



BOARDRIDERS CLUB



OPERATIONS MANUAL



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OUR BOARDRIDERS CLUBS, OUR SURFING FUTURE

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A MESSAGE FROM ADRIAN BUCHAN

As one of the first nations to embrace modern surfing, Australia has elevated the sport to extraordinary heights. Surfing is woven into our national identity, a reflection of our coastal spirit and our deep connection to the ocean. Our Boardrider clubs remain integral to the fabric of coastal communities across the country and have underpinned the success of Australia on the world stage. On any given day, at beaches nationwide, you'll find passionate surfers navigating waves on their chosen craft from talented young groms throwing airs to salty surfers getting their daily fix, seasoned longboarders and everyone in between. This enduring presence reflects Australia's profound and lasting connection to the ocean that defines us.

Through our extensive network of Surf Schools and Boardriders clubs, countless individuals have been introduced to the surfing lifestyle, building skills and confidence that foster a lifelong appreciation for the sport.

For those with competitive aspirations, Surfing Australia's state, national, and elite pathways provide opportunities to learn from and join the ranks of Australia's world-class surfing champions. My own journey was defined by those exact events competing at iconic venues like the Bells Bowl, Duranbah and Margaret River.

As surfing continues to evolve with greater professionalism, and Olympic inclusion, Surfing Australia looks forward to the exciting new direction and opportunities that lie ahead. Embracing diversity and inclusion will be vital in our next chapter. We recognise the key role our Boardriders clubs play in this journey and remain committed to supporting, empowering, and celebrating them — because together, we are shaping the future of Australian surfing.

ADRIAN BUCHAN
CHAIR OF SURFING AUSTRALIA BOARD



HOW THIS BOARDRIDERS CLUB OPERATIONS MANUAL WILL HELP TAKE YOUR CLUB TO A NEW LEVEL

The new Surfing Australia Boardriders Club Operations Manual is a comprehensive document outlining the minimum standards required in running a healthy, vibrant boardriders club. While some of the information presented may be vital to your ongoing operations, there may be other information that is not as relevant to your circumstances. Therefore, this document is broken down into nine defined sections plus appendices, allowing you to easily navigate to areas of interest for your club.

A major part of this document is a professionally developed practical risk management guide. The guide will step you through the risk management process in a user-friendly fashion. There are also templates available so you can apply the work done in this guide to suit the risks identified in your environment.

We envisage that this document will be a great tool for boardriders clubs to use when dealing with councils, local authorities, sponsors or any other interested parties as it displays the high standard at which Surfing Australia boardriders clubs operate.

To ensure this document remains relevant we will be reviewing its contents on an annual basis, feedback from boardriders clubs is vital to this process and we encourage you to let us know if you feel there are areas that require improvement.

ABOUT SURFING AUSTRALIA

Surfing Australia is a not-for-profit, incorporated National Sporting Organisation that was formed in 1963 to establish, guide and promote the development of surfing in Australia.

Surfing Australia is the representative body on the International Surfing Association (ISA) of which there are 117 member countries and is recognised by Sports Australia,

the Australian Olympic Committee and is a member of the Water Safety Council of Australia.

Surfing underpins an important part of the Australian coastal fabric. It forms part of a lifestyle in which millions participate and countless fans, spectators and enthusiasts view with documented interest.

EXECUTIVE SUMMARY | PLAY & WIN WELL



SURFING AUSTRALIA

1 PARTICIPATION & COMMUNITY

Grow an inclusive and active community through surfing & set the global benchmark for sport education

2 EVENTS

The world's best competition pathway & surf lifestyle events creating stoked competitors & new surf fans

3 HIGH PERFORMANCE PROGRAM

Become the dominant surfing nation.

VISION

TO BE AUSTRALIA'S MOST LOVED SPORT, INSPIRING ALL PEOPLE TO EXPERIENCE, LIVE AND CELEBRATE SURFING IN AUSTRALIA

PURPOSE

CREATING A HEALTHIER AND HAPPIER AUSTRALIA THROUGH SURFING

MISSION

TO CREATE A SUSTAINABLE ORGANISATION THAT LEADS THE SPORT OF SURFING IN AUSTRALIA

VALUES

REAL

WE LIVE THE SURFING LIFESTYLE AND WE INVITE EVERYONE TO SHARE THE STOKE

RESPECTFUL

WE ARE APPRECIATIVE OF OUR COMMUNITY AND CELEBRATE OUR SURFING HISTORY AND CULTURE

PROGRESSIVE

WE EMBRACE CHANGE AND INNOVATION

PROTECT

WE PROACTIVELY PROTECT OUR PLAYGROUNDS FOR FUTURE GENERATIONS

MEDIA & CHANNELS

Tell the best stories of surfing in Australia to inspire people, grow our audience and drive revenue

PARTNERSHIPS

Attract and retain valuable and committed partners to Surfing in Australia

PLACES & SPACES

Partnering towards sustainable places & spaces for surfers of all levels



THE SURFING AUSTRALIA HIGH PERFORMANCE CENTRE

The Surfing Australia High Performance Centre (HPC) is a Recognised Olympic Training Centre located in Casuarina NSW, just 15 minutes south of the Gold Coast.

The facility was purpose built to help surfers of all skill levels reach their full potential and includes video analysis rooms, surf specific gym, skate ramps, trampolines, 80 surfboard demo quiver, FCS test drive centre and onsite accommodation for 42 guests.

In addition to its world renowned surf coaching programs, the facility also accommodates a diverse clientele across corporate groups, day/night conferencing, elite sporting

teams and community groups.

For bookings and enquiries visit:

www.surfingaustraliahpc.com

or contact:

hpc@surfingaustralia.com

to find out more about preferred rates for boardrider clubs.

AUSTRALIAN SURFING AWARDS CATEGORIES

The Australian Surfing Awards incorporating the Hall of Fame were first convened in 1985 by the Australian Surfriders Association (now Surfing Australia) to preserve the history of Australian surfing and honour its great achievers. Each year the Australian Surfing Awards incorporating the Hall of Fame are presented to those who have made a significant contribution to the development of surfing in this country.

The awards include a number of support categories that recognise the broad spectrum of individuals and organisations who are involved in the sport through events, business, media, photography, movies, clubs, travel, administration or pioneering new initiatives.

HIGH PERFORMANCE

Female Surfer of the Year

Male Surfer of the Year

Mick Fanning Male Rising Star Award

Stephanie Gilmore Female Rising Star Award

Female Para Surfer of the Year

Male Para Surfer of the Year

Heavy Water Award

Shaper of the Year

Coach of the Year Award

MEDIA

Australian Surf Photo of the Year

Surf Clip of the Year

Surf Film of the Year

PARTICIPATION & COMMUNITY

Peter Troy Lifetime Achievement Award

Simon Anderson Club Award

Surf School of the Year

Greater Good Award

Breakthrough Surf Brand of the Year

Indigenous Surfing Community Celebration Award

Sustainability Award

AUSTRALIAN SURFING CHAMPIONSHIPS

Established in 1964, The Australian Surf Titles are the longest running surf event in Australia.

Since being renamed to incorporate the Australian Shortboard Championships, Australian Bodyboard Titles, Para Surfing Championships, Australian Longboard Titles. Our multiple Australian Surf Championships now boasts live music, surf art and photography, retro surfboard displays, surf film screenings and surfing education courses, encapsulating the lifestyle, culture and history of Australian surfing.

AUSTRALIAN BOARDRIDERS BATTLE

Australian Boardriders Battle is the biggest grassroots boardriders event in Australian surfing history. It involves more than 100 of Australia's best boardriders clubs in eight State qualifying rounds that culminate in a two-day National Final for 24 clubs.

The ABB series and Grand Final gives current professional surfers the opportunity to represent their local boardriders club at respective State qualifying events and the National Final.



PREVIOUS WINNER HISTORY

YEAR	WINNING BOARDRIDERS CLUB
2014	Snapper Rocks Surfriders Club
2015	Snapper Rocks Surfriders Club
2016	North Narrabeen Boardriders Club
2017	Avoca Boardriders
2018	Culburra Beach Boardriders Club
2019	Merewether Surfboard Club
2020	North Shore Boardriders Club
2021	North Narrabeen Boardriders Club
2022	North Shelley Boardriders Club
2023	Byron Bay Boardriders Club
2024	Burleigh Boardriders Club
2025	North Shore Boardriders Club
2026	Does your boardriders club have what it takes to join the list?

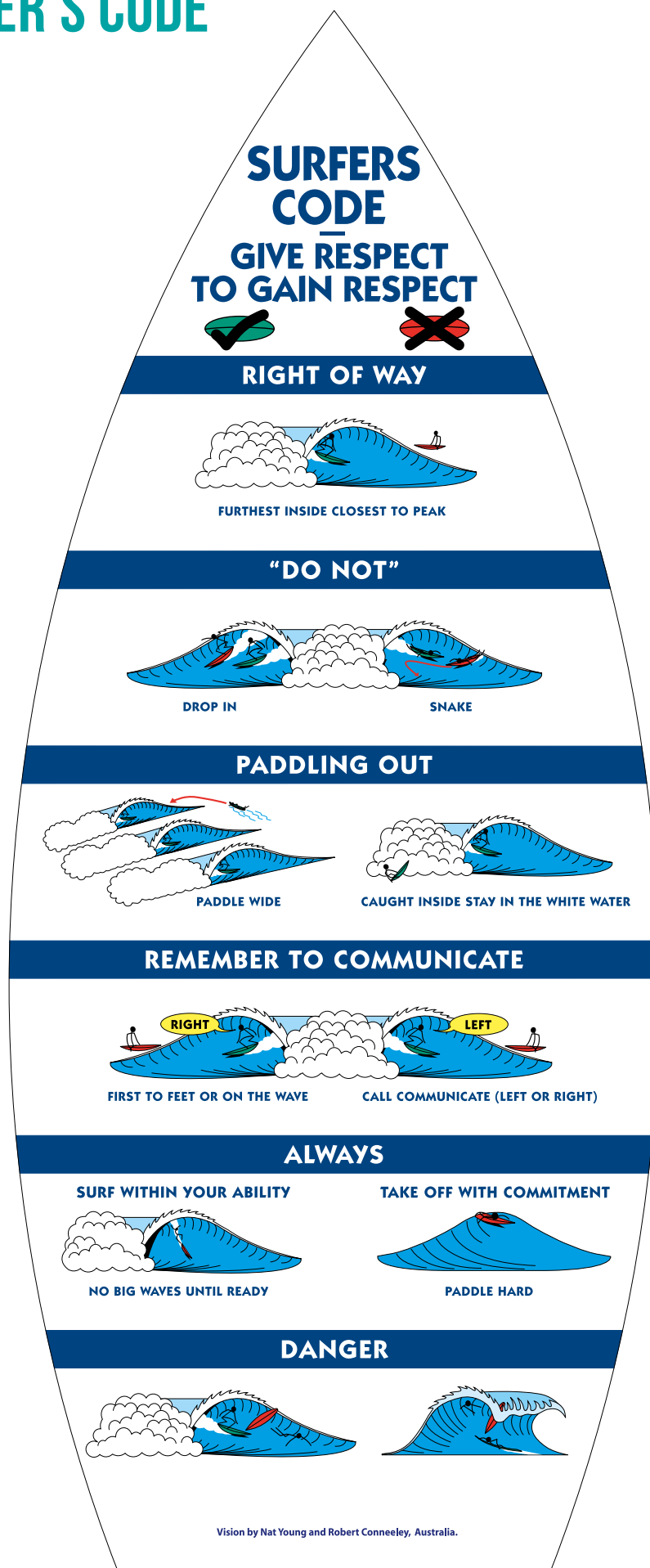
DEVELOPMENT PATHWAY: OUR NETWORK & KEY PLAYERS IN OUR SPORT

Learn to Surf/Surf Schools	<p>As a Surf School network of over 160 active surf schools, SurfGroms is Australia's most popular program for inspired, active young surfers. The program caters to groms between the ages of 5-12 years old, nationally.</p> <ul style="list-style-type: none"> • MiniGroms (5-8 years old) • SuperGroms (9-12 years old) 	
Boardriders Clubs	<p>With over 240 active clubs, the Surfing Australia Boardriders Club System (supported by the Australian Sports Commission) is the most advanced in surfing world and a vital link in the development pathway of our sport.</p>	
State Branch	Regional and state events, coaching and judging programs	
National Branch	National Titles, Elite Coaching Development and High-Performance Training	
ISA Events	Olympics - World Surfing Games (Olympic qualifiers), World Junior, Masters, Longboard and SUP Championships	
World Surf League (WSL) Sanctioned Events	WQS (World Qualifying Series)	World Junior Series
WCT (World Championship Tour)		

PROFESSIONAL / PEAK EVENTS AND BODIES

	<p>ISA</p> <p>The International Surfing Association (ISA), is recognized by the International Olympic Committee as the World Governing Authority for Surfing.</p> <p>The ISA governs and defines Surfing as Shortboard, Longboard & Bodyboarding, Stand Up Paddle (SUP) Racing and Surfing, Para-Surfing, Bodysurfing, Wakesurfing, and all other wave riding activities on any type of waves, and on flat water using wave riding equipment.</p>
	<p>WSL</p> <p>The WSL is the peak body for professional surfing and presents the Men's and Women's World Championship Tour, along with the World Qualifying Series, World Junior Championships, World Masters Championships, and World Longboard Championships.</p>
	<p>In 2020, surfing will become an official sport of the Olympics for the first time. The Australian Olympic Surfing Team took part in the first ever Olympics in Tokyo 2020/21. The following Olympics was held in Paris France with Surfing taking the centre stage at Teahupo'o Tahiti in 2024. Australian athletes are selected through the Australian Development pathway and consist of both Men and Women shortboarders.</p> <p>INTERNATIONAL OLYMPIC COMMITTEE (IOC)</p> <p>The IOC recognises Surfing Australia as the peak body for the sport in Australia.</p>
	<p>AUSTRALIAN OLYMPIC COMMITTEE</p> <p>The Australian Olympic Committee recognises Surfing Australia as the peak body for the sport in Australia.</p>

THE SURFER'S CODE



THE NECESSITIES TO PROTECT YOUR CLUB





The legal disadvantages of an unincorporated association arise because, in the eyes of the law, an unincorporated association has no existence separate from that of its members.

There is personal liability on the committee members of an unincorporated club which in some circumstances may also extend to the members. This means that they may be sued for the debts of the club and the negligence of any of its members.

HOW DO YOU INCORPORATE YOUR CLUB?

The links below provide you with information and registration details to incorporate your boardriders association in each state:

NSW:

<https://www.fairtrading.nsw.gov.au/associations-and-co-operatives/associations/starting-an-association>

QLD:

<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/associations-charities-and-non-for-profits/incorporated-associations>

ACT:

<https://form.act.gov.au/smartforms/servlet/SmartForm.html?formCode=1249>

VIC:

<https://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/become-an-incorporated-association>

SA:

<https://www.sa.gov.au/topics/family-and-community/community-organisations/setting-up-a-community-organisation/incorporate-an-association>

WA:

<https://www.commerce.wa.gov.au/consumer-protection/how-incorporate-association>

TAS:

<https://www.cbos.tas.gov.au/topics/clubs-fundraising/incorporated-associations/applying>

NT:

<https://nt.gov.au/law/rights/incorporated-associations/registering-an-association>

Australia-wide information and links to each state's Authority is available from ASIC at:

<https://asic.gov.au/for-business/registering-a-company/steps-to-register-a-company/registering-not-for-profit-or-charitable-organisations/>

THE ADVANTAGES OF INCORPORATING

The club itself has a legal existence. This means it can:

- sue and be sued in its own right
- own land and chattels in its own right
- make contracts and enter into tenancy agreements in its own right
- receive a bequest or gift from a will
- remain in existence no matter who is a member until it is disbanded by direct operation of the law.

Liability of members to contribute towards the payment of the debts and liabilities of the club or the costs and expenses of winding up the club is limited to a sum provided in the rules (usually \$1.00).

However, incorporation does not protect the individual from liability for his/her own negligence.

Incorporated associations may not be formed for the purposes of trading or earning profit for members. If the club earns a profit from commercial activity, this profit may not be distributed among the members. It must be used for activities carried on by the club.

It would be advisable for a member of the club (preferably the Public Officer) to obtain a copy of the Associations Incorporation Act and familiarise themselves with the statutory requirements. Copies of the Act are available from the Government Bookshop in your state/territory.

Refer to your state contacts for more information on incorporation in your state.

YOUR BOARDRIDERS CLUB'S KEY DOCUMENT - THE CLUB CONSTITUTION

All clubs, should set out their basic structure and methods of operating in a written constitution, to:

- outline the club's purpose;
- list all the rules of operations; and
- set out the members' rights and responsibilities

Not for profit sport and recreation clubs generally incorporate under State or Territory legislation known as the Associations Incorporation Act. To become incorporated a club must, lodge a set of rules or a "constitution". The model rules are not identical in each State or Territory and

are intended as a guide only.

WHAT IS A CLUB CONSTITUTION?

A constitution is a set of rules for the daily running of your club or group. It details the name, objects, methods of management and conditions under which your club or group operates, along with general reasons for its existence. It also sets expectations for members working with their co-members.

DETAIL TO INCLUDE IN YOUR CLUB CONSTITUTION	INFORMATION TO AVOID IN YOUR CLUB CONSTITUTION
Who you are & what you are set up for?	Club colours
Membership processes & guidelines	Fees and subscriptions (as they may change)
Management structure	Code of conduct
Electing and removing committee members	Event rules
General meeting structure and rules	Club activities
Insurance	Members job descriptions
Funding	Trivial issues or less important administrative and managerial tasks (e.g. volunteer roster)
Financials / Distribution of property and assets	
A clause empowering the committee to make, alter or delete regulations or bylaws	
Our club agrees and operates under the National Integrity Framework Chapter 2 Page 20.	

CLUB CONSTITUTION SAMPLE TEMPLATE

An example constitution template is available from:

https://nt.gov.au/_data/assets/pdf_file/0005/237308/incorporated-association-model-constitution-template.pdf

*Note: This is a detailed example that may contain additional aspects your club does not need to include. Your club's constitution will be a unique document created by your committee that caters to your needs and covers the club's essentials to operate as an association.

