution (inclusive of amendments) or written confirmation that no alterations have been made to the Club's Constitution since last season
6. Provide results of an independent financial audit (see financial section)
7. Comply with Occupational Health and Safety requirements. (see risk management section)
8. Provide SLSWA with Annual Reports by August

Fees

Fees payable by each Club are set out in the Re-Affiliation Fees Schedule (located in Re-Affiliation circular).

Completing Affiliation Forms

Club Affiliation forms must be completed annually. SLSWA will forward the re-affiliation circular as a reminder to Clubs. See Re-Affiliation circular (SLSWA website).

A copy of the completed form should be retained for Club records, the original should be sent to SLSWA by the due date.

References

- Surf Life Saving Western Australia www.slswa.com.au
- Surf Life Saving Australia www.slsa.com.au
- SLSWA constitution www.slswa.com.au



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2.7 HOW TO HANDLE POLICE ENQUIRIES

From time to time the Police and other Government authorities may request information from and/or about members of Surf Clubs. It is vital that members check the identity of anyone requesting information, and following any enquiries an email will be sent to the member outlining what discussions took place and any actions to be taken.

Please also take care to check the validity of the email address, which needs to be from the respective government department.

SLSA Policy 6.16 – Dealing with Police Investigations

Outlines that the actions that shall be taken as soon as an entity or an officer of an entity becomes aware that a Member has been charged with a serious criminal offense. A suggested response to a telephone or an informal request for information from the Police, where they do not have a Warrant or Subpoena, is as follows:

“In order for Surf Lifesaving to consider this request we require that you specify, in writing, the information you want Surf Lifesaving to release. Please explain any special circumstances related to your request that may justify releasing this information in the absence of a Warrant or Subpoena.”

The answer that is provided to this question can help you decide if the request is from a valid source, and if information should be provided. Should you be unsure of what action to take, it is advised that you seek advice from the SLSWA Corporate Manager.

SLSA Policy 6.16 – Dealing with Police Investigations

Criminal Charges, Guilty Pleas and/or Convictions is a resource that clubs can use to gain more knowledge around what defines these terms and what steps need to be taken in the following circumstances

- When a member is the subject of a police investigation
- When a member is charged with a ‘serious criminal offence’
- When a member is subject to a committal hearing or trial
- When a member is convicted of a serious criminal offence
- When protocols are breached

Please contact SLSWA Corporate Manager should you need more information or assistance in matters such as this.

Reference

- SLSA Policy 6.16 – Dealing with Police Investigations



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2.8 GOVERNANCE PRINCIPLES

10 Principles of Good Governance

The following 10 Principles have been created by the Australian Institute of Company Directors to provide guidance to Not for Profit Boards on what constitutes good governance practice. These can be used as a checklist for your Club:

- 1. ROLES AND RESPONSIBILITIES:** there should be clarity regarding individual director responsibilities, expectations and the role of the board.

Some questions for your Club to consider:

- Are the roles and responsibilities of individual directors, the board, president and management of the Club clearly set out in the constitution and/or its governance charter?
- Are board members aware of their duties and what is expected of them?
- Do new board members receive an orientation or induction regarding the organisation, their role and responsibilities and conflict of interest parameters?
- Does the board have a charter which help define its role and set out particular types of decisions that are reserved for the board (eg by reference to expenditure limit)?

- 2. BOARD COMPOSITION:** A board needs to have the right group of people, having particular regard to each individual's background, skills and experience, and how the addition of an individual builds the collective capability and effective functioning of the board.

Some questions for your Club to consider:

- Has consideration been given to how the board is composed (and/or refreshed), including:
 - Appropriate skills, capability and capacity, having regard to the organisation, its purpose, operations and its needs.
 - Sufficient diversity of relevant experience and perspective.
- Are potential board members able to commit the time required for their role?
- Does the Club have policies and procedures relating to the retirement or removal (eg circumstances in which this can occur) of board members?
- Have circumstances changed such that the current size of the board should be reassessed?
- Does the President have demonstrated leadership qualities?
- Does the President have the confidence of the board?
- How effectively does the President "conduct" board meetings?

- 3. PURPOSE AND STRATEGY:** The board plays an important role in setting the vision, purpose and strategies of the organisation, helping the organisation understand these and adapting the direction or plans as appropriate.

