



**DICKY BEACH SURF LIFESAVING CLUB  
PROCEDURE NO. GOV001  
GOVERNANCE POLICY AND PROCEDURE**

**Document Control**

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23.04 2017	1	Initial Introduction of Procedure	Secretary
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**1. Purpose and Background**

- 1.1 To guide the members of the Board of Directors in performing their governing duties and their responsibilities that they accept.
- 1.2 To present the governing statutes and rules that are applicable to the directors.

**2 Policy Statement**

- 2.1 The Board is a group of eligible members elected to govern the Dicky Beach Surf Life Saving Club as set out in the Constitution and By-Laws. These procedures provide a set of governance protocols pertinent to those Directors.
- 2.2 Directors will be provided governance training on a regular basis and agree to attend all sessions for their own continuous personal development.
- 2.3 Newly elected Directors shall complete a documented, detailed, director induction program.
- 2.4 The Board shall provide a quarterly update of its deliberations and a comment on the club financial position in a manner that they deem appropriate.

**3. Applicability:**

- 3.1 This procedure applies to all members elected as Directors of the Dicky Beach Surf Life Saving Club. The responsibility of implementing this policy/procedure rests with the Board.

**4. Statutory/Constitution/By-Laws Requirements**

- 4.1 This procedure specifically relates to the following:
  - 4.1.1 The Australian Not for Profit Charities Act;



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- 4.1.2 The Incorporated Associations Act of Queensland;
- 4.1.3 The Incorporated Associations Regulations to the Act;
- 4.1.4 The Rules of the Office of Fair Trading, Queensland;
- 4.1.5 The SLSA Constitution and Regulations;
- 4.1.6 The SLSQ Constitution and By-Laws;
- 4.1.7 SLSA Codes of Conduct;
- 4.1.8 SLSQ Codes of Conduct;
- 4.1.9 The Dicky Beach Surf Life Saving Club Constitution, specifically Clauses 3,4, 5, 9, 10 and 39 in particular;
- 4.1.10 The Dicky Beach Surf Life Saving By- Laws, specifically By-Law 3.2; By- Law 4.4; and
- 4.1.11 The Dicky Beach Surf Life Saving Policies and Procedures.

### **5 Considerations**

- 5.1 A member on being elected to the position of Director is required to:
  - 5.1.1 Understand the charitable purpose of the Club and ensure all members are working towards that purpose;
  - 5.1.2 Be clear about their role and ensure that the roles and responsibilities of all members of the club are well understood, whether these are volunteers, members, Board members, clients, or employees;
  - 5.1.3 Understand the Club's financial position and be familiar with its financial statements – every Board member shares a responsibility to make sure the Club's finances are well-managed;
  - 5.1.4 Keep their responsibilities and legal duties as a Board member in mind when making decisions as a Board member, particularly difficult ones;
  - 5.1.5 Have a copy of the Club Constitution, By-Laws and Policy and Procedures: read them, understand them, follow them and if ever unsure, ask other Board members or obtain professional advice;
  - 5.1.6 Although Board members act as a group, a director should always do what they think is best for the Club, even if sometimes it means taking a different view to other Board members;
  - 5.1.7 Understand the Club's obligations to government agencies (such as the ACNC and other regulators) and ensure the Club is meeting them;
  - 5.1.8 Listen to the other Board members and work as part of a team. The Board shares a collective responsibility for the Club and directors should see other Board members as colleagues;
  - 5.1.9 Be confident to declare and manage conflicts of interest responsibly. Most members of a Board will encounter conflicts of interest and should feel confident to handle them responsibly; and
  - 5.1.10 Always act in the best interests of the Club – Board members have a responsibility to put the interests of the Club above their own personal interests.
  
- 5.2 The Board is responsible for the following matters:
  - 5.2.1 Accountability – making sure the Club meets its obligations, manages its finances, and operates transparently;
  - 5.2.2 Strategy – setting the Club's long-term goals and making sure it pursues its charitable purposes;



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- 5.2.3 Resourcing – securing funding and other resources to support the work of the Club;
- 5.2.4 Advocacy – representing the Club to the community and to its members and stakeholders (with a chief executive officer and staff, if any);
- 5.2.5 Monitoring – making sure the Club is operated as required under its governing documents and the law; and
- 5.2.6 Risk Management – be constantly aware of risks that may face the Club and implement strategies to manage those risks.

**6 Decision Making**

- 6.1 Every decision made by the Board must be impartial and in the best interests of the Club. If a particular decision is likely to benefit a director in some way, or benefit someone close to a director, that director is no longer in a position to make an impartial decision; that person has a conflict of interest and should step aside for that matter.
- 6.2 The Board shall, in making decisions play a role in enhancing the capacity and capabilities of the Club, by:
  - 6.2.1 Careful forward planning of Board-related activities;
  - 6.2.2 Board meetings being conducted in an efficient manner;
  - 6.2.3 Regular assessments of Board performance;
  - 6.2.4 Having a Board succession plan;
  - 6.2.5 The effective use of sub-committees, where appropriate; and
  - 6.2.6 Good two-way communication to and from the Board, which is transparent and provides clarity.

**7. Practice**

- 7.1 Each member who is responsible for directing the Club, and is a member of the governing body (including directors, committee members or trustees) falls within the definition of a 'responsible entity' under the *Australian Charities and Not-for-Profit Commission Act 2012 (Cth) (ACNC Act)*.
- 7.2 Each of these members, identified as a 'Responsible Person' by the ACNC, is bound to ensure that the Club complies with the requirements imposed on it by the ACNC Act and, is bound by the governance standards imposed by the ACNC Act.
- 7.3 The Board shall implement a calendar and work plan covering important and recurring governance matters.
- 7.4 Schedule discussion on strategy throughout the Board calendar;
- 7.5 Plan to allow sufficient preparation time by Board committees, management and any advisors supporting them, to achieve calendar deadlines.
- 7.6 Develop and implement strategies to manage risks, as appropriate
- 7.7 Develop, maintain, and adhere to a Strategic Plan that aligns with the Supporters' Club and operational and competitive sections of the Club;



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- 7.8 Monitor and support committees and sub-committees to meet their objectives within the bounds of the Strategic Plan and good governance practices; and
- 7.9 A commitment to engage actively with stakeholders; listen to them, talk to them about why the Club exists, what it does and build a relationship with them in a mutually beneficial way and help build better understanding and relationships with the members, groups, sections, or other entities with whom the club intersects.

**8. Reporting**

8.1 The Board shall meet all required reporting requirements namely:

- 8.1.1 Minutes of all meetings;
- 8.1.2 Books of Accounts;
- 8.1.3 Annual Audit;
- 8.1.4 Annual Report and Financial Statement;
- 8.1.5 OFT Annual Report;
- 8.1.6 ACNC Return; and
- 8.1.7 SLSQ Report.

**9. Conclusion**

9.1 The Dicky Beach Surf Life Saving Club consists of volunteers with a common purpose to provide a safe beach and swimming environment for the bathing public as well as raising and managing funds to carry out that purpose. The Directors in managing the affairs of the Club must in all deliberations be cognisant of this and act accordingly.

**Authority**

John Scott  
President