WHAT YOUR BOARDRIDERS CLUB NEEDS TO KNOW ABOUT INSURANCE

Negligence

Modern legal litigation describes negligence as the rule that you must not injure your neighbour. The key term in any negligence case is 'duty of care'.

Duty of Care

Duty of care means, "you have an obligation to avoid acts or omissions, which could be reasonably foreseen to injure or harm other people. This means that you must anticipate risks and take care to prevent them coming to harm," sourced from The Australian Government's Department of Health.

Failure to exercise care in certain situations may lead to foreseeable injury (in other words it could have been avoided with due care taken).

Duty of care often comes down to employing 'common sense' by erring on the side of caution when considering the risks involved in an activity and making decisions with the best interest and safety of members as a priority. For example, it is the club's duty of care to ensure members' safety is not put at risk by surfing in an organised event during a lightning storm.

OBLIGATIONS OF INCORPORATED ASSOCIATIONS

Associations must comply with any relevant State and Commonwealth legislation that applies to its operations. This may vary from state to state.

The following organisations' websites offer additional information in specific areas:

Australian Charities and Not-for-Profits Commission

<https://www.acnc.gov.au/>

Australian Taxation Office

<https://www.ato.gov.au/>

Information and Privacy Commission

<https://www.ipc.nsw.gov.au/>

Anti-Discrimination Board of NSW

<https://www.antidiscrimination.justice.nsw.gov.au/>

SafeWork NSW

<https://www.safework.nsw.gov.au/>

LEGALITY

It is vital that your club protects its assets with adequate insurance. In most clubs there are many types of insurance which may need to be considered.

Public Liability Insurance

Public liability insurance is essential as it protects the employees and members of the organisation. This insurance provides indemnity to the club against legal liability to pay damages arising from accidental injury (including death) and accidental damage to property. This covers claims arising from negligence of the club or one of its employees, and claims based upon the condition of the premises. It is also provided for payment and legal costs related to such claims. The insured must be defined as "all the committee and members of the club" and should be extended to provide cover for any goods sold or supplied to customers.

For further information please visit:

<https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/associations-charities-and-non-for-profits/incorporated-associations/running-an-incorporated-association/public-liability-insurance-for-associations>

Professional indemnity insurance

Professional indemnity can provide coverage for club coaches and officials as it protects professionals against claims of negligence or breach of duty made by a client as a result of receiving professional advice or services.

Regardless of the merit of a claim, your Professional Indemnity Insurance will pay for your legal defence as well as any judgments or settlements that you or your boardriders club may have to pay to compensate the suing party, up to stated policy limits.

RECOMMENDED INSURANCES

Products Liability - definition from policy doc

If any Claim arising from manufacture, installation, assembly, processing, repair, maintenance, sale, supply or distribution of goods or products by or on behalf of the Insured.

ENSURING YOUR BOARDRIDER CLUB EVENTS ARE INSURED

To run an event that is sanctioned by Surfing Australia, you must be affiliated with a Surfing Australia affiliated Boardriders Club.

CLUB EVENT

If your club is running an event outside of your normal club rounds please get in contact with your local State Association and apply for an Event Package to ensure you have the correct insurance for this event.

WHAT STEPS DOES YOUR CLUB NEED TO TAKE TO PROTECT ITSELF AND POTENTIALLY MAKE A CLAIM?

No admission of liability or any promise to pay is to be made by you to any other person/party (known as third party).

Upon the happening of any incident likely to give rise to a claim, the following points must be noted:

1. All reasonable steps should be taken following an occurrence to protect the person or property from any further injury.
2. Obtain all details you can:
 - a. of the incident
 - b. of the third party
 - c. of the witnesses and **complete an incident report (see appendices) bearing in mind the following:**

- Be discreet: do not complete the incident report in front of the injured person as this may signal that an insurance claim may be possible.
- Be specific: remember, the report you write will be forwarded to your insurer for assessment and evaluation purposes and may be admitted as evidence in Court.
- Provide full details: detail (no matter how trivial it may seem at the time) is the most essential component of your report. Because claims can take years to progress through the courts, the specifics unless you write them down at the time of the report.

If a written or verbal demand is made on you, or you think is likely to be made on you, please advise us of the particulars immediately by completing an incident report form and/or witness report form.

These documents are to be forwarded to your relevant State Association. See contact numbers for all State Associations below:

SURFING QLD: (07) 5520 1165

SURFING NSW: (02) 9093 6035

SURFING VIC: (03) 5261 2907

SURFING SA: 0435 138 058

SURFING TAS: 0435 461 860

SURFING WA: (08) 9448 0004

Committed
to protecting
our sport



SPORT INTEGRITY
AUSTRALIA

NATIONAL INTEGRITY
FRAMEWORK

INTEGRITY AND YOUR BOARDRIDER CLUB

NATIONAL INTEGRITY FRAMEWORK: WHAT IS IT AND HOW DOES IT APPLY TO YOU?

Surfing Australia adopted the National Integrity Framework (developed by independent government agency Sport Integrity Australia) to keep Surfing safe, fun, fair and inclusive for all participants, from grassroots to our Olympians.

The [National Integrity Framework \(NIF\)](#) is a suite of policies which sets out rules for unacceptable behaviour (known as 'Prohibited Conduct') in sport (for us, that's Surfing), and explains the way complaints about breaches of these rules are managed.

The Framework covers integrity threats such as:



Bullying



Harassment



Child abuse



Match-fixing



Sports gambling



Improper use of
medicines and
supplements



Illegal drugs

THE NATIONAL INTEGRITY FRAMEWORK IS MADE UP OF 5 POLICIES:

1. [Safeguarding Children & Young People Policy](#)
2. [Member Protection Policy](#)
3. [Competition Manipulation & Sport Gambling Policy](#)
4. [Improper Use of Drugs & Medicines Policy](#)
5. [Complaints, Disputes and Discipline Policy](#)
(the top four policies are underpinned by this policy)

WHO DOES THE NATIONAL INTEGRITY FRAMEWORK (NIF) APPLY TO?

In policy terms, the NIF applies to all 'Relevant Persons' and 'Relevant Organisations'.

In Surfing terms, 'Relevant Organisations' are your State and National governing bodies, and organisations such as boardrider clubs, and 'Relevant Persons' are their members (including boardrider club members).

[Click here](#) for the National Integrity Framework Factsheet Catalogue that includes more information and how the NIF applies to you.

WHAT'S NOT COVERED BY THE NATIONAL INTEGRITY FRAMEWORK?

The Framework doesn't cover every matter considered an integrity issue. While the NIF covers a broad range of topics, there are several that fall outside of its scope, including:

- Whistle-blower disclosures
- Selection disputes
- Personal grievances
- [Code of Conduct](#) breaches
- Governance misconduct
- Employment disputes
- Competition-related rules
- [Anti-doping](#) (these matters are managed under the Anti-Doping Policy provided by Sport Integrity Australia).

Surfing Australia have our [own policies](#) and procedures to manage these issues.

Who should you contact with a complaint or concern?

CONTACT SPORT INTEGRITY AUSTRALIA FOR:	CONTACT SURFING AUSTRALIA FOR:
<ul style="list-style-type: none"> Any issues relating to misconduct with a child, including sexual misconduct, inappropriate touching, verbal or physical abuse, body shaming, breaching safety practices, supplying drugs or alcohol to a minor, or any other concerning behaviour Any issues relating to discrimination based on race, age, disability, sex, sexual orientation, or religion Any suspicions of doping 	<ul style="list-style-type: none"> Issues relating to misconduct between adults Heat-fixing or other types of competition manipulation Code of Conduct breaches Selection disputes Any other complaints or concerns
<p>SAFE SPORT HOTLINE: 1800 161 361 7am-7pm (AEDT), 7 days a week, 365 days a year</p> <p>GENERAL ENQUIRIES HELPLINE: 1300 027 232 9am-4:30pm (AEDT) Monday to Friday</p> <p>EMAIL: contactus@sportintegrity.gov.au</p> <p>WEB: https://www.sportintegrity.gov.au/contactus/make-an-integrity-complaint-or-report</p>	<p>SURFING AUSTRALIA HAS A NATIONAL INTEGRITY MANAGER</p> <p>EMAIL: integrity@surfingaustralia.com</p> <p>PHONE: 02 6671 0000 (Surfing Australia National Integrity & Complaints Manager)</p> <p>WEB: www.surfingaustralia.com/sportintegrity</p>

SAFEGUARDING CHILDREN & YOUNG PEOPLE POLICY

Surfing Australia is committed to ensuring the safety and wellbeing of all children/young people that are involved in our sport. Our policies and procedures seek to address risks to child safety and to establish child safe culture and practices.

The Children and Young People Safe Practices have been developed to identify and prevent behaviour that may be harmful to **children and young people (U18)** participating in sport, and are defined within the National Integrity Framework's [Safeguarding Children and Young People Policy](#).

They include rules around:



Filming and photography of children



Transportation of children



Giving children gifts or favours



The tone and language we use to talk to children



Physical contact with children



The use of online and electronic communication with children



Welcome involvement of parents



Pick-ups and drop offs



Overnight stays



Changing room arrangements

THINK ABOUT SOME SAFEGUARDING CONCERNS THAT MIGHT APPLY TO YOUR CLUB, E.G.:

- Have you communicated to members that **prohibited 'Grom Abuse'** rituals won't be tolerated and could be a criminal offence?
- Do your **coaches** and those **assigned to child-related positions** know appropriate behaviours and have you adequately vetted them for appointment?
- Do you have a process to gain **permission to photograph** and publish images of children and young people U18?
- Do you have an **'if you see something, say something'** culture to collectively advocate for child safety?
- Are your **young adult members aware of prohibited behaviours** on minors, even when similarly aged?

SPORT INTEGRITY AUSTRALIA AND SURFING AUSTRALIA HAVE A HEAP OF AMAZING RESOURCES:

- [Safeguarding Children & Young People Safe Practices Do's & Don'ts](#) booklet
- [Safeguarding resource hub](#) specifically for clubs
- Surfing Australia's [Integrity hub](#)
- Contact Surfing Australia's National Integrity Manager if you would like designed assets to share on your social media:
integrity@surfingaustralia.com

MEMBER PROTECTION POLICY

Surfing Australia is committed to ensuring that everyone involved with Surfing is treated with respect and dignity and is protected from abuse, bullying, harassment, sexual misconduct, unlawful discrimination, victimisation, and vilification. Surfing Australia's [Member Protection Policy](#) seeks to ensure that everyone involved in Surfing is aware of their rights and responsibilities, and sets out the standards of behaviour expected of those involved in Surfing and the behaviours that are not acceptable (known as 'Prohibited Conduct').

COMPETITION MANIPULATION & SPORT GAMBLING POLICY

The manipulation of surfing competitions (or related activities) through things like match-fixing, inside information or tanking, undermines the integrity of competition and can also be a crime and punishable by law, even for boardrider clubs and their members.

It's the responsibility for boardrider clubs and their members to read the [Competition Manipulation & Sport Gambling Policy](#) and understand the 'Prohibited Conduct', your responsibility surrounding commercial obligations with gambling services, and your 'Reporting Obligations'.

[Click here](#) for Sport Integrity Australia resources on competition manipulation, match-fixing, and sport gambling.

IMPROPER USE OF DRUGS & MEDICINE POLICY

The [Improper Use of Drugs and Medicine Policy](#) aims to mitigate the risks associated with the misuse and maladministration of drugs, non-compliant supplements and medicines in Surfing. The Policy also recognises that illegal drugs represent a widespread community problem that can pose serious health issues for individuals and seeks to deter those involved in surfing from the use of such substances.

Unlike other policies, which apply to all Relevant Persons (all members), this Policy allows Surfing Australia to determine which athletes it applies to in relation to medications, injections and supplement use. It's recognised that monitoring medication and supplement use is not practical or necessary at all levels of surfing. At a minimum, this includes Surfing Australia International and National-Level Athletes.

The illegal drug component of this Policy applies to all Relevant Persons (all members), to prevent illegal drug use and distribution at all levels and to keep sporting communities safe.

[Click here](#) for Sport Integrity Australia resources on medications and supplements in sport, and anti-doping.

COMPLAINTS, DISPUTES & DISCIPLINE POLICY

[This Policy](#) sets out the process for resolving complaints and imposing disciplinary action arising from an individual or organisation engaging in Prohibited Conduct under the National Integrity Framework and associated 'integrity' policies (e.g. Code of Conduct).

There are certain complaints handled by Sport Integrity Australia (Safeguarding Children & Young People, and Discrimination based on Protected Characteristics, e.g. race, disability, religion, age) and the rest are handled by Surfing Australia or your State Surfing Branch. See Surfing Australia's [integrity page](#) and complaints page for more information, or contact Surfing Australia's National Integrity Manager: integrity@surfingaustralia.com.

FREE ONLINE COURSES AVAILABLE FOR YOUR MEMBERS!

Sport Integrity Australia has a suite of incredible online courses that are free to take. You can complete as many as you like, but key ones we recommend you share with your members are:

- National Integrity Framework
- Safeguarding Children & Young People in Sport Induction
- Safeguarding Recruitment and Screening (helpful for those who appoint paid contractors or volunteers)
- Clean Sport 101
- Competition Manipulation & Sport Gambling
- Anti-Doping Fundamentals

STEP 1: Click on the link:

[Sport Integrity Australia eLearning:](#)
[Log in to the site](#)

STEP 2: Register with Sport Integrity Australia e-learning or log in

STEP 3: Click 'Course Catalogue' on left side of the top tab

It's important that all Boardrider Club members are bound by Surfing Australia's policies. If your club uses JustGo for membership sign-ups, this happens automatically. If you use another method to manage memberships, please contact your State Body for guidance on how to ensure your members are properly bound to these policies.

NATIONAL INTEGRITY FRAMEWORK

I accept and am aware of the 5 policies set out in the National Integrity Framework:

- 1 [Member Protection](#)
- 2 [Safeguarding Children & Young People](#)
- 3 [Competition Manipulation & Sport Gambling](#)
- 4 [Improper Use of Drugs & Medicine](#)
- 5 [Complaints, Disputes & Discipline](#)

By ticking this box, I acknowledge that as a Relevant Person of the Surfing Australia network, including as a Member of a Surfing Australia-affiliated Boardrider Club, I am bound by and must comply with all Surfing Australia (including our six State Organisations) Policies, including but not limited to, the National Integrity Framework, Anti-Doping Policy, Code of Conduct and Social Media Policy, which can be found here .

I acknowledge that I am bound by these Policies, and it is my responsibility to read and be familiar with these Policies, including any updates to the policies as adopted by Surfing Australia that I am advised of in future;

A breach of these Policies could result in further action being taken, as outlined in the complaints or discipline procedures for the respective policy.

[Code of Conduct](#)
[Australian Anti-Doping Policy](#)
[Surfing Australia Policies](#)

APPENDIX 2

Appendix 2 – A: Surfing Australia Insurance Policy

Appendix 2 – B: Incident report

Link to files:

https://www.dropbox.com/sh/k3rdt4lp9898qjw/AAC8y4C7w5XqXwJAdAefFkH_a?dl=0

USEFUL RESOURCES

Following is a list of government owned or recommended information banks which contain a comprehensive range of useful resources for sports organisations and may offer a solid starting point in your search for relevant information and support.

REFER TO THESE RESOURCES FOR FURTHER INFORMATION ON SPECIFIC AREAS:		
Child Safety	Sport Australia Child Safety Toolkit	https://www.ausport.gov.au/supporting/integrity_in_sport/child_safe_sport/child_safe_sport_framework_toolkit
	Australian Childhood Foundation	https://www.childhood.org.au/
Integrity	Surfing Australia	https://surfingaustralia.com/sportintegrity/
Conduct	Play by the Rules	www.playbytherules.net.au
E-Safety	E-Safety Commission	https://www.esafety.gov.au/
Business	Government Support for Australian Businesses	www.business.gov.au
	Fair Work Ombudsman	www.fairwork.gov.au
Finance	Australian Tax Office	www.ato.gov.au
	Clearinghouse for Sport	www.clearinghouseforsport.gov.au

A full-page background image of a surfer with blonde hair, wearing a dark blue wetsuit, riding a wave. The surfer is in a dynamic pose, leaning forward with arms outstretched. The wave is breaking, creating white foam and spray. The sky is blue with some clouds. A large, white, stylized number '3' is overlaid on the right side of the image, partially obscuring the surfer and the wave. The text 'CLUB MEMBERS LEADING THE WAY FORWARD' is written in white, bold, sans-serif capital letters on the left side of the image, stacked vertically.

CLUB MEMBERS LEADING THE WAY FORWARD



WHY YOUR BOARDRIDER CLUB MEMBERS ARE CRUCIAL TO YOUR CLUB'S SUCCESS

Members are the essential ingredients for any boardriders club. The successful boardriders clubs are those with lively, active memberships. Members should be more than a list of names and addresses, and your club officers can motivate them to become actively involved in the club by getting to know each member personally. After all, the club exists for their enjoyment.

Each member has skills or interests which may benefit the club. If the club is welcoming and supportive, members may be willing to lend their specialised talents. For example, a lawyer might look after contracts with coaches or other professionals or a journalist may be able to write press releases for the club.

The Basis for Club Membership

Different levels of membership are devised to suit each Boardriders Club and each State Association. Membership fees (subscriptions) are calculated according to budgeted expenditure. All members should be aware of what they get for their membership fees and how these fees will be used by the club. The qualification for membership will depend on the boardriders club.

What does your club need to consider if wanting to terminate a membership?

Situations where termination of membership may occur should be outlined in the club's constitution or bylaws. In cases of removal, the committee must act responsibly. If membership is wrongly ended, it may be challenged in the courts. Consult with your State Association regarding information, legal and moral requirements of the Member Protection Policy.

Is your club required to keep a register of its club members?

Affiliated boardrider clubs are legally required to keep a register of all the members.

Membership categories include, but are not limited to:

- Life membership
- Social
- Senior
- Junior
- Honorary
- Family
- Open

Why is inducting a new club member important to your club?

A key phase in the membership cycle is the induction process, which introduces and welcomes new members to your club. A membership induction program will build upon your recruitment process and focus on making the member comfortable with their position in the club.

What should your club consider when inducting a new member?

When introducing new club members, you need to consider the following:

Who is responsible for inducting new members?