Some questions for your Club to consider:

- Have the vision and purpose of the Club been well thought through, clearly articulated and set out in the organisation's constitution or other binding charter of existence?
- Have the vision and purpose of the Club been communicated throughout the organisation and among stakeholders?
- Does the strategic plan align with the Club's statement of purpose?
- Does the board have time set aside in its yearly calendar for focused strategy development?



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- 4. RISK – RECOGNITION AND MANAGEMENT:** By putting in place an appropriate system of risk oversight and internal controls, boards can help increase the likelihood that their organisation will deliver on its purpose.

Some questions for your Club to consider:

- Are there appropriate policies and procedures in place to enable effective oversight and management of risks, including but not limited to identification of principal risks (eg on-going funding) and effective management of those risks?
- Does the board devote time in its agenda to consider risks?

- 5. ORGANISATIONAL PERFORMANCE:** The degree to which an organisation is delivering on its purpose can be difficult to assess, but this can be aided by the board determining and assessing appropriate performance categories and indicators for the organisation.

Some questions for your Club to consider:

- Is there a clear and agreed view among board members and key stakeholders as to “what success looks like” for the Club (qualitative and quantitative outcomes)?
- What financial and non-financial objectives have been set by the board?
- How are these measured and reported?

- 6. BOARD EFFECTIVENESS:** A board’s effectiveness may be greatly enhanced through: careful forward planning of board-related activities; board meetings being run in an efficient manner; regular assessments of board performance; having a board succession plan; and the effective use of sub-committees, where appropriate.

Some questions for your Club to consider:

- Does the board have a calendar and work plan covering important and recurring governance matters?
- Do board meetings keep to schedule, starting and finishing on time?
- Are items requiring board consideration and approval tabled appropriately?
- Are meeting agendas sufficiently focused?
- Is enough time provided for reading of materials prior to each meeting and for board discussion on items of importance?
- Does discussion occur in a constructive manner?
- Are comments invited by the President from all board members?
- Is respect and collegiality maintained throughout and between all board meetings?

- 7. INTEGRITY AND ACCOUNTABILITY:** It is important that the board have in place a system whereby: there is a flow of information to the board that aids decision-making; there is transparency and accountability to external stakeholders; and the integrity of financial statements and other key information is safeguarded.

- Where there is disagreement on issues among board members, how is this handled?
- Does the board evaluate and review the performance of its board members, the board itself and the Club’s key management personnel?
- Are board decisions being hampered by a lack of collegiality among board members?
- Is the board provided with sufficient information to assess the financial and non-financial position and performance of the Club?
- Does the board have sufficient financial skills?



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- 8. ORGANISATIONAL BUILDING:** The board has a role to play in enhancing the capacity and capabilities of the organisation they serve.
- Does the board have the right set of skills, knowledge and experience to deliver on its purpose and execute its strategies and how often does it conduct a review?
 - Have comprehensive volunteer practices and procedures been prepared by management and endorsed by the board?
- 9. CULTURE AND ETHICS:** The board sets the tone for ethical and responsible decision-making throughout the organisation.
- Does the organisation have a formal code of conduct and ethical standards?
 - To what extent has the board considered “the way things are done”, in terms of potential impact on the ability of the organisation to execute its strategies and deliver on its purpose?
- 10. ENGAGEMENT:** The board helps an organisation to engage effectively with stakeholders.
- Has the NFP identified its key stakeholders and current relationships?
 - Has the board considered and articulated its approach to stakeholder engagement?
 - Has the board developed policies and practices for the organisation to:
 - Effectively engage with members and stakeholders?
 - Transparently communicate with members and stakeholders?
 - Facilitate the exercise by members of their member rights?
 - Encourage member participation and voting at member meetings?



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2.9 BOARD INDUCTION

SLSWA recommends that a Club undertakes an induction/ briefing session with all new directors.

The induction process should ensure all directors have:

- an appropriate level of knowledge of SLSA
- an appropriate level of knowledge of SLSWA
- a clear understanding of the Club's operations
- a clear understanding of the Club's financial circumstances
- a clear understanding of the Club's strategy and direction
- a high-level knowledge of the business risks that may affect the Club's success
- access to relevant background information
 - Constitution
 - By Laws
 - Policies
 - Charter