Some clubs do not allocate anyone to undertake the role of inducting new members, so the task remains unattended or is unprofessional in its approach.

Does the person inducting new members to the club have access to the required information?

Clubs need to develop information kits, background materials, job descriptions (if necessary) and induction processes.

Does the club have a job description?

A key component of the induction process should be educating the member about their role and how it will contribute to the club's objectives.

Clarify any Queries or Concerns

Tips for inducting a new member:

- introduce people around the club
- tour the facilities
- explain the role, expectations and day to day operations
- explain emergency procedures
- Developing a systemised process will deliver these key requirements. Once the system has been established it can be replicated by other members, which is vital in the case that your club's induction representative leaves the club.

How does your club retain its valuable club members?

The club should now make the member feel like an integral part of their community. Make sure the volunteers are properly inducted, trained, and rewarded. They should feel supported and encouraged by other club and committee members.

Retaining existing members is vital to the growth and sustainability of clubs and is far cheaper and less time consuming than recruiting new ones. In addition, clubs that keep their existing members happy are likely to increase the likelihood that these members will recruit friends and family.

Valuable Tips for Retaining your Existing Club Members

Identify what your members want from their time with your club and identify what changes need to be made to meet those needs.

Note: Informal chats are a good start, however, you can utilise a questionnaire.

- Regularly reinforce the benefits of being involved with your club (e.g. fitness, friendships, competition, and fun). Restate the value you bring to the club members.
- Periodically take the time to assess whether members are meeting their goals and/or performance targets.
- Periodically host a social day/night at the club to reinforce the fun of being involved. Run it on a cost recovery basis not a fundraiser. If funds allow, make it free to members.
- Recognise and act on the key signs of when a member is dissatisfied. This will be easier if people are regularly monitoring member satisfaction.

Consult with every member about:

- Did they enjoy the season?
- Did you improve throughout the season?
- Changes they would like to see at the club; and
- Will you be returning next year?



GUIDELINES FOR VOLUNTEER RECOGNITION:

- Be immediate - recognise volunteer effort soon after it is given.
- Be specific - give personal recognition.
- Be consistent - recognise everyone's achievements; avoid showing favouritism.
- Be sincere - make recognition heartfelt and genuine.
- Be enthusiastic – it's contagious!

There are hundreds of volunteer recognition and reward ideas. While some volunteers may seek opportunities for public adulation, others may feel uncomfortable under such circumstances. It is important for the Volunteer Coordinator to get to know something about each individual volunteer and find out how to best recognise and reward them.

For the most, the rewards for volunteering are intrinsic and derived from the act of volunteering itself. However, equity theories of motivation suggest that individuals who believe they are putting in more effort than they are being rewarded for will not perform as well as those who perceive that reward systems are equitable. These problems are compounded when a volunteer feels other volunteers who

have put in less effort are rewarded equally. Recognition and reward programs do not have to be complex, but they are an essential component of effectively retaining the services of volunteers in sport and recreation organisations.

TIPS FOR RECOGNISING VOLUNTEERS

- Smile.
- Send welcome letters when volunteers are first recruited.
- Include volunteers in organisational charts.
- Provide discounted membership to volunteers.
- Present volunteer awards at annual general meetings or awards ceremonies.
- Provide complimentary tickets to volunteers for special event functions.
- Have a volunteer of the month award.
- Award life memberships for long serving volunteers.
- Arrange for free or discounted use of facilities.
- Present special awards for 1, 3, 5, 10, 15 and more years of service.



WAYS OF ADOPTING AN 'INCLUSIVE CULTURE' IN YOUR BOARDRIDERS CLUB

Women in Clubs

Each sports club is unique. Each team or club has its own history, its own traditions and characters as well as its own future aspirations. There is no one-size fits all approach for clubs trying to attract women and girls, but the following are core elements which should be effectively implemented by most clubs.

- Activities should be accessible to women and girls at appropriate times; men shouldn't be given preferential access just because they are men or because of historical precedence.
- Clubs should provide gender, age, and skill-level appropriate coaching and competition to enable all women and girls to develop their skills and reach their competitive potential.
- Clubs should provide the opportunity to socialise in a safe and comfortable environment.
- Changing rooms and toilets should be pleasant environments; which are reliably clean, functioning, and separate from the men's changing areas.
- Clubs should be family friendly. This may mean that families can participate together or separately in the knowledge that children are being engaged with positive activities.

- Clubs should ensure that women are involved at all levels of the club including coaches and leadership committees.
- Clubs should ideally be in an accessible location which can be reached in a safe and sustainable way.
- Clubs shouldn't advertise for new members if they don't really want them. New members will quickly leave if clubs seem cliquey or unfriendly to newcomers or beginners.
- Coaches at the club should adapt their styles to ensure that women and girls are encouraged and supported.
- Coaches and appropriate volunteers should be WWCC checked.
- The club should be properly affiliated with their NSO.
*sourced from the Women's Sport and Fitness Foundation
- The club should be properly affiliated with their NSO.
*sourced from the Women's Sport and Fitness Foundation



CULTURAL INCLUSION

A love of sport can be found in people of different races, backgrounds, and cultures. Yet this shared interest can raise several complex issues that involve balancing a person's cultural traditions with their compliance with social norms and club rules and procedures.

Information to help you understand the issue:

- Australia is a culturally diverse nation in which people from more than 200 different countries live, work, and study.
- People from multi-cultural backgrounds have a significantly lower level of club participation than those from English speaking cultures.
- Each sporting club determines its own culture, which means it can be flexible and supportive of people from a diverse range of backgrounds.

DISABILITY INCLUSION

Australians with disability participate in a range of sports. There are many practical ways to include people of all abilities in sport at a level of their choice whilst still maintaining the integrity of the activity.

Information to understand the issue:

- Sport for people with disability is not 'one size fits all'. The focus for clubs should be on finding practical ways for people with disability to participate in sport at a level of their choice.

- People with disability are often the best source of information as they know what they can do, and they can tell you about possible modifications to assist with inclusion.
- It is alright to ask a person with a disability questions and give things a go as this is often the best way to learn.

RELIGIOUS INCLUSION

Sport is an activity that attracts people of all religious beliefs. Yet those beliefs can sometimes pose challenges to established club rules and procedures – challenges that can be met by adopting practical and non-discriminatory strategies.

Information to help you understand the issue:

- There are more than 55 different religions practiced in Australia – the five largest being Christianity, Buddhism, Islam, Hinduism, and Judaism.
- People's religious practices will vary from individual to individual (e.g. attitudes to dress and religious observations, so it's important not to generalise or stereotype).

This information was sourced from the Play by the Rules website. To find out more regarding inclusive sporting practices visit: www.playbytherules.net.au

EDUCATION

Surfing Australia strongly encourages all clubs to support members who wish to further their qualifications and experience within surfing. The more qualified members you have, the greater resources your club will have to draw upon.

Surfing Australia offers the following courses in conjunction with the state associations:

- Foundation Surf Coach
- Progression Surf Coach
- Foundation Judge Accreditation
- Progression Judge Accreditation
- Elite Judge Accreditation
- Bodyboarding Judging and Officiating Accreditation
- Club Officials Accreditation
- Club Coaching Course
- SUP Surf Coaching Accreditation
- SUP Flat/Open water Coach Accreditation
- Foundation Bodyboard Accreditation

All qualifications are recognised nationally by the Australian Sports Commission and have also been endorsed and implemented internationally through the International Surfing Association (ISA). A detailed description of coaching and judging accreditation requirements can be found on www.surfingaustralia.com

FOUNDATION SURF COACH

Foundation Surf Coach courses are run regularly throughout the year at a state level, through the State Coaching Coordinator. Please refer to the back of the manual for your relevant State contact details.

To become a Surfing Australia Foundation Coach/Instructor an individual must adhere to the following accreditation requirements:

1. The Foundation Coach online course must be completed one week prior to assessment day.
2. Five compulsory coaching sessions must be completed followed by assessment day.

3. Coach competency checklist completed then signed off by designated supervisor coach.
4. Understand and sign the 'Coach's Code of Ethics' agreement.
5. Surfing Australia Membership (which includes professional indemnity insurance)
6. Working with Children Check
7. Current First Aid Certificate
8. Hold any one of the following awards:
 - a. Bronze Proficiency: Surf Lifesaving Association (SLSA)
 - b. Surf Rescue Certificate: SLSA Community Award
 - c. Ocean Rescue Award: Royal Lifesaving Society (RLSS)
 - d. OSSCA Award Professional Ocean Lifeguard Association (APOLA)

Once the State Branch has received the appropriate information and it has been checked the State Branch will sign off on the accreditation and send appropriate documentation to the Surfing Australia Head Office.

Once in the database as an "active" coach they will be sent their accreditation.

FOUNDATION JUDGE ACCREDITATION

L1 Introduction to Judging - Foundation Judge Accreditation

The Surfing Australia Level 1 Introduction to Judging Course offers a sound knowledge base of understanding of the role of a surfing judge, what the judges look for when scoring surfing performances, the basic competition rules, and a comprehensive breakdown of all criteria in Shortboard, Longboard and SUP surfing disciplines.

RENEWING QUALIFICATIONS

It is compulsory for all active coaches to update their qualifications every year and renew their Ocean Rescue Award annually. To successfully update a coach must:

1. Be a financial member of Surfing Australia.
2. Maintain and submit coaching diary for 20 hours of bonafide coaching activities.
3. Hold a current nationally recognised Ocean Rescue Award or certificate updated annually.

Important: Coaches who fail to complete updating requirements within the two-year period will be required to be reassessed or complete the requirements of the course subject to an application to the National Coaching Manager.

Coaches Non-Compliance

ALL coaches must sign a Surfing Australia Instructor Code of Ethics form.

Any breach in this conduct can mean the instructor has his or her accreditation revoked by Surfing Australia/NCAS. (Refer to Appendices for Code of Ethics form).

Stand Up Paddle (SUP) Board Coaching

The aim of the SUP flat water coaching course is to accredit coaches with the skills and knowledge required to teach beginner SUP skills to students in enclosed flat-water environments.

Steps to accreditation:

1. Attend the full course.
2. Current Surfing Australia member.
3. Hold current safety certificates as per Flat Water requirements, e.g.
 - a. Ocean Rescue Award or equivalent
 - b. Applied First Aid
 - c. Working with Children Police Check

4. Pass the course practical assessments.
5. Complete 20 supervised practical coaching hours and get sign off by approved supervisor coach (after course completion).
6. Supply all required documentation to State branch.

Re-accreditation: Re-accreditation is due every two years.

SUP Surf Module and SUP Open Water Module

The aim of the modules is to up-skill accredited SUP Flat Water coaches with the skills to teach SUP in specific water environments.

Accreditation procedure:

1. Attend the half day coaching course.
2. Complete 10 hours of practical coaching.
3. Hold current safety certificates as per the Flat-Water accreditation.
4. Complete the module workbook and return to the State branch.

Pre-requisites: Surfing Australia Flat Water SUP Coaching accreditation.

Re-accreditation: Valid for two years.

L1 Foundation Judge accreditations do not need to be renewed each year and can be upgraded at any time by completing the next level of judging courses. The only pre-requisite is that all L1 Foundation judges to remain active in the SA database is a state Working with Children Check. WWCC

All L2 Progression and L3 Elite Level Judges need to have a current WWCC, State membership and payment of the annual Judging renewal fee (\$40). All Judging credentials need to be uploaded to your personal JustGO profile to remain on the database and active.



COACHING JUDGING & OFFICIATING COURSES

Surfing Australia has developed a suite of online surf education courses. For details check:

www.surfingaustralia.com

The latest coaching course set to be launched in early 2026 is the Surfing Australia Club coaching course.

The competency standards required for a Foundation Coach are:

- Understand the role of a coach.
- Identify the qualities and skills required to coach effectively.
- Understand the coach's role in the community.
- Understand the need to educate surfers in the rules of the sport.
- Understand and comply with the coach's code of ethics.
- Understand the importance of protecting the ocean environment.
- Understand 'Duty of Care' obligations.
- Understand surf lesson safety guidelines.
- Understand surf and weather conditions.
- Effectively manage individuals and groups.
- Identify and manage risks in the ocean environment.
- Select a safe surfing venue.
- Understand the process for teaching of skills.
- Understand the need to adapt and modify to cater for the needs of the individual.
- Understand the requirements of presenting the lesson in an outdoor environment.
- Be an effective coach during the lesson.
- Identify characteristics of a beginner and an advanced surfer.
- Recognise the core skills required for the beginner surfer.
- Understand the elements of core skill development.
- Identify common errors and develop correction methods.
- Understand the need for further education regarding the teaching of intermediate surfing skills.
- Develop a lesson plan to suit the beginner surfer.
- Adapt and modify the lesson plan.
- Identify appropriate equipment for beginner and intermediate surfers.
- Understand equipment regulations required by council bylaws and Surfing Australia.
- Instruct the beginner surfer regarding equipment requirements, parts, and functions.

PROGRESSION COURSES

To obtain the Progression Surf Coaching accreditation, you need to have held the Foundation Surf Coaching accreditation for at least 6 months. Courses are conducted by the State branch several times a year. Check out www.surfgaustralia.com coaching page for all course dates and application forms.

The competency standards required for a Progression Coach are:

- Plan and prepare training sessions appropriate to the needs of surfers of developing skills and entry level of competition.
- Plan and implement 40 hours of face to face coaching practice at novice or developing surfer level.
- Organise and conduct training session appropriate to the needs of these athletes/surfers.
- Demonstrate an understanding of the rules and requirements of competition.
- Provide surfers with the information and tools to observe all aspects of the ocean environment.
- Plan and organise theory sessions for surfers.
- Observe all safety precautions needed when coaching in the ocean environment.
- Set surfer safety obligations when coaching.
- Provide for the enjoyment of surfers with a variety of activities in the program.
- Adjust activities, drills and skills to suit the need of individuals.
- Design individual programs. Ensure safety of self and others and manage the risks effectively.
- Identify and implement the appropriate modifications in future sessions and competitions.
- Demonstrate knowledge of the Judging criteria.
- Understand and apply two or more components of the training factors involved in surfer development.

- Conduct basic fitness and skill evaluation tests (monitor progress).
- Demonstrate knowledge of sport specific training principles.
- Demonstrate a basic knowledge of anatomy and biomechanics relating to the surfer/athlete.
- Facilitate learning of the early surfing skills.
- Demonstrate an understanding of the technique of the core manoeuvres.
- Demonstrate a level of skill in analysing technique faults and strategies for correcting faults.
- Communicate effectively with surfer's parents and others involved in the program.
- Provide appropriate feedback on performance.
- Identify and correct six fundamental surfing manoeuvres.
- Understand and display ability to access fundamental skill levels of a surfer.

The Level 2 Professional Judging Course is the next level of judging achievement and is a professional judging accreditation.

Completing the highest-level Judging course gives the participant access to 2 levels of judging accreditation based around logged hours of experience under the mentorship of qualified State and National Head Judges.

This course focuses on increasing the professional knowledge of the course participants to be able to work in a State and National level competition environment with a complete knowledge of all rules and regulations. Interactive modules enhance the course participants learning outcomes and will cover all aspects of professional judging and Head judging.

On completion of 20 hours mentoring & judging experience the course participant will be accredited as a L2 Progression Judge, a further 80 hours will qualify the judge as a L3 Elite level Judge.

APPENDIX 3

Appendix 3 – A: Code of Ethics form

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CLUB STRUCTURE —THE KEY ELEMENTS OF AN EFFECTIVE CLUB

4



WHY IS IT IMPORTANT FOR YOUR CLUB TO HAVE STRUCTURE?

To be a successful, well-run club you need a clear understanding of leadership, planning, people and organisational performance while maintaining a strong member focus. Outline what services and activities your club offers then create a structure that can be realistically managed by your membership.

In addition to the information and templates contained in this manual, clubs are encouraged to source further information through the Sport Australia website:

<https://www.sportaus.gov.au/>

Benefits of being an affiliated Surfing Australia Boardriders Club include:

- Organised Competition Structure
- Talent Identification & Development
- Education and Training Opportunities
- Member Development
- Access to Accredited Coaches
- Access to Qualified and Trained Judges & Officials
- Networking Opportunities with other Affiliated Clubs
- Access to Potential State & National Sponsorships
- Comprehensive Insurance Cover
- Member Protection Policy Guidelines
- Regular Communication from State & National Bodies
- Up to date Information on Sporting Industry Best Practices
- General Assistance, Guidance and Advice

THE SPECIFIC ROLES AND STRUCTURE OF YOUR CLUB'S MANAGEMENT COMMITTEE

For a club to be successful and efficient it must adopt a committee which is made up of enthusiastic members who are keen to push the club into a positive future. The committee manages the club on behalf of its members. There are various roles within a committee that enables it to be strong and successful. The role of the committee can be seen below:

In a more formalised structure, the role of the committee is to:

PLAN

Examine alternatives for action and decide according to the purpose and philosophy of the club.

ORGANISE

Ensure actions follow planning, achievable objectives are agreed to, and suitable strategies are designed to ensure satisfactory progress. Check that action plans are implemented and evaluated.

LEAD

Be enthusiastic and work from an informed and well-researched knowledge base which includes a sub-committee or working group structure, clear and concise reports and a wide representation of interests and opinion available to the committee.

CONTROL

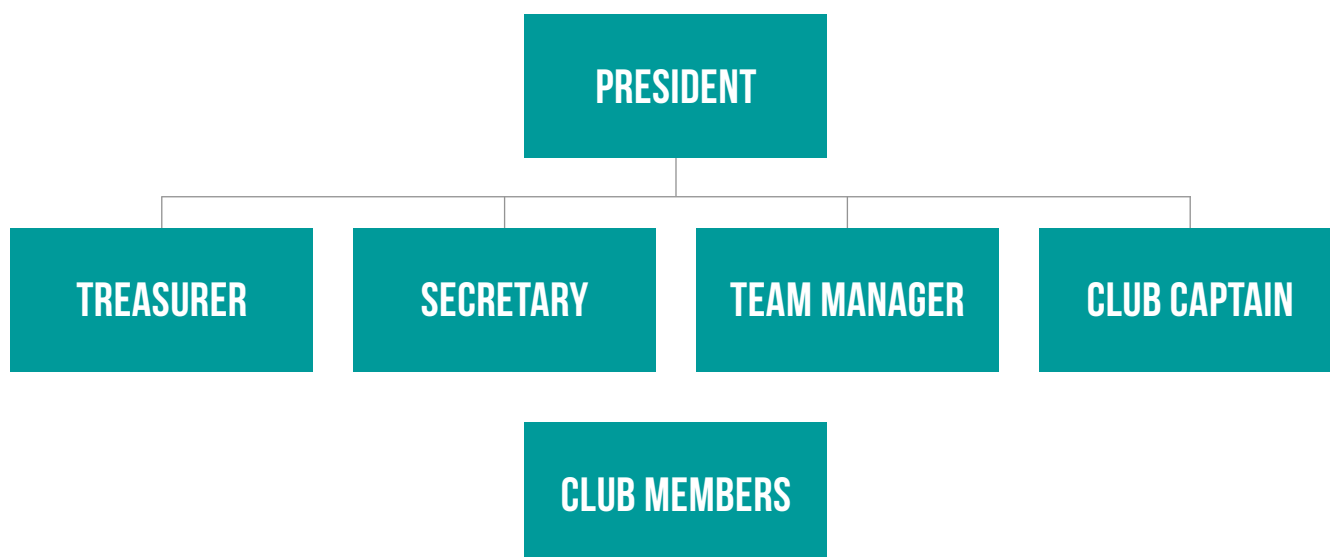
Define expectations and requirements, and provide the support and resources needed for these to be achieved and monitored.

In summary, the committee is responsible for:

1. Administration
2. Financial Management
3. Leadership

A committee that works as a group of individuals will not be as successful as one that works together as a team. Communication and collaboration are key elements for all committee members to embrace.

EXAMPLE HIERARCHY OF A BOARDRIDERS CLUB STRUCTURE



THE BASIC ROLES WITHIN THE COMMITTEE INCLUDE:

ROLE: CLUB PRESIDENT		
Description:	The club president/chief executive officer is the principal leader of the club and has overall responsibility for the club's administration.	
Responsible to:	Club members and affiliated parent association.	
Responsibilities: <ul style="list-style-type: none"> • The “face” of the club. Represents the club at all relevant presidents’ conferences and state and national meetings. • overall responsibility for the club’s administration • chairing committee meetings and executive committee meetings • calling all executive committee meetings where necessary • liaise with all club officers on a regular basis • Submit an annual report to the administrative manager on area of management prior to the AGM. 		Knowledge and Skills Required: <p>Ideally the club president is someone who:</p> <ul style="list-style-type: none"> • possesses high level leadership skills. • is well informed of all club and organisation activities. • is aware of future direction and plans of members. • has a good working knowledge of the constitution, rules and duties of all club office holders and sub-committees.

ROLE: TREASURER / FINANCIAL MANAGER

Description:	The treasurer/financial manager has the overall responsibility for the management and reporting of club finances.	
Responsible to:	The Administration Manager	
Responsibilities and Duties: <ul style="list-style-type: none"> • Ensure money is received, banked and receipted appropriately. • Provide statements of receipts and expenditure for the month preceding. • Maintain records of current income and expenditure. • Prepare and present regular accounts for approval and payment by the committee of management. • Prepare budgets for the forthcoming year, in consultation with all club managers. • Prepare annual financial accounts for auditing and provide the club's auditor with information. • Annually prepare an income and expenditure account for that financial year together with a balance sheet setting out the club's assets and liabilities. The foregoing statements are to be presented to members at the annual general meeting together with annual report. • To be the signatory (with other nominated committee of management members) on club cheques. • Prepare a schedule of assets and liabilities of the club when required. • Manage club investment programs where applicable. • Manage tax returns and income tax payments for employees and the regular filing of business activity statements (including GST) with the relevant authorities. 		Knowledge and Skills Required: <p>Ideally the treasurer/financial manager is someone who:</p> <ul style="list-style-type: none"> • keep good financial records. • work in a logical orderly manner. • possesses knowledge of state and federal tax legislative requirements. • has an awareness of information and financial requirements for the annual audit. • allocates regular time periods to maintain the accounts and associated records.

ROLE: SECRETARY

Description:	The secretary is responsible for the general routine administration and record keeping of the club.	
Responsible to:	The Administration Manager	
Responsibilities: <ul style="list-style-type: none"> • Receive, disseminate and record all correspondence relating to the club in a timely manner, paying close attention to closing deadlines. • Circulate relevant information to all members, in consultation with the publicity officer. • Prepare and maintain records of correspondence, agendas, minutes and notices of motions for club meetings. • Where applicable, act as registrar and maintain records of all members, awards, patrol obligations and competition performances of the club and its members. • Be responsible for the correspondence of the club committee and sub-committees. • Prepare club annual reports. • Authorise club orders, invoices, receipts and payment of monies in conjunction with the treasurer. • Maintain club constitution, by-laws and rules. • Act generally in the best interests of the club. • Keeper of the club seal and official documents. 		Knowledge and Skills Required: <p>Ideally the secretary is someone who:</p> <ul style="list-style-type: none"> • can organise and delegate tasks • has a sound knowledge and/or understanding of club governance • possesses good organisational and time management skills • allocates consistent weekly periods for the preparation and maintenance of club correspondence and records.

ROLE: CLUB CAPTAIN

Description:	The Club Captain is responsible for providing a clear link between the committee and its members.	
Responsible to:	Club President	
Responsibilities and Duties: <ul style="list-style-type: none"> • Being in touch with all club activities. • Assisting communication within the club, such as: <ul style="list-style-type: none"> • Media and other organisations. • Providing support and advice to members. • Ensuring fair and equitable selection procedure for team members and team management/coaching. • Being a part of the club selection panel. • Meeting and welcoming members. • Ensure all members are involved in club activities. • Liaise with coaches and officials to see that club events run smoothly and to ensure that available facilities are utilised in the best interests of all members. 		Knowledge and Skills Required: <ul style="list-style-type: none"> • is respected within the club • can communicate with all members • has a strong knowledge of the sport • regularly attends club activities.

OTHER ROLES MAY INCLUDE:

POSITION	ROLE	SITS UNDER
Club Vice President	Assists the president, takes the role of club president in their absence.	President
Junior Club Captain	Provides a clear link between Club Management Committee and junior members.	Club Captain
Social Coordinator	Responsible for coordinating social events and managing social media.	Secretary
Team Manager	Assists the Club Captain and Team Coach in team event selection, responsible for coordinating team logistics for team events.	President
Team Coach	Develops and facilitates coaching programs, assists the Club Captain in Team Event selection, assists members with upskilling opportunities and enrolments.	Club Captain
Volunteer Coordinator	Engages and enlists volunteer club members to assist with monthly club meets and special events.	Secretary
Council Liaison	Identifies local Council requirements for operating a boardriders club, responsible for council compliance in relation to club activities including monthly club meets and training sessions.	Secretary
Event Coordinator/ Contest Director	Responsible for the coordination and management of monthly club meets and special events.	Club Captain
Judging Coordinator	Responsible for the club's judging roster, assists club members with upskilling opportunities and judging course enrolment.	
Sponsorship/ Fundraising Manager	Responsible for planning and coordinating fundraising initiatives and identifying sponsorship for the club.	Treasurer
Child Safety Officer	Responsible for ensuring all volunteers have the correct child safety requirements.	President
First Aid Officer	Provides basic first aid to members in need. Must hold relevant, up-to-date qualifications and is responsible for keeping the kit well-stocked.	Club Captain
Communications Officer	Manage social media accounts & traditional media interactions (e.g. fundraising, events, announcements, PR etc).	Secretary

HOW TO CONDUCT A SUCCESSFUL HANDOVER WHEN A COMMITTEE MEMBER RESIGNS

Handovers are designed to stop years of hard work walking out the door with a retiring or leaving member. Clubs must manage this process appropriately to ensure valuable information and knowledge is not lost when someone moves on.

A useful 'checklist' for information and/or job handovers is:

- Inform all new committee members of what their job involves as well as their responsibilities. Personal briefings from the previous office holder may be useful.
- Ensure your club provides written job descriptions to all committee members
- Ensure a senior official briefs the new committee about the club, its history and plans for the future. This could be backed up with a written plan.
- Welcome new committee members and encourage them to contribute. They need access to an official who can answer any questions on how the club works.
- Know where the club's "legal" documents are kept with ready access to them.

CLUB GOVERNANCE EXPLAINED IN SIMPLE TERMS

The role of management committees can sometimes be difficult to define as clubs can vary drastically in size and capacity. The committee is responsible for steering the club through changing circumstances. However, the broader purpose of the club committee is general oversight and control, otherwise termed as governance.

Governance can be defined as:

'THE OVERALL GUIDANCE, DIRECTION AND SUPERVISION OF THE CLUB'

Good governance allows:

- **Better Management** - Good governance encourages better managed and more efficiently organised clubs.
- **Improved Communication** - A well-run club or association facilitates better informed members and volunteers.
- **Sustainability and Growth** - Careful business planning and implementation of policies and procedures helps to sustain and develop your club or association and the sport.

- **Attracting sponsors** - Sponsors are more likely to link up with efficiently run organisations.
- **Appealing to Insurers** - Insurers have a higher regard for clubs or associations with good governance practices. This may result in reduced premiums.
- **Increased Membership** - Parents are more likely to enroll children in a club or association that is well managed.
- **Enhanced Reputation** - Through satisfied members the profile and reputation of your club or association can be raised.

HOW TO CONDUCT A SUCCESSFUL BOARDRIDERS CLUB MEETING

Most clubs are governed by voluntary members and operate through committees and meetings. Any meeting of more than two people needs a structure, to avoid it becoming a shouting match, or a series of sub-committees, taking place simultaneously. Meetings are tools for planning, communicating and evaluating. A well-run meeting can be of immense value (more genuine than a telephone conversation or email) and helps to solve problems and explain new policies and ideas.

Why should you have a meeting?

There is no better way to generate a team atmosphere than by consulting everybody at a meeting. They will feel involved with and committed to the decisions taken, particularly in the case of a constitutional requirement.

A good meeting will:

- Motivate
- Remove suspicions and mistrust
- Forge good relationships between colleagues and members.

An unnecessary or unproductive meeting will be:

- A waste of time and money
- De-motivating
- Likely to sour relationships and breed mistrust and discontent.

DOS AND DON'TS FOR PRODUCTIVE MEETINGS

DOS	DON'TS
<ul style="list-style-type: none"> • Always ask yourself, 'Is this meeting really necessary?' before calling it. • Encourage discussion that focuses on the point and stays on-point. • Shift leadership from time to time. Use different leaders for their specific abilities. • Try to include/involve everybody so they feel more alert and interested. • Call fewer meetings with longer agendas to maximize efficiency. • Attach any relevant reports to the agenda and circulate them ahead of the meeting to allow members to prepare. • Back important points/agreements/notes up with documentation. This carries authority and ensures all members take the same message away. • Allow the chairperson to control the meeting and decide how formal it will be. • Give everyone a fair go. • Reach a decision on each issue. • Make sure members understand their tasks/roles clearly. Ensure they are also committed to them. 	<ul style="list-style-type: none"> • Do not allow a meeting to last an hour when there is only five minutes business to transact, and do not have a meeting at all if there is no business to discuss or no decisions to be made. • Don't call a meeting for a topic that does not require detailed discussion. Instead, hand out a printed report rather than giving a verbal one. • Don't call a meeting to explain something to one person. • Don't organise a meeting that will cost hundreds of dollars to solve problems costing only a few cents. • Don't call a meeting when you need a quick decision. A meeting will almost certainly cloud the issue and cause delays. • Don't 'Bottle it up'. Members should be encouraged to reveal their opposition to overcome obstacles. • Don't allow personal attacks. Instead focus on positive interaction with respect and recognition. • Don't work for self-interest. Instead act as a team and support one another. • Avoid talking about problems or weaknesses. Identify them, discuss them and find solutions.

The Role of the Chairperson

A person in the chair leads but does not direct. Although he or she controls procedure and conduct, the meeting is conducted for the benefit of the members. Planning is essential. Before the meeting, discuss the agenda with the secretary to determine what should be accomplished. Know the constitution and standing orders for the conduct of meetings. Departure from any special rules of procedure could make the business of the meeting invalid. Act as host by meeting and greeting your members. You are responsible for making them feel welcome and wanted.

The importance of Preparing a Meeting Agenda

Refer to Appendix 4 – A for the 'Meeting Agenda Template'.

The agenda provides the meeting framework. It highlights issues to be addressed and notes ongoing administrative reports to be presented to the committee. The agenda should be prepared and disseminated early to ensure that committee members have adequate preparation time.

Starting on time is essential! It sets the tone for punctuality and professionalism for the meeting.

What is the significance of a Quorum?

The constitution may specify a quorum which is a specified minimum number of eligible members who must be present at a meeting to make the proceedings valid at the specified starting time. If necessary, the chairperson may use his or her power to delay the appointed starting time to give every opportunity for the necessary number to be present.

Why should minutes be taken at your club meeting?

Refer to Appendix 4 – B for the 'Meeting Minutes Template'.

Minutes provide the historical record of committee actions and discussions. Their accurate noting is essential in providing the rationale for future decision-making. Minutes are normally taken by the club secretary and later distributed to members.

Remember to distribute minutes as soon as possible after a meeting, while memories are still fresh.

It is the chairperson's duty to ask for any corrections to the minutes of the previous meeting (amend if necessary) and then call for a motion to accept these minutes (as corrected, if they were amended) as a true and accurate record. The sole purpose of confirming or adopting minutes is to ensure their accuracy. Reading lengthy minutes in detail is unnecessary, boring and destructive to a meeting. Minutes should record:

- Attendance and apologies
- Matters arising from previous minutes
- Correspondence
- Reports (request written reports prior to the meeting so they can be circulated with the agenda and questions can then be addressed at the meeting). The financial reports must be tabled, and a motion made to receive them.
- Motions if any
- General business
- Date and time of next meeting
- Closing time

What is a motion and why is it needed?

A motion is a positive statement of action put forward by a committee member. A motion is needed whenever the committee is:

- Deciding to spend significant money
- Adopting a policy about the way it will deal with a topic or issue
- Making a decision of a lasting nature

The motion must be proposed, seconded and then discussed by the committee. A vote is carried out to decide if the motion is accepted or denied. Voting may be taken by:

- Voices
- Show of hands
- Members standing
- Secret ballot
- Division.

Unless specified otherwise in the constitution a simple majority vote by voices is often enough to give the chairperson cause to declare the result.

The constitution should provide for voting power of the chairperson who may have:

- A deliberate vote only
- A casting vote only
- A deliberate and casting vote
- No vote

General Business and How it is Tabled at a Meeting

The chairperson can decide whether a point should be discussed, although only relatively minor points can be brought up; Notice of motion for the next meeting may be brought up with a written copy of the motion, signed and dated, being handed to the secretary. The chairperson should restrict discussion to the interest of the meeting.

Next Meeting

Discuss the time, date and venue for the next meeting to ensure everyone knows the details.

Annual General Meeting (AGM)

The AGM is a meeting for all club members (depending on the club constitution) and is normally held every 12 months. The aim of the meeting is to report on the activities of the club during that period and to elect office bearers for the forthcoming 12 months.

Special Meetings

The purpose of a special meeting other than the AGM is to address a pressing issue, which requires committee action prior to the next scheduled meeting.

How should your club elect its Committee Members?

The term of committee members is defined in the constitution. The election process is usually tied into the AGM process where committee members stand down from their positions and nominations are called for. Many constitutions will define where the membership is to be drawn from and committees may choose to 'head hunt' new committee members where specialist skills are required.

APPENDIX 4

Appendix 4 – A: Meeting Agenda Template

Appendix 4 – B: Meeting Minutes Template

Link to files:

https://www.dropbox.com/sh/mzy1p071cq7qvzk/AABexGf4x_NV362aJ0bAVPh8a?dl=0

YOUR CLUB'S ROADMAP TO SUCCESS



5



PLANNING

Planning provides clubs with the necessary framework to undergo long-term viability and growth.

Planning helps clubs:

- Look at where the club has come from, where it's going and how it's going to get there.
- Identify the main objectives of the club.
- Encourage members to get involved in the development of the club.
- Adjust to changes in the current environment that have an impact on the club.
- Ensure that resources (human, physical and financial) are used effectively.
- Evaluate the club.
- Provide a framework for moving forward.

Your board, committee and management need to provide the strategic direction necessary for long-term growth and prosperity of the club.

This allows you to address all facets of your business, examining strategies and their implications. By writing down your plan you are forced to think about details and focus on the big picture rather than day to day issues.

Benefits of a strategic plan:

- Establishes a decision-making framework for management.
- Fosters cohesion amongst members of the organisation.
- Sets out a clear path to help the organisation take opportunities you have identified to match goals and objectives.
- Allows decision-makers within your organisation to anticipate future events and identify any pitfalls in advance.
- Allows you to clearly communicate the organisation's performance and priority expectations to all members.
- Identifies the strengths, weaknesses, opportunities and threats for the organisation.
- Educates and motivates key personnel.
- Allows for more effective interaction with external bodies.
- Provides information required by financial institutions when finance is being sought, and
- Allows potential sponsors and government funding agencies to see that you are professional and calculated.

WHAT'S IN A STRATEGIC PLAN?

There are seven (7) elements of a good strategic plan;

1. Vision – it is essential for a club to have a vision. Without vision, the organisation has nothing to strive towards.
2. Commitment – the organisation and its members need to be committed to its vision, otherwise it is unlikely to succeed.
3. Timelines – every organisation needs timelines to indicate when milestones will be achieved.
4. Objectives – an aim or set of goals to be achieved.
5. Reporting – organisational reports should focus on organisational performance and trends to help determine change.
6. Contingencies – while every contingency cannot be anticipated, it is possible to account for risks that may be faced and to work out a contingency plan.
7. Change – it is important that any major changes affecting the organisation are reflected within the business plan.

HOW TO PRODUCE THE PLAN

Step 1: Assemble a team of key personnel and collect information

- Schedule a separate meeting and form a planning committee.
- Identify key people that should be involved in the planning process and workshop.
- Determine a planning process – the process is on-going so consider the format of the workshop, and the role of the planning committee pre and post workshop.
- Collect and disseminate relevant information including questionnaires for the planning workshop, and
- Appoint an external facilitator! The process needs to be driven by an experienced facilitator preferably not involved in the organisation.

Step 2: Analysis

- The planning agenda, preparatory questionnaires and background papers should be provided to all involved in the process.
- Compile a statement of past outcomes and present position of the organisation including a review of the organisations mission statement and values.
- Undertake an analysis of trends within the sport or recreation industry.
- Do an analysis of your stakeholder and member needs.
- Undertake a unified planning approach – develop organisational values, your vision, and mission statement.
- Undertake a SWOT analysis that will: -
 - Identify all the Strengths that the organisation possesses in its internal environment.
 - Identify all the Weaknesses in the internal environment.
 - Identify all the Opportunities in the external environment that are facing the organisation.
 - Identify all the Threats in the external environment that are facing the organisation.
- Develop SMART specific goals, measurable objectives and achievable strategies.
- Establish realistic and timely performance indicators.
- Draft action plans; assign responsibilities to each strategy and action, and
- Conduct financial analysis including; forecast balance sheet, cash flow, profit and loss.

Step 3: Strategy Formulation

There are three parts that make up a comprehensive plan:

1. The operational section identifies key performance areas in relation to administration, human resource management i.e. volunteer recruitment/training/ maintaining, coaching and athlete development, high performance, participation – membership, social justice issues, education and training, facilities and equipment. Include others specific to your organisation.
2. The marketing section identifies key performance areas in relation to promotions and media relations, sponsorship and fundraising, merchandising, product development and service delivery etc.
3. The financial section should include revenue and supply sources, financial plan – a budget for all operational and marketing items, and forecast balance sheet, cash flow, profit and loss statement.

Remember:

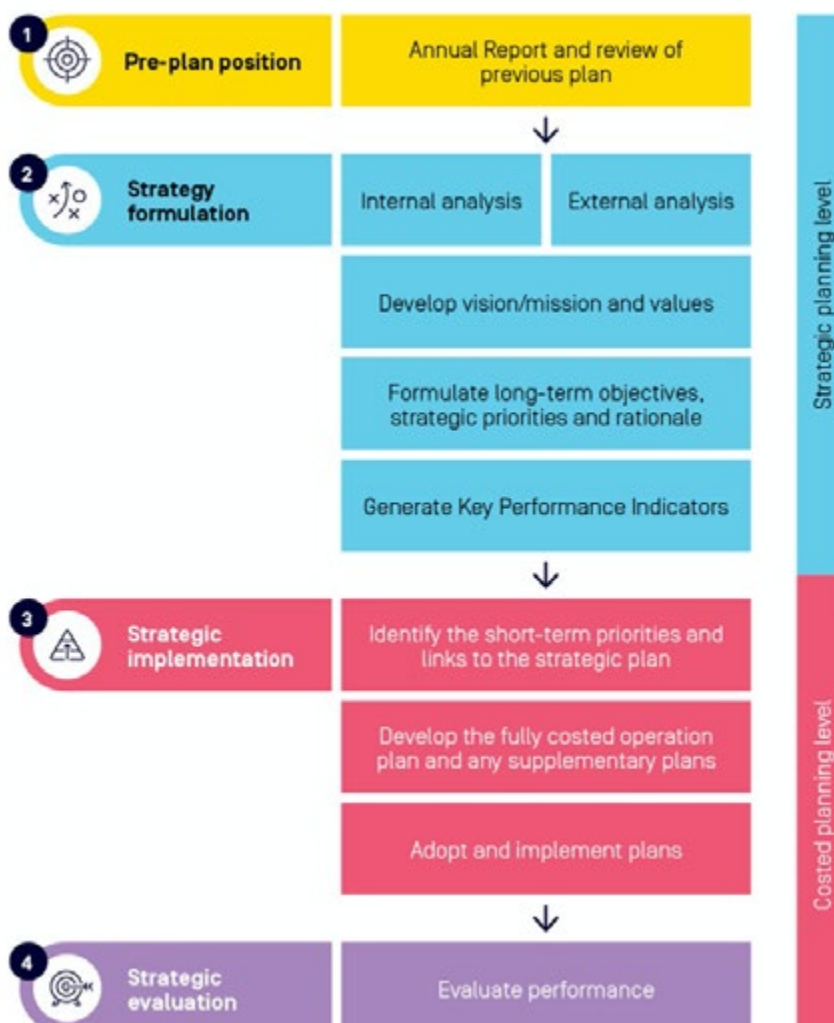
- It is important that stakeholder groups feel involved in the process and contribute “without fear or favour”
- Goals, strategies, performance indicators, strategic issues and achievements should be clearly documented and circulated to relevant people and bodies, and
- Keep a sense of purpose and control over the progress of your plan – the outcomes of the planning process require ongoing monitoring and review.

CHECKLIST

- Leadership from the board/committee chair is essential.
- Participation at all levels in the planning process is vital.
- The collection of data and market research is an important first step
- SMART goals, objectives, strategies, performance indicators, action plans and financial analysis needs to be documented in draft form and communicated for feedback.
- Designating responsibilities to the implementation of action plans.
- Monitoring, reviewing and reporting progress and updating the plan are considered best practice.
- The entire plan should be evaluated and updated annually, preferably just prior to the budget setting process. However, regular evaluation of your entire plan is always beneficial.
- Targets should be evaluated quarterly.
- Financial plans should be evaluated monthly.
- Action plans should be evaluated monthly, weekly and daily.
- The sooner you realise you are deviating from your plan, the sooner you can take corrective action before great damage is done, and
- Routine time for planning and evaluation should be built into your calendar.

The Strategic Planning Process Template below provides a thorough visual representation of this process. For further details visit:

https://www.sportaus.gov.au/club_development/governance#planning



OPERATIONAL PLAN

The operational plan (OP) is a detailed action plan to accomplish the strategic objectives of the club. It contains who is responsible to carry out the tasks, time frames, costs for each year of the plan's duration and performance indicators.

Operational plans should establish the activities and budgets for each part of the organisation for the next 1 – 3 years. They link the strategic plan with the activities the organisation will deliver, and the resources required to deliver them.

An operational plan draws directly from the club and program strategic plans to describe the club and program missions and goals, program objectives and program activities. Like a strategic plan, an operational plan addresses four questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?

The OP is both the first and last step in preparing an operating budget request. As the first step, the OP provides a plan for resource allocation; as the last step, the OP may be modified to reflect policy decisions or financial changes made during the budget development process.

Operational plans should contain:

- Clear objectives
- Activities to be delivered
- Quality standards
- Desired outcomes
- Resource requirements
- Implementation timetables
- A process for monitoring progress

Operational plans should be prepared by the people involved in implementation. They are commonly represented in a table like the example listed below for easy reference by the club committee and its members.

STRATEGIC INTENT	OBJECTIVE	STRATEGY	PERFORMANCE INDICATOR	BUDGET	TIMELINE	RESPONSIBILITY	PROGRESS
Participation/ Membership	To increase the number of junior surfers by 25%	Place information about junior surfing in local primary school newsletters.	Promotional brochure produced. Junior surfers increased by 25%	\$1,000	End of year	Club Captain	Completed

MARKETING PLAN

The purpose of marketing is to make a sale. It is more than just advertising, publicity or sponsorship and involves:

- Finding a market for your product or activity (people, place).
- Making your product desirable to that market (promotion, position).
- Exchanging your product with that market for something that you value (price).

The marketing of sporting clubs includes obvious activities like open days, advertising and events. But members and officials market the club whenever they take on their roles – often without being aware of it. A team in uniform playing

fairly contributes to the good image of your club, as does a director who provides information about membership over the phone.

Benefits of Marketing

Good marketing means getting to know your customers and effectively communicating with them to boost your membership and sales. A good marketing strategy will;

- raise awareness of your club's existence and mission.
- enhance your reputation and image.
- provide a good return on your investment of time and money, and;
- create opportunities to build your network, gain sponsorship and grow.

HOW TO DEVELOP A SIMPLE MARKETING PLAN?

To keep this simple and effective, you should eventually aim to balance the basic elements below by identifying the strategies that work best with your club's budget.

Budget: A realistic marketing budget with on low-cost or no-cost strategies is recommended.

Objectives: Marketing objectives should be specific, measurable and achievable. An example would be recruiting an additional 20 junior members by the start of a competition year.

Strategies: Select effective options in 'the marketing mix' to engage specific target markets. For example, if your club aims to attract new junior members you would need to work with schools, youth clubs and social media channels and develop engaging content for young surfers.

Evaluation: Monitor results to see what strategies work best. Collect copies of coverage from traditional and social media, record attendance at events, use feedback forms and questionnaires to gauge your market's interests and attitude.

EXAMPLE SIMPLE MARKETING STRATEGY — JUNIOR CLUB OPEN DAY

PLANNING	
	1) Arrange date and time of Free Junior Club Open Day
	2) Arrange activities/games at Open Day <ul style="list-style-type: none">• Free coaching• Games/activities• Information desk (need welcoming volunteer and forms to record details of attendees)• Sausage sizzle (need volunteer)
	3) Develop a flyer advertising Open Day <ul style="list-style-type: none">• Coloured paper & photocopying costs• Place flyers on community notice boards, shopping centres, library, swimming pools etc.
	4) Other promotion <ul style="list-style-type: none">• Contact principals of local primary schools to place information in the school newsletter.• Place information in the club newspaper offering a free soft drink for those who bring a friend who is not a member on open day.• Write an article and provide a photo for the local newspaper focusing on local junior who joined up at an open day and is now representing the State.• Create a social media post themed like your flyer so you can post across all channels.• Post to social media accounts at optimum times for engagement.• Encourage members and friends to share your posts and information, spreading the word.
EXECUTION	5) Conduct Free Junior Open Day
FOLLOW UP	6) Follow up on those who attended but did not join on the day.



BUDGET FOR OPEN DAY

Sausages	\$25	Photocopying	\$10
Buns	\$10	Soft drinks	\$25
Sauce	\$5	Sign writing	\$70
Coloured paper	\$5	Total Cost	\$152.50

A full-page background image of a surfer riding a wave. The surfer is a young man with blonde hair, wearing a white t-shirt with logos and dark shorts. He is in a dynamic pose, leaning back on his surfboard. A large, white, stylized number '6' is overlaid on the right side of the image, partially obscuring the surfer and the background. The background consists of a dense forest of green trees on a hillside overlooking the ocean.

KEEPING YOUR CLUB AND MEMBERS SAFE



INTRODUCTION

Our boardriders club system provides an important pathway for the development of surfing nationally. Boardrider Clubs (“the clubs”) are operated by volunteers and it is through their hard work and commitment that the club network succeeds. Success can be measured in many ways; however, the common aim is to provide an environment that is safe and enjoyable for members where we minimise risks and maximise the benefits that the club provides.

As our community becomes more litigious, there are many rules and laws which we must meet. As the sport increases in its popularity, we continue to seek new ways to improve the way we operate. We will persist in promoting high standards of safety and risk management and seek new methods to improve the running of our sport.

The process of risk management is one such method.

Surfing Australia is committed to helping all clubs achieve these standards and has developed this Risk Management guide to help. The guide seeks to support clubs to meet

this challenge as the management of risk is expected by the community, local authorities, state surfing associations and the Federal Government through Sports Australia.

OVERVIEW

This guide helps with:

- Developing a club Risk Management Policy
- Explaining why Risk Management is important
- Contest Safety
- Insurance
- Communications
- Indemnity, Compliance and Other Considerations
- Major Contests
- Hazards and Risks
- How to Assess Risks

BACKGROUND

What is Risk Management?

Risk management is an important discipline in any organisation. Organisations that do not manage risk well ultimately do not survive. In broad terms: 'risk management equals good management.' By applying common sense and good ethical standards, clubs can minimise their risks.

The collective expertise of the club's committee helps set the culture for the way risk is managed. While the committee helps to establish what is right and wrong, there are industry standards and laws that require more attention to risk management than just applying common sense. This guide will help to establish what these are and offer practical ways of addressing them.

What risk categories apply to boardrider clubs?

There is risk in everything we do. Some of these risks are trivial but others cannot be ignored. Risk assessment helps to understand which of these are important. Risk assessment is a key feature of risk management and is covered later in this guide.

For any boardrider club the following risk categories may apply to their contests:

- Surf Safety
- Public Safety
- Legal Compliance
- Financial Loss
- Environmental Risk
- Contest Disruption
- Image & Reputation

These categories reflect the possible consequences should a risk actually occur. Risk Assessment is covered later in this guide under:

- How can you Assess Risk?
- Risk Assessment Definitions

BOARDRIDERS CLUB RISK MANAGEMENT POLICY

As part of the national boardriders club network your club plays an important part in the continued development of our sport. With this come certain responsibilities regarding safety and club administration. In order to provide an environment that is safe and friendly, it is important that your club's committee is committed to managing risk effectively.

This commitment can be demonstrated in the club's Risk Management Policy. This Policy articulates your club's focus on managing risk. The club's administration and culture should reflect this in the way that it is run and the way that the club's committee acts. The club's committee can lead by example by carrying out the commitments in this Policy.

The Policy should be:

- Signed by the club's President.
- Framed and posted in a prominent position within the club house.
- Provided to all new and existing members; and
- Posted on the club's website.

WHY DOES YOUR CLUB NEED TO ADOPT RISK MANAGEMENT?

Duty of Care – Safety

One of the key reasons risk management is essential is because of the 'duty of care' imposed by law to manage club activities safely. 'Duty of care' applies under common law and is the responsibility of the club and its committee to be diligent and manage obvious safety risk.

This duty places an obligation on the management of the club to take reasonable and practicable efforts to manage obvious hazards and ensure the safety and welfare of anyone under its care.

This duty extends to people affected by club activities during contests

This duty applies in:

- Surf Safety
- Public Safety; and the
- The Welfare of Minors (children)

Most significant risks that affect club contest activities are likely to fall under these areas. The club should adopt a proactive approach to managing these risk categories.

INCORPORATED ASSOCIATIONS

State-based Incorporated Associations law imposes strict rules on incorporated bodies. As clubs are typically incorporated entities, these rules form part of a club's governance structure. The rules are set out in the constitution, regulations and by-laws. Failing to meet these rules of incorporation are risks to any club. Sound risk management practices can help ensure that the organisation understands these laws and continually meets its obligations in this area.

OBLIGATIONS PLACED BY YOUR INSURER

Your club's public liability and personal accident insurance is organised through your state's surfing association. Under the standard terms and conditions of these policies, it is the club's responsibility to notify the insurer if any incidents occur that may potentially give rise to a claim against the club and its insurer. This should be done even if such claims have not actually been made, but an accident has occurred.

Note: For more information on insurance see Chapter 2.

OCCUPATIONAL HEALTH AND SAFETY

Each state has an Occupational Health and Safety Act that imposes duties on employers and 'controllers of space' in relation to employees and others affected by activities while working in a place controlled by an employer. It is arguable as to whether Occupational Health and Safety (OH&S) legislation applies in respect of normal boardriders club activities, however, where a club engages the services of suppliers of goods or services, then it may have obligations as contract Principal under these laws. The laws and supporting regulations set out legal requirements for managing certain safety hazards; and therefore, may have some legal standing in terms of the standard of care required. Examples include; working at height or the use of electricity. It is a good idea to be aware of the intent of OH&S laws to ensure the club's committee understands and caters to them.

While these examples suggest legal issues, another motive to practice proper risk management is the potential reputational damage that your club and the sport may sustain from a serious incident.

For more information on your state's OH&S laws visit the relevant safety regulator's website:

STATE	OH&S REGULATOR	WEBSITE
NSW	Workcover Authority of NSW	http://www.workcover.nsw.gov.au
QLD	Workcover Queensland	http://www.workcoverqld.com.au
VIC	Worksafe Victoria	http://www.worksafe.vic.gov.au
SA	SafeWork SA	http://www.safework.sa.gov.au
WA	Worksafe Wa	http://www.commerce.wa.gov.au
TAS	Workcover Tas	http://www.workcover.tas.gov.au

CONTEST SAFETY

Given hosting contests are 'core business' for your club, setting some minimum contest safety standards is essential in addressing the club's duty of care.

This includes:

- assessment of surf and weather conditions and forecasts
- understanding the hazards that may affect surfer or public safety
- providing appropriate Pre-Contest Briefings
- providing appropriate Contest Equipment
- providing adequate Medical Care including equipment and qualified first aiders
- ensuring all surfers are competent and not placed in situations beyond their skill level
- providing adequate supervision in the water and on land
- keeping appropriate records

These are explored in more detail below:

ASSESSMENT OF SURF AND WEATHER CONDITIONS AND FORECASTS

The surf and weather conditions present some of the biggest challenges to surfer safety. While we need good waves to compete; as swell, sea, wind and water currents increases can the safety risks to surfers. It is very important that the Contest Director and Head Judge document the conditions observed, and the surf and weather forecast before the contest starts. All agreed mitigating actions taken should also be recorded. These contest officials are responsible for ensuring that the event only occurs under appropriately safe conditions, and that those conditions are monitored closely throughout the contest. Appropriate action should be taken if the contest conditions deteriorate and the welfare of surfers is likely to be compromised. It is advisable that this assessment of sea and weather conditions be documented as part of the Pre-Contest Readiness Inspection.



UNDERSTANDING THE HAZARDS THAT MAY AFFECT SURFER & PUBLIC SAFETY

Another challenge is identifying risks that can result from club activities and potentially harm club members or the public. In risk management this is called hazard identification. There are numerous hazards that may be encountered.

These may include:

- bluebottles and other stingers
- Pre-existing medical conditions of surfers that are exacerbated or occur while competing – (e.g. asthma, diabetes or heart conditions).
- sharp objects, rocks and drains
- sand bars affecting beach breaks at low tide
- Surfers required to cross busy roads to access contest area or bathroom facilities.
- other non-contest surfers becoming aggressive toward club members during competition
- swell size/conditions (including rips, currents, tides)

An assessment of the prevailing hazards should be conducted prior to each contest. The committee members, under the direction of the Contest Director, should document these hazards and take appropriate actions to mitigate them. In many cases, such hazards need to be included in the Pre-Contest Briefing provided to all surfers (and particularly junior surfers) as set out below.

PROVIDING APPROPRIATE PRE-CONTEST BRIEFINGS

A Pre-Contest Briefing should be conducted by the Contest Director for all surfers taking part on the day of the contest.

Items to cover include:

- Schedule of the day's Contest - times and locations
- Expected swell and tide conditions for the contest
- Preferred paddle out locations
- Beach, reef, ocean and land hazards identified
- Provision of water, shade and amenities
- Designated first aid officer/s for the Contest and first aid equipment

JUNIOR BRIEFINGS

In addition to the items above, Pre-Contest Briefings to surfers under the age of 18 should include:

- Signing in and out for the day – DO NOT LEAVE CONTEST UNTIL SIGNED OUT
- Contest safety rules
- Paddle out in groups
- Raise hand if in trouble
- Know your limits for the conditions
- On-land safety
- Toilet facilities
- Locations
- Do not go alone
- Food and refreshments
- Storage of valuables
- Public road crossing locations and hazards
- No wandering off

There are significant responsibilities set out under child protection laws and supporting guidelines for people working with or around children. The issues of child protection are covered later in this guide. It is expected that contest organisers use the Pre-Contest Readiness Checklist to identify which hazards apply prior to a contest and then the Hazard Briefing Register for suggested points to be covered in the pre-contest briefing.

It should be noted that the suggested briefing notes contained in the Pre-Contest Readiness Checklist, the Hazard Briefing Register and the Risk Register; are provided as prompts and not mandatory controls. Clubs conducting risk assessments should undertake their own due diligence to consider local conditions and the club's resourcing to mitigate risks effectively.

PROVIDING APPROPRIATE CONTEST EQUIPMENT

Your club will typically have a standard 'guide' of equipment used for hosting contests. This equipment should be well maintained and provided in good working order for every contest. Some of this equipment helps to operate the contest while others provide valuable safety protection.

The standard operational equipment might include:

- Marquees
- Benches
- Tables
- Chairs
- Flags
- Contest Signage
- Wax
- Club trailer
- Timing siren

The recommended contest safety equipment might include:

- Rashies
- Sunscreen
- Mobile phone (N.B. It is recommended that contests only be held in areas with mobile phone coverage).
- Water
- Public address/Megaphone (loud hailer)
- First aid Guide (including spinal board and basic resuscitation equipment)

A committee member should be assigned to maintain an equipment inventory that sets out all this equipment with a maintenance schedule for checking, repairing and replacing as required. They should also maintain all equipment and ensure it is provided for all contests.

PROVIDING ADEQUATE MEDICAL CARE INCLUDING EQUIPMENT & QUALIFIED FIRST AIDERS

First Aid

Certain committee members should possess relevant senior first aid and resuscitation qualifications. At least one first aid qualified person must attend every contest. The club should keep a copy of the first aid qualifications held by committee members for their records. During contests the first aid officer must be available to all club members and they should have access to appropriate first aid facilities including a well-stocked first aid kit, spinal board and basic resuscitation equipment.

Ambulance Access

There should be adequate vehicular access to every contest site in the event of a medical emergency requiring ambulance attendance. Take this into account when planning and selecting event sites.

Bronze Medallion/Surf Survival

It is advisable that the committee identifies club members who possess a current Bronze Medallion &/or Surf Survival qualification. Like first aid officers it is recommended that people with these qualifications are encouraged to attend surf contests.

In the absence of Bronze medallion or Surf Survival qualified persons, club contests should be held near lifeguarded beaches to provide speedy access to local Council lifeguards &/or Royal Lifesaving Society volunteers in an emergency.

ENSURING ALL SURFERS ARE COMPETENT & NOT PLACED IN SITUATIONS BEYOND THEIR SKILL LEVEL

While it could be assumed that most surfers who have grown up in the waves are good swimmers, this may not always be the case.

Boardriders clubs have a duty of care to their members that requires that they do not place them in situations that may cause harm to their welfare. Most surfers have been in a situation at one point or another where their leg

rope has snapped, and they have been forced to swim to shore. It is suggested that club's formally ask members to disclose their swimming ability as part of their membership application.

In response to this disclosure special consideration should be given to anyone who is not a capable swimmer by:

- recommending appropriate training to improve their competence as a swimmer.
- ensuring they do not surf in conditions out of their depth.
- providing additional on-land and in water 'spotters' to assist in the event the person gets into trouble where surf conditions are deemed to present an acceptable level of risk to the surfer (by the Contest Director).

KEEPING APPROPRIATE RECORDS

Records provide evidence that your club has carried out its duty of care by maintaining records of risk treatments and of incidents that have been reported. Balancing what gets documented against operational needs of the contest is reasonable, however maintaining a high standard of record keeping is important.

These records might include:

Equipment Maintenance Records

A log should be maintained of all contest equipment including any maintenance or replacement of equipment and the dates of these activities.

Training and First Aid Qualification Records

A record should be maintained of all club committee members who possess first aid qualifications. A copy of the actual first aid qualification should be kept. The club should monitor the expiry dates of first aid qualifications and ensure that there is always a first aid qualified first aid officer available at each contest.

Working with Children and Background Checks

The development of junior surfers is essential to a successful boardriders club. While duty of care applies to all members, there is a special duty that applies to people working with minors under the age of 18.

These duties relate to:

- Background checks for people working with children
- Supervision of children; and
- Briefing under 18's at contests on contest rules and guidelines
- All Competition Judges and Staff must have the appropriate state Working With Children Checks

Background Checks

A person who has been convicted of an offence against children (in any state) is prohibited from child-related work - including volunteering. Each state has different requirements for people volunteering to work in any organisation with children. In Queensland, for example, there is the Blue Card system that is implemented by the Commissioner for Children and Young People and Child Guardian. In other states there are differing Working with Children (WWC) background checks to be met. All clubs must be aware of all WWC requirements and ensure that they are being met.

	NSW	QLD	VIC	SA	TAS	WA
Paid Staff	WWCC	Blue Card	WWCC	Employment Screening or WWC	WWCC	WWC
Volunteer	WWCC	Blue Card	n/a	Employment Screening or WWCC	n/a	WWC

Supervision of Children

Boardriders clubs must ensure that people under the age of 18 are closely supervised while at contests and club functions. It is preferable that younger surfers are accompanied by their parent or guardian while competing. If young surfers attend boardrider contests unaccompanied, then the following strategies are recommended:

- Not leaving contest area alone throughout the day
- Attending public toilets in groups
- Maintaining a Contest Attendance Record with sign in and out of minors
- Children to notify officials when leaving the contest site at end of contest
- Providing surf 'spotters' on boards during contest
- Restricting or cancelling junior competitions in heavy surf and sea conditions

- Providing adequate shade and cover from the elements
- Providing adequate water and sports drinks to maintain fluid levels
- Providing a pre-contest briefing to all minors setting out rules of the day

Contest Attendance Records for Juniors

While club's usually record who has competed in each competition, due to the extra duties imposed by WWC laws, it is suggested that clubs also maintain a 'sign-in and out' roll of attendance covering all juniors competing.



PRE-CONTEST CONTEST CHECKLISTS

Pre-Contest Checklists are a valuable tool for documenting how potential contest risks are being addressed. This demonstrates the club's committee has taken an appropriate level of due diligence in the event's plan.

Completion of these Checklists can include:

- Pre-Contest Readiness Checklist
- Sea and Weather Conditions
- Contest Safety and First Aid
- Equipment Checklist
- Hazard Checklist
- Emergency Planning
- Hazard Briefing Register
- Accident/Incident Reporting Forms

Accident and Incident Reports

The club should document any incidents involving personal injury or with the potential for further legal action against the club. It is good practice to document any incidents and near misses straight after they have occurred. Consideration should be given to the cause/s of the incident and what preventative action can be taken to prevent it from recurring.

How Long should you Keep Records?

Recent civil liability reforms have set limitation periods for personal injury claims for negligence in the states. The limitations set out the period in which an aggrieved party must make a legal claim against the club (if they were involved in an accident). Given the party can take several

years to lay a claim it is advisable to keep good records relating to incidents and risk assessments. These should be kept in a safe place.

INSURANCE

As a typical condition of your insurance you may be required to:

- ensure all members have paid their joining fee and have signed the relevant authorisations.
- take reasonable efforts to manage risk to members and the impact of club activities on members of the public both while surfing and on land.
- report all known incidents to the insurance broker and any official club activities that may represent an increased level of risk (i.e. team building exercises, excursions to the snow, skateboarding, etc).
- fully understand and comply with the terms and conditions of your policy.

Failure to comply with these conditions may render your insurance invalid and your members without adequate coverage.

Note: As insurance usually only covers paid members it is important that no one competes in a club contest without having their membership fees fully paid and that they have signed the appropriate application forms.

It is your responsibility to ensure that you have the appropriate insurance for your club. Please refer to Chapter 2 for all the necessary details.

COMMUNICATIONS

Club communications play a vital role in providing important information to members and the public. The following section sets out some of the areas that club communications should focus on:

Website

Your club's website is an important point of communicating with your members for areas such as:

- Safety information for juniors wanting to compete: (i.e. Parent/guardian consent requirements)
- Membership Forms and Waivers
- Contest Rules and Equipment
- Basic Insurance Information – (Public liability and personal accident)
- Incident Report Forms
- Club Code of Conduct

Contest Public Address

When hosting contests at any location along the coast, you should be able to communicate with competitors and officials while they're in the surf. While the contest flag system is the most recognised way to tell competitors of the status of the contest, some form of public address or portable loud hailer is recommended to supplement other sources of communications in the event of an emergency.

Communications where the use of public address may be warranted:

- Shark alert
- Tsunami warning
- Stinger alert
- Search and rescue/missing persons
- Urgent medical assistance required
- Surfer in trouble

Contest Signage

We share our beaches with many people, including; other organised groups, surf lifesaving groups (nippers), professional lifeguards, surf schools and the general public.

Highly visible signage should be installed adjacent to the contest area warning other beach users of the competition under way.

INDEMNITY, COMPLIANCE AND OTHER CONSIDERATIONS

Entry Form Waivers

A waiver is a form of voluntary risk transfer. People that sign a waiver as part of their membership surrender some of their rights to make a claim against your club if they incur a loss resulting from club activities.

Boardrider clubs should consider the inclusion of a waiver clause in their membership application/renewal forms as a means of reducing potential exposure to civil action against the club. Inclusion of such clauses may provide an additional layer of protection (to the extent allowable by law), in addition to personal accident insurance provided. For more information on risk waivers and appropriate wording contact your insurance broker.

Council Permits

Some club contests do occur on land managed by a local council. The rules for operating organised activities on public beaches vary from council to council. In some cases, an official permit may be required to allow such activities to take place. The permit may stipulate certain conditions and require an annual application fee.

Your club's committee should contact the local Council where your contests are held and ensure that you carry the appropriate permits.

Food Safety

Club BBQ's and other social functions play an important part in the club's social fabric. However, if food is being served, health and hygiene standards must be met.

These include:

- No handling of food if the food handler is ill.
- Avoid handling ready-to-eat food such as salads and cooked foods by using tongs or other implements.
- Always wear gloves when handling/serving food.
- Do not eat over uncovered food or equipment and utensils.
- No sneezing, blowing, coughing or smoking near uncovered food or equipment and utensils.
- Wash hands well before handling food.

Alcohol

The sale of alcohol carries significant compliance responsibilities under state liquor licensing legislation. To sell alcohol, the club must hold a valid liquor licence and comply with responsible service of alcohol conditions. Each licence may vary depending upon the type of venue where alcohol is sold. Failure to meet these conditions can incur heavy fines and penalties. The safest option is to not sell alcohol at club functions and hire public venues that carry an existing liquor licence for official club functions where alcohol is to be enjoyed by members (over 18 years of age).

Civil Liability

Given boardriders clubs are run by volunteers, it is important to note that in most states civil liability legislative reforms provide some protection for people operating in volunteer positions against legal action taken against them while acting in good faith. These changes to the law now limit the legal liability of volunteers if injuries are sustained that may have resulted from their actions or omissions while they were diligently discharging their responsibilities for the club.

Pre-Existing Medical Conditions

Some people may carry underlying health conditions that are exacerbated under exertion while surfing or undertaking strenuous activity. Clubs should ask all members to disclose any pre-existing medical conditions. Where potentially serious medical conditions are identified it is advisable that:

- The club requests a medical certificate from the person's doctor permitting their participation; and
- The club notify their insurance broker to ensure they are covered under the club's personal accident insurance policy

Major Events

Some clubs host larger contests requiring a more detailed level of risk assessment, risk management and event planning. Special consideration should be given to these due to the risk profile of the event and the potential for things to go wrong.

Larger contests can introduce risks involving:

- Structural integrity failure from wind and weight loadings affecting scaffold and other temporary structures
- Increased contractor liability under OH&S laws due to the engagement of contractors (or 'unofficial' work in kind arrangements with suppliers)
- Crowd safety planning, crowd control and security
- Detailed emergency management planning and coordination with emergency services

- Additional permit requirements with council
- Electrical safety for temporary power installations
- Working from height considerations for installers of audio towers
- Additional environmental considerations from waste management on beach and coastal areas
- Increased traffic and transport

A more formalised risk assessment is advised for large scale events by using the risk assessment tools set out in:

- Risk Assessment Definitions
- Risk Evaluation
- Risk Register

Additional assistance and resources may be required to ensure an appropriate level of risk planning commensurate on the size of the event.

Note: It is not uncommon for boardriders clubs to use value in kind services and donations from suppliers to host such events. It is important that the formalised risk assessment and supporting contractual information clearly sets out who has responsibility for delivery of these services and who carries the liability in the event of an incident involving one or more of these suppliers.

Ultimately, it is however the event's reputation that is likely to be damaged by such incidents and therefore the club should take an active role in overseeing any supplier activities to ensure appropriate safety checks are completed and that the supplier is meeting their legal obligations under OH&S legislation.

HAZARDS AND RISKS

Hazards are the causes of safety risks. A sand bar at low tide is a hazard to surfers who risk spinal injuries from landing 'headfirst' while surfing. There are numerous hazards for surfers taking part in club contests and likewise for contest organisers. These hazards need to be:

- A. Identified systematically; and
- B. Addressed diligently

This guide identifies some of the generic hazards likely to be encountered while conducting a club surfing contest. Club contest organisers are encouraged to identify these prior to each competition and document appropriate controls. In some cases, the most appropriate course of action is to provide information about the hazard to all surfers competing during a Pre-Contest Briefing. Club officials should use the Hazard Identification Checklist (as part of the Pre-Contest Readiness Checklist – see Appendix 6 - C) to identify any hazards, and then use the Hazard Briefing Register for the corresponding pre-agreed 'Briefing' notes for each hazard identified (Appendix 6 - D).

How Can You Assess Risk?

Risk management is about common sense. In most boardriders clubs, their committees are a group of good surfers who have experience in hosting local contests. This experience and intuition go a long way to ensure that we don't take big risks and that things run smoothly.

However, we also need to utilise tools to demonstrate that we have addressed risks, followed a procedure and documented our efforts.

This is done by:

- Going through a risk assessment: and
- Documenting risk treatments

Risk Management Standard

There is an International Standard for Risk Management known as ISO 31000.

This is a guidance standard that sets out a process for managing risk.

It involves:

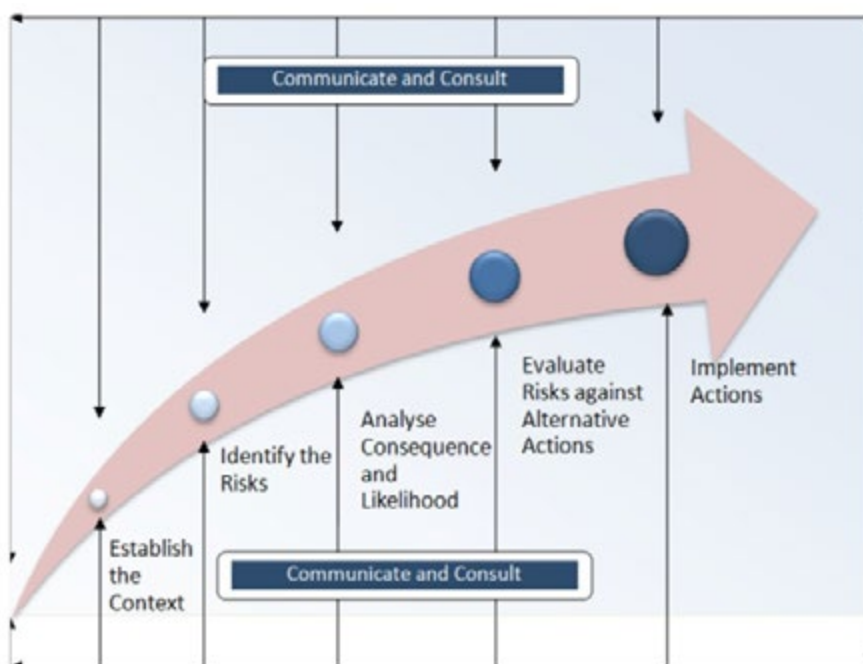
- Establishing the context of the risk assessment
- Identifying the risks (or hazards for safety risks)
- Analysing the risks in terms of consequence if the risk happens and the likelihood that it will occur
- Evaluating alternative actions for addressing the risk against a pre-defined criteria; and
- Implementing those actions

Throughout this process the risk assessor should:

- Monitor each part of the process and go back to any stage if new information comes to hand; and
- Communicate and consult widely with the people involved in the risks

Risk Assessment

This process is reflected below:



The identification, analysis of consequence and likelihood; and evaluation of risks forms the Risk Assessment component of risk management.

Risk assessment is a process that is documented in a Risk Register. The Risk Register provides a table of all the risks, your analysis and courses of action or treatments.

Surfing Australia has developed a Risk Register for boardriders clubs, supported by a spreadsheet that you should customise to the environment of your club. It is detailed below.

Establish the Context

For the purpose of your Risk Register, the context relates to the location where you host club contests.

It considers risks with a consequence that could be:

- Surf safety
- Public safety
- Legal compliance
- Financial loss
- Image and reputation
- Contest disruption
- Environmental impact

Identify the Risks

You can identify risks and their causes (hazards) from many sources.

They might include:

- Workshops
- Industry magazines or news media
- Newsletters from Surfing Australia, state surfing associations, Surf Life Saving Australia; and/or
- Inspections and observations

Risks might involve:

- People
- Surf conditions
- Club administration
- Equipment and property
- Environment, weather and the sea

When documenting risks in your Risk Register, describe them in detail so everyone can understand what it is and assess it objectively.

A POOR EXAMPLE	A GOOD EXAMPLE
<p><i>“Spinal injury to surfer”</i></p> <p>From this it is difficult to assess consequence and likelihood as we don’t know what the activity involves. Be less vague and more specific.</p>	<p>However, if the risk is described as:</p> <p><i>“Serious spinal injury sustained by surfer from hitting head on sandbar during contest heat at low tide”</i></p> <p>This is specific and helps you complete the risk analysis effectively.</p>

Analyse Consequence and Likelihood

These are a set of definitions that help you analyse risks. They involve simple definitions for Consequence and Likelihood. When analysing any risk, you should consider:

- The cause or the underlying hazard;
- Considering your current actions to control the risk;
- Whether you are assuming the most foreseeable consequence or the worst-case scenario?
- Whether there are any other assumptions you need to make?

These Risk Assessment definitions can be modified to suit the needs of the club.

Evaluate alternative actions for addressing the risk against a pre-defined criteria

Define the Risk Score based upon either:

- Where each risk sits in the Risk Matrix; or
- How large is the risk score?

RISK IS TYPICALLY MEASURED AS THE PRODUCT OF CONSEQUENCE AND LIKELIHOOD

This can be measured in either words or numerically as the associated Scores for Consequence and Likelihood.

For example: 25 (Risk) = 5 (Consequence) x 5 (Likelihood)

1. Compare the Risk Level with your Risk Criteria.
2. Select an appropriate action or actions based upon whether the risk is acceptable or not.

Select an Appropriate Course of Action

Pick the appropriate course of action based upon the level of risk. Define the person who is responsible for that action and when that action needs to be implemented. Actions can be known interchangeably as 'controls' or 'treatments'.

Implement the Action

Set an action plan and follow up procedure to ensure all risk controls documented in the Risk Register are fully implemented.

WHEN TO CONDUCT A RISK ASSESSMENT?

The Pre-Contest Readiness Checklist is a risk assessment and recording tool. The Risk Register is a more formalised form of risk assessment than checklists. It is recommended that this assessment be:

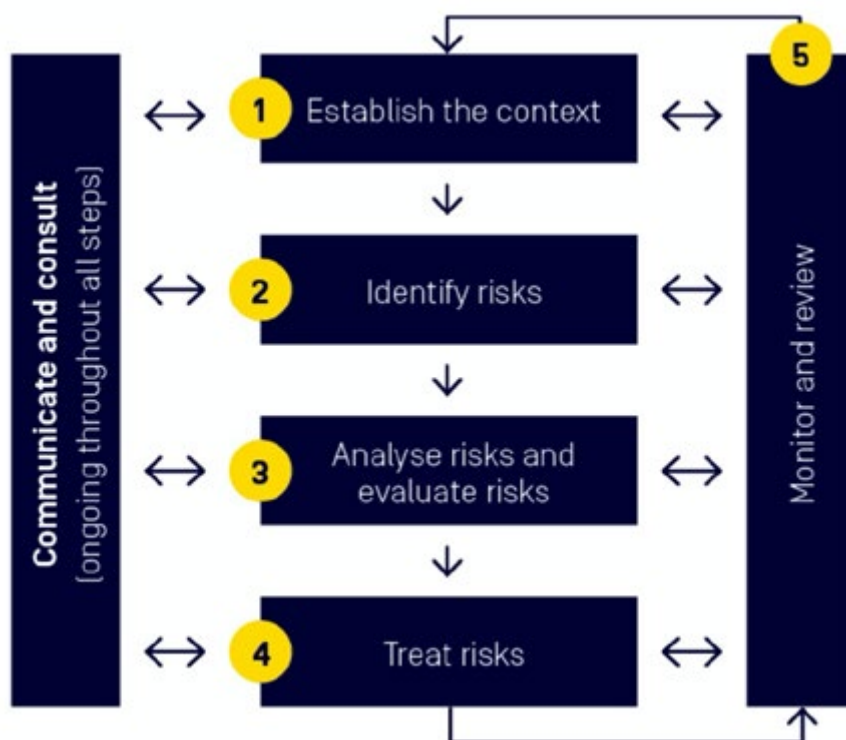
- Conducted in full at least once per year by the club's committee
- Reviewed at least once per year every six months
- Conducted each time the club is planning any larger event or is planning to undertake activities that are not those usually undertaken. (i.e., proposing contests at a new location, etc).

Pre-Contest Readiness Checklists are also a form of risk assessment.

These should be completed prior to every club contest.

Risk Management Process

The Risk Management Process is detailed in the diagram below. For further information on this topic, visit: https://www.sportaus.gov.au/club_development/governance#risk_management



APPENDIX 6

Appendix 6 – A: How to Use Your Risk Register Spreadsheet

Appendix 6 – B: Boardriders Risk Management Policy

Appendix 6 – C: Pre-Contest Readiness Checklist

Appendix 6 – D: Hazard Briefing Register

Appendix 6 – E: Accident / Incident Report Form

Appendix 6 – F: Risk Assessment Definitions

Appendix 6 – G: Risk Evaluation

Appendix 6 – H: Risk Register

Link to files:

https://www.dropbox.com/sh/czw49o1prpjmhh/AACdXCyDWLchh_h7U0VjqRwNa?dl=0

DOING WHAT YOU DO BEST – SURFING EVENTS

7





OVERVIEW

Events are the backbone of every successful club. They are a chance for members to interact, compete, support each other and strive to reach their individual and group goals. From volunteers and judges to competitors and spectators, these events should provide fun, safe and entertaining experiences that everyone can enjoy and look forward to.

BENEFITS OF RUNNING A SUCCESSFUL EVENT:

- Club members get to experience competition surfing
- Revenue is generated through contest entry fees, sponsor involvement, raffles, BBQs etc
- Opportunities for volunteer club members to gain valuable experience by actively engaging in certain committee roles (e.g. judging panel)
- Potential to enhance the club profile through publicity and media exposure
- Potential to attract new members and retain existing members

HAVING AN EVENT PLAN

The advantages of having a basic event plan

By having a plan in place for your event, you'll be organised, confident and prepared to handle any adversities that may arise. These can range from simple logistics such as having enough car parks to more serious concerns like safety and first aid.

By planning for risks, you can develop contingency plans to pre-empt potential problems or threats and ensure you are not caught unprepared.

What should your club include in your event plan?

The checklists below will help you to 'tick off' necessary elements needed to bring a successful event together. This is a guide only and can be added to or simplified to fit the size and scope of your event. Some of these tasks will also be ongoing and span across multiple stages of the event-planning process.

Pre-planning

TASK	DUE DATE	COMPLETED
Council Permission		
Insurance		
Risk Management Policy and Plan		
Alternate Beaches		
Liaise with Sponsor		
Liaise with Council		
Liaise with Lifeguards		
Budget		

Pre-event / Planning Stage

TASK	DUE DATE	COMPLETED
Accommodation		
Amenities		
Permits		
Booking Fee		
Catering		
Contact List of Event Organisers		
Directions		
Emergency Call Out		
Emergency Services, vehicles etc		
Maps & Directions		
Entertainment		
Equipment Hire		
Equipment List		
First Aid		
Communications / Marketing / Promotions		
Notify Local Authorities		
Sound System/Music/PA System		
Local Marine Authority		
Parking		
Personnel (Judges, First Aid, Work Crew etc.)		
Power		
Public Transport Schedules and Info		
Radio		
Security		
Signage		
Site Layout		
Sponsors		
Transport		
Waste Removal		
Water Safety		
Website & Social Media Information Updates		

During Event

TASK	DUE DATE	COMPLETED
Accident Report Booklet on Site		
Amenities monitored (cleaned, cleared etc).		
Entry Fees Paid		
First Aid Officer Present		
Event Set Up		
Conditions Checked and Assessed		
Commentators, Security, Judges Present		
Ongoing Liaising (When Appropriate) With: Lifeguards, Public, Media, Emergency Services, Maritime Authority etc)		
Presentations		

Post Event

TASK	DUE DATE	COMPLETED
Waste Removal		
Event Packed Down		
After Party		
Equipment Returned		
Post Event Evaluation		
Event Activation Reports		
Press Release / Media		
Thank You Letters (sponsors, council, volunteers etc)		

DOES YOUR CLUB HAVE EVENT INSURANCE?

The insurance provided in your boardrider club affiliation package covers you for your club rounds, however, for any

other event you club is hosting, please contact your state association for guidance.

EVENT STAFFING

The most successful events are those where the responsibilities are shared evenly throughout the crew, (although it is necessary to have one person to oversee proceedings as a whole). A suggested list of roles is included below.

****Note: Some of the job descriptions below are for a state or national level event, therefore not all positions will need to be covered in a local board rider or regional title event.***

Event Coordinator

Creates and controls the event mood as agreed in conjunction with event sponsors. Prepares the event format and schedule and ensures that everyone is contributing by fulfilling their assigned tasks. Reports directly to the event sponsors and liaises with the Event Director.

Contest Director

Ensures the surfing aspect of the event runs on schedule and according to the rules, and that staff are not making any errors. Reports to the Event Coordinator and works with the Head Judge. Also posts daily event schedule on the official notice board.

Head Announcer

Brings the event to the spectators in an entertaining and instructive fashion. Leads the Assistant Announcer in getting the surfing information from the bio sheets and computer scoring system to the spectators and surfers. Reports to the Event Coordinator and Contest Director.

Assistant Announcer

Keeps the scoring and biographical information coming, on cue with the Head Announcer. Reports to the Head Announcer.

Head Judge

Assembles the group of local judges. Cannot overrule the judging panel's decision concerning interference and priority, unless the majority of the judges did not see the incident. Reports to the Contest Director.

Local Judging Panel

Selected by Head Judge as the best approved local talent to be judging the more important events. TIMERS, DISC OPERATORS, and SPOTTERS Work on a rotation basis, calling colours, operating priority and timing discs. Report to the Contest Director but get directions from the Head Judge.

Beach Marshall

Ensures all competitors are checked-in for their heats, have their correct vest colours and are briefed with the event rules. Should be provided with a rule book, together with a list of the following information: heat time, number of scoring waves, maximum number of waves, describe disc colours and horn blasts (GREEN until 5 minutes remaining, YELLOW until end of heat, one horn to start, and two horns for end of heat), describe and show Timing Disc Location, Prone-in after heat, when to paddle out and where to wait for start of heat. The Marshall report to the Contest Director and receives instructions on the Judging Criteria and rules Head Judge.

Work Force

Used to set-up and pull-down the event site and for daily placement of the competition area flags and the event promotional banners, etc. Reports to the Contest Director for set-up and the Event Coordinator for the promotional materials.

THE BENEFITS OF HAVING AN EVENT BUDGET IN PLACE

An event budget is a financial plan for your club to set out the predicted costs associated with running an event. Having a budget in place will help you to forecast your expenses and serve as a great reference to look back on when planning similar events in the future.

Budget Example

Income

DESCRIPTION	DEFINITION	AMOUNT
Members Fees		
Sponsorship		
TOTAL Income		

Post Event

DESCRIPTION	DEFINITION	AMOUNT
Personnel		
Judges Total		
Head Judge Total		
Beach Marshall Total		
Equipment		
PA/ Generator Total		
Computer Hire Total		
Essential Items		
GST Total		
Trophies Total		
Banners Total		
T-shirt Total		
Insurance Total		
Administration		
Contingency (local permits etc) Total		
Total expenditure Total		
Total Revenue Total		
Outcome Total		

Note: This budget is to be used as a guide to manage an event, all aspects do not have to be included.

SHARK SMART PRINCIPLES

1. LOCATION & TIME CHOICE

1. Avoid surfing in or near river mouths, particularly after heavy rainfall periods
2. Avoid surfing outer banks where surfers need to paddle over 20 metres through gutters
3. Do not run surfing sessions after dusk, at night, or before dawn as these times may be more dangerous.

2. VISUAL INSPECTION

Prior to sending surfers out in the water conduct the below inspections.

- Ensure you review:
 - The water clarity;
 - Presence of schools of fish in the water; and
 - Signs of any bird activity.
- If any of the above conditions are present do not send surfers out in this location. If conditions change during a session to include any of these conditions, remove the surfers from the water and either cancel the session or move the session to a safe location.
- Do not rely on the presence of dolphins to indicate the absence of sharks- they often feed together.
- Obey lifesavers' and lifeguards' advice, and heed all sign and safety warnings.
- Avoid running Surf and SUP School sessions where animal, human or fish waste enter the water.

3. PRE-SURF SAFETY BRIEFING

- Advise surfers of where to surf in the line up;
- If coaching on the beach, demonstrate to surfers that you have a whistle. If a signal is given via the whistle (one long whistle blast) in conjunction with the 'exit water and return to shore immediately' hand signal (one hand raised straight up above the head) the surfers are to come to shore immediately;
- If coaching in the water, ensure participants are aware of the exit water' signal (hand straight up);

- Notify/remind surfers to be aware of their surroundings and that if they sight a potential shark, to alert all surrounding surfers and paddle straight to shore and advise coach (if not in water);
- When coaching from shore and where possible, complete coaching from an elevated location or dune to increase visibility.

4. IN THE EVENT OF SIGHTING

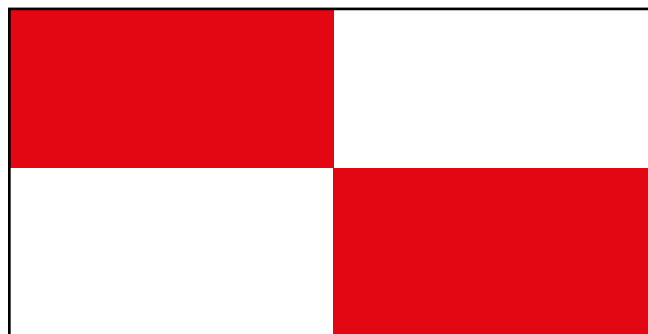
If the coach spots shark from shore:

- Coach must evacuate the water immediately by continuously blowing the whistle;
- Use hand signals for return to shore (two arms straight above head);
- If beach signal flags are available use red and white quartered flag to signal emergency situation.

If the coach/a participant spots the shark from in the water:

- Use hand signals for emergency evacuation (both arms straight above head);
- Coach/participant to notify all surrounding surfers and paddle straight to shore;
- Coach to account for all surfers;
- Once sighting is confirmed (not a hoax) cancel the session and notify local lifeguards and/or police.

RED AND WHITE QUARTERED FLAG



Emergency evacuation - indicates that people should leave the water immediately due to an emergency.

SHARK SMART PRINCIPLES

5. IN THE EVENT OF AN ATTACK

If a participant is attacked by a shark:

1. Call 000;
2. Evacuate the water immediately, continually blowing the whistle and using hand signals until all surfers have started moving to shore;
3. Assess the situation to retrieve the surfer using flotation device including a surfboard; and
4. Implement first aid until emergency crew arrive.

****Note: Please refer to Chapter 9 for innovative ways of attracting club sponsorship for your event, fundraising for your event, and grant opportunities.***

****Note: Please refer to Chapter 6 for what your club should be considering in relation to Event Risk Management.***



Emergency evacuation alarm - both arms held vertically above the head.

APPENDIX 7

Appendix 7 – A: Heat Draw Template

<https://www.dropbox.com/sh/ok6z5rvvjbfj6cf/AACHos3bl4Rn8NOZFuMKEwaKa?dl=0>



STAYING ON TOP OF YOUR CLUB'S FINANCES

8



OVERVIEW

This chapter endeavours to clarify the position and role of the financial manager/treasurer, to outline the skills and attributes that may help treasurers be successful in their role, and to detail the responsibilities of the financial manager/treasurer as a manager of financial resources in clubs.

YOUR CLUB'S BUDGET

Creating a budget is vital in keeping your financials in order. When creating your budget, provide as much detailed information as possible. The end result will show where your money is coming from, how much is there and where it is all going.

What is the benefit of your club having a budget in place?

A budget will ensure there is a clear financial vision in place, forecasting expenses so that everything is planned and accounted for. Budgets can then be used to help plan the next financial year, and to review previous year's financials to make more accurate forecasts and plan effectively.

Who is the best person to manage the club's budget?

The Treasurer is the best person to manage the club's budget. The person in this position should have some understanding of finances to be able to assist the club.

How does the key information from the club's budget get communicated to your members?

Once the budget has been finalised, it should be released to club members during the AGM.

DEVELOPING YOUR CLUB'S BUDGET

Gather every financial statement you can.

This includes bank statements, investment accounts, recent utility bills and any information regarding a source of income or expense. The aim for this process is to create a monthly average so the more information you can dig up the better.

Record all your club's sources of income.

If you are self-employed or have any outside sources of income, be sure to record these as well. If your income is in the form of a regular paycheck where taxes are automatically deducted then using the net income, or take-home pay, amount is fine. Record this total income as a monthly amount. This should usually come in the form of memberships, sponsorships, grants etc. Be sure to only record income that has been confirmed, not "anticipated". Record this monthly income as a total amount.

Create a list of your club's monthly expenses.

Write down a list of all the expected expenses you plan on incurring over the course of a month. This includes a mortgage payment, car payments, auto insurance, groceries, utilities, entertainment, dry cleaning, auto insurance, retirement or college savings and essentially everything you spend money on.

Break down your club's expenses into fixed and variable expenses.

Fixed expenses are those that stay relatively the same each month and are required parts of your club's operations. They included expenses such as your mortgage or rent, car payments, cable and/or internet service, trash pickup, credit card payments and so on. These expenses are essential yet not likely to change in the budget.

Variable expenses are the type that will change from month to month and include items such as groceries, gasoline, entertainment, eating out and gifts to name a few. This category will be important when making adjustments.

Total your monthly income and monthly expenses.

If your end result shows more income than expenses you are off to a good start. This means you can prioritise this

excess to areas of your budget such as retirement savings or paying more on credit cards to eliminate that debt faster. If you are showing a higher expense column than income it means some changes will have to be made.

Adjust your expenses.

If you have accurately identified and listed all your expenses the ultimate goal would be to have your income and expense columns to be equal. This means all your income is accounted for and budgeted for a specific expense.

If you are in a situation where expenses are higher than income you should look at your variable expenses to find areas to cut. Since these expenses are typically not essential it should be easy to shave a few dollars in a few areas to bring you closer to your income.

Review your club's budget monthly.

It is important to review your budget on a regular basis to make sure you are staying on track. After the first month take a minute to sit down and compare the actual expenses versus what you had created in the budget. This will show you where you did well and where you may need to improve.

Added budget sample templates

ACTUALS		BUDGET
INCOME	LAST YEAR \$\$	PROJECTED \$\$
Membership Fees		
Event Income		
Merchandising		
Sponsorship		
Interest Received		
Grants		
Other Income		
Total Income		

Expenses

	ACTUALS	BUDGET
State Affiliation Fees		
Accountancy Fees		
Bad Debts		
Banks Charges		
Capital Expenditure		
Electricity		
General Expenses		
Insurance		
Interest		
Leasing		
Legal Fees		
Motor Vehicle Expenses		
Newsletter		
Printing And Stationary		
Promotions		
Purchases (Merchandising)		
Entry Fees		
Rent		
Repairs and Maintenance		
Salaries and Wages		
Staff Training		
Competition Team Expenses		
Subscriptions		
Superannuation		
Telephone and Fax		
Travel and Accommodation		
Total Expenses		

WHAT RECORDS SHOULD YOUR CLUB MAINTAIN?

The treasurer/finance manager must maintain the following records:

Member's Subscription Records - This should be recorded in a database format listing all members, including name, contact details and their subscription payment details.

Cash Receipts Record - A summary listing of the money received according to the receipt book. To keep an accurate record, receipts should be issued for every amount of money received.

Cash Payments Record - A summary of the cheque book and all cash payments made.

Assets Register - This should include both current and fixed assets. Current assets include cash, materials, accounts receivable (e.g. money that is owed to the club) and prepaid expenses. Fixed assets include land, buildings, equipment etc.

Liabilities Record - This indicates the total monies owed by a club and includes both current and non-current liabilities.

Current liabilities include bank overdrafts, short-term loans and accounts payable while non-current liabilities include long-term loans.

Contracts (including Leases)

Contracts including leases are legal agreements that commit the club to fulfilling certain requirements or obligations, often financial. It is advisable to maintain a record of contracts, including such details as commencement date, term, and frequency of payments, amount to be paid and any other special conditions that need to be fulfilled.

GETTING A GRASP ON 'INCOME AND EXPENDITURE'

Cash book

The cash book records all the club's receipts and payments on a daily basis. At the end of each month, the figures recorded in the cash book are checked against your bank statements. It is also a good practice to summarise what the club owes people (the club's creditors) and what money other people owe the club (the club's debtors).

To determine the cash balance, simply total the receipts and deduct payments. Other items that will alter the cash balance are bank interest and charges, unrepresented cheques, dishonoured (bounced) cheques, and direct credits or debits from other accounts.

The cash book opening balance for each month becomes the closing balance from the previous month. If you want to save money and use just one cash book, you can record receipts in the front of the cash book and payments in the back.

Receipts

Details of receipts are recorded in cash book columns. Columns can be drawn up with the types of income expected. These are often the same as those identified in the income side of the club's budget. Receipts are entered in three places, depending on the amount of detail you want and the type of cash book you buy. Receipts are entered in the amount column, under its income type, and in the banked column when banked. Often the banked figure will be an accumulation of all money received since the banking was last carried out. Listing individual amounts by banking date gives the opportunity for cross-checking to be carried out. All incoming cash and cheques must be banked promptly. It is unwise to use money without it first being banked as it may become impossible for the treasurer to keep track of what is going on. It is also essential that all cash and cheques received be banked without any deductions being made. Tally all receipts at the end of each month. Monthly totals are accumulated to give a record of receipts for the year to date. In some cases, quarterly reports may be required. When this happens, it is more efficient to calculate cumulative figures month by month for each quarter rather than doing it for the entire year.

Be sure to enter the total amount of cash and cheques received daily. When receipting cash or cheques, make sure you enter the correct date and amount, and issue them promptly.

Payments

As with receipts, each column may be drawn up to reflect items of club payments as identified in the expenditure side of the club budget. Every time a cheque is issued the details should be entered in the amount column. The amount column will operate as an indicator of total club expenditure. Then write the amount in the appropriate expenditure column. At the end of each month the columns should be tallied for presentation to the club committee. At this stage, comparisons can be made against the budget to see whether expenditure is proceeding as planned. All accounts received are required to be paid strictly according to their terms, usually between seven and 30 days of receiving an invoice or claim from a supplier. It is usually the club treasurer's responsibility to prepare cheques for approval and signing at club meetings.

Although the treasurer has the power to make payments between meetings, it is a good practice to have any such payments ratified at the next meeting. List all receipt numbers issued and cheque sequences used for the month and any cancelled cheques for ratification at the management meeting.

In general, all payments will be for budgeted items and can therefore be paid subject to ratification.

The management committee minutes should record the authorisation for major expenditure.

Prompt payment will generally ensure the goodwill of trade's people. Prompt payment of out of pocket expenses of volunteers also generates goodwill within the club.

Whenever you make a cash or cheque payment, write the details in the payments section of the cash book, usually found at the back.

INCOME AND EXPENSE SUMMARY

An itemised summary of income received and all expenses on a monthly basis.

Balance Sheet

Provides an overview of the overall wealth of the club by comparing its assets (what it owns) with its liabilities (what it owes). This will indicate the net wealth of your club.

Bank Reconciliation Statements

Ask your financial institution to send monthly account statements. Try to time these just prior to the monthly club meeting. Check the statement against your cash book to ensure they are the same.

Remember that there are items that may slightly alter the bank balance interest and charges, unpresented cheques, dishonoured (bounced) cheques, and direct credits or debits from other accounts. A copy of the monthly statement is usually made available for the benefit of the club's auditor. The bank statement shows all movements of funds in and out of an account. To obtain a clearer picture of the club's financial position the cash book balance is reconciled against the bank statement once a month.

The Budget Related Report

This type of report provides far more detailed information than the basic monthly report. It enables the club management committee to track income and expenditure and make decisions based on the budgeted targets for the year. This report is closely related to the cash book and annual budget. Presenting this type of report will take little time once the cash book and budget are established. The budgeted figures for each item of income and expenditure will remain unchanged throughout the year. The figures that change will be those tallied at the end of each month and added to the year to date column.

Petty cash

Petty cash is for small amounts paid by cash. A cash cheque is drawn on the club account for a small amount and all expenditure from this is recorded and receipts retained. Records of petty cash expenditure should be recorded in a petty cash book, not the club cash book. Combined petty cash vouchers and register type books can be purchased from your local news agency or stationer. Items bought out of petty cash are for small amounts (e.g. less than \$20.00). Items purchased on petty cash may include milk, pens, fuel, band-aids, etc. Clubs normally carry a petty cash float to handle these payments. It is best to calculate how much cash should be kept on hand and kept in a safe place. It is advisable to try to minimise the size of the float and to include it in your club's contents insurance policy. Petty cash can be issued in exchange for a receipt as a means of reimbursing club members who have used their own money to purchase small items. Cheques drawn to reimburse petty cash should be entered in the cash book. Petty cash should be reconciled monthly and included in the club expenditure for the month and ratified by the management committee.

Cash vs Accrual

The accounting system described in this section is cash based. Cash and accrual accounting are two different accounting standards which use different criteria for recognising income and expenses.

Whilst the use of cash-based accounting systems is adequate for a number of clubs, using an accrual based system provides a more accurate record of a club's financial position and financial performance, but involves more work. Revenue and expenditure have to be matched for the period in which they are incurred. Many clubs, particularly those that are entirely volunteer staffed, do not

have sufficient resources to run accrual-based accounting systems. They use the cash-based system because it is easier to learn and requires less work to keep it up to date. Because the cash-based system does not routinely track accruals (e.g. prepayments such as insurance, unpaid accounts, or unearned revenue such as membership fees), the management committee may not always have complete financial information. Some clubs use a modified cash-based system in that they record income when it is received but record expenses whether or not they have been paid.

WHAT'S REQUIRED TO BE REPORTED AND WHEN

Annual returns

At the end of the club's financial year, the treasurer will need to prepare a set of accounts to be presented to the members at an annual general meeting. These accounts will need to be audited based on the figures recorded in the club's cash book and budget. If an organisation is incorporated, it is required to lodge an annual return (copy of the annual accounts with the prescribed fee) within one month after the annual general meeting with Consumer Affairs in your state. The accounts are to be accompanied by a certificate stating that they have been approved by the members at the AGM on a particular date. An officer of the organisation must also sign these documents.

If your club uses cash basis of accounting, simple annual accounts can be produced from your cash records. There will be two types of accounts necessary:

- A statement of income and expenditure, together with the annual totals from the previous year, if available.
- A statement of assets and liabilities. This account also includes the previous year's figures.

DO YOUR CLUB'S FINANCIAL RECORDS NEED AUDITING?

The term 'audited accounts' means that the financial records of the club have been independently checked by a person with recognised accounting qualifications, as being a true and correct record of the financial operations and position of the club at that time. The treasurer/finance manager must be familiar with the rules/constitution of their club, particularly if the club is incorporated. If the club is an incorporated association, it is usually a legal requirement to have the accounts audited prior to the AGM.

The auditor will need to be provided with:

- The books of account, consisting of the cashbooks, written up and balanced for the year, and journals and ledgers if these records are maintained.
- Bank statements for the whole year.
- Copies of deposit slips and cheque butts; and
- Receipts books containing the duplicates of receipts issued as well as cancelled original receipts.

The auditor also needs to sight books of unused receipts

- Vouchers for payments made, which should be placed in numerical sequence of cheques drawn
- Access to 'paid' cheques from the club's bankers, unless receipts have been obtained for all payments made
- A copy of the minute's book to enable the auditor to review approvals for major items of income and expenditure
- A copy of the last audited statements of account
- The financial statements for the year now being subjected to audit, together with all supporting working papers
- Any other records or evidence the auditor may request.

UNDERSTANDING GOODS AND SERVICES TAX (GST) – A SNAPSHOT

The GST is a broad based tax of 10% applied to suppliers of most services consumed in Australia.

Not-for-profit clubs with an annual turnover above \$100,000 must be registered for GST. If an organisation is registered for the GST, they must obtain an Australian Business Number (ABN) (www.abr.gov.au), which will simplify dealings with the Australian Tax Office (ATO). A club can apply for an ABN by contacting the ATO. (www.ato.gov.au). The GST is payable by clubs on most goods and services sold or supplied in the course of their business. These supplies are called taxable supplies. There are other types of supplies where the GST does not have to be included in the price. These are called input-taxed supplies and GST-free supplies.

The GST is also included in the goods and services that a club acquires for its business. If a club is registered for GST, it can claim a credit from the ATO for any GST included in the price paid for things purchased for the club. This is called an input tax credit. Clubs should obtain appropriate advice about how best to deal with the GST from their accountancy advisor or visit the ATO web site.

DEPRECIATION – A SNAPSHOT

Clubs sometimes set an annual charge, included in membership, to cover depreciation so assets may be replaced in future. As depreciation is non-cash cost it must be recovered out of income. It is a good idea to keep a register of the club's fixed assets.

PAYROLL – A SNAPSHOT

If your club has paid employees it is important to maintain correct financial records of their contract, pay conditions and all other relevant information. Clubs are encouraged to contact the ATO for expert advice on how to handle payroll transactions.

FINANCING AND INVESTING

From time to time the financial treasurer/manager may be called on to provide advice or make recommendations to the management committee about financing the purchase of a major asset (e.g. a new clubhouse facility) or how to invest surplus funds. Because financial institutions offer such a wide range of loan and investment products and services, the management committee should seek independent financial advice about such matters before making firm recommendations about how the club should proceed. Decisions about financing major asset purchases or investing large amounts of money do not occur very often but have significant long-term implications for the financial performance of clubs. Financing and investing activities are regulated to some extent in incorporated associations by the Associations Incorporation Act.

There are several basic principles involved when borrowing funds to finance the purchase of fixed assets:

- Match the term of the loan to the useful life of the asset (e.g. motor vehicle four to five years, new building 10 to 20 years).
- Funds provided by the club should equal or exceed the borrowed funds.
- The club should ensure it has the capacity to service the debt.

Lenders are concerned with the amount of collateral offered in relation to a loan, the ability of the club to repay the loan out of its earnings, the current market value of its assets, and the ease with which the lender could sell the assets. When approaching a financial institution with a proposal to borrow funds, clubs will need to have the following information available:

- The purpose of the loan
- Last three years financial statements (e.g. statements of income and expenditure and balance sheets)
- A cash flow budget for the period of the loan (monthly for first year)
- Details of debtors and creditors

ADDITIONAL RESOURCES

For further information, templates and documents regarding financial issues please access the resources below:

<https://communitydirectors.com.au/tools-resources/financial-management>

<https://www.clearinghouseforsport.gov.au/>

INNOVATIVE WAYS TO HELP FUND YOUR CLUB'S 'WISH LIST'





OVERVIEW

Why should your club fundraise?

Develop an effective fundraising strategy that will convince funding sources – the public, private companies (sponsorship) and the agencies that handle grant monies – that you are an efficient and worthy organisation that will use funds wisely. To do this, the club must be promoted as if it is a product.

The committee responsible for fundraising and sponsorship should be involved in the development of the marketing plan, so it can relate its own needs to their committee.

Fundraising is generally required to fund special developments such as:

- Buildings
- Innovative Events or Projects
- New Programs

Resources raised through fundraising should not be used for operational expenditure.

There should be a separation between the operating budget and funds required for projects, capital or events expenditures.

Raffles, stalls and special functions such as dinners, lunches and dances can be successful strategies for groups to raise money, particularly if they are for specific projects. However, be aware that they can be labour intensive, and there is plenty of competition from other community groups.

TOP 10 FUNDRAISING PRINCIPLES

- 1) The 80/20 rule applies to fundraising: 80% of your income usually comes from 20% of your supporters. Identify who they are and develop a long-term relationship with them.
- 2) People give to people. Make sure your potential donors know the faces behind the names. Identify suitable patrons to become the public face of your project. They may be high profile and respected sports people, business people or other public figures in your community.
- 3) Acknowledge donors to say 'Thank You' with honour boards, annual reports, certificates of appreciation, phone calls and letters from your members.
- 4) Always let people know how much you would like them to give. It makes them feel comfortable and makes you look competent.
- 5) Explain what the donor will receive for his or her donation (e.g., a tax deduction and knowing that they are helping sport).
- 6) Be prepared to test an idea on a small scale, assess if it works before you go to a lot of expense.
- 7) Fundraising activities need modifying from time to time. Look at how you can make some simple changes and try something fresh.
- 8) KISS – Keep It Simple, Stupid. It is an old saying but it works. Do not confuse the donor. Keep it simple and easy to understand.
- 9) Fundraising is a process that requires the help of committed volunteers who will support the project to the end.
- 10) Always tell the truth. Don't be tempted to make your case stronger than it is.

What fundraising opportunities can your club capitalise on?

Each club will have their own unique history, traditions, strengths and culture. Use these to your advantage and turn them into opportunities to capitalise on.

Key types of fundraising opportunities include:

- Sponsorship
- Grants
- Auctions
- Raffles
- Events
- Others left to your situation and creativity

Events

The most traditional and successful means of raising funds for boardriders clubs has been through surfing events. The Kirra teams challenge is an example of a high-profile event that has been developed and conducted by grassroots club participants. Other ideas include; a club raffle, selling chocolates, a dance or disco, sausage sizzle, hiring a movie theatre for an evening and selling tickets, a garage sale, karaoke, poker nights, washing cars, sponsored walks or a mass participation community event.

Other great ideas and information are also available here:

<https://sportscommunity.com.au/fundraising-category/events-functions-and-fundraising-activities/>

The following resources can help you develop strategies, ideas and avenues for raising funds:

<https://australianfundraising.com.au/fundraising-types/sporting-club-fundraising-ideas/>

<https://www.fundraisingdirectory.com.au/category/fundraising-for/clubs/>

<https://sport.nsw.gov.au/clubs/ryc/funding>

<https://asf.org.au/fundraise-with-us/clubs-and-organisations/>



MANAGING FUNDS

How are fundraising initiatives managed and by whom?

As with most financial issues, fundraising should be initiated and managed by the treasurer and secretary. Other members can take on roles to help with the process, but these two members should have the final say on how money is handled.

Does your club need to record, and report money raised from fundraising events?

Yes. Once again this is the domain of the treasurer and secretary. However, it is every member's responsibility to ensure they are collecting, recording and using funds within the bounds of the law. If there are questions about this, you should consult your treasurer and / or committee members.

This legal guide also provides further information on the legality of fundraising:

https://www.nfplaw.org.au/sites/default/files/media/Guide_to_Fundraising_NSW_1.pdf

The legal requirements around fundraising that your club needs to be aware of

Fundraising activities such as bingo, raffles and door knock appeals are regulated by state and territory authorities. The states and territories have their own laws regulating the fundraising activities of non-profit organisations.

Some states focus on regulating fundraising activities undertaken by charitable organisations while others regulate fundraising for more general purposes. In addition, some states have different departments or agencies that look after specific fundraising activities.

STATE DIRECTORY FOR LEGAL INFORMATION

The directory below provides necessary state contacts for you to ensure that your club adheres to state law:

STATE	ADDRESS	PHONE	EMAIL	WEBSITE
NSW	NSW Fair Trading, 60 Station Street Parramatta NSW 2150 or GPO Box 972, Parramatta NSW 2124	(02) 9895 0111	charity.inquiries@finance.nsw.gov.au	www.fairtrading.nsw.gov.au
QLD	GPO Box 3111, Brisbane Queensland, 4001	13 74 68	Contact Form: https://www.qld.gov.au/contact-us#form	www.qld.gov.au/law/fair-trading
SA	Chesser House GPO Box 672, Adelaide South Australia 5001	131 882	lotterylicensing@agd.sa.gov.au	www.cbs.sa.gov.au or www.charities.sa.gov.au
TAS	Liquor and Gaming Branch Representing the Tasmanian Gaming Commission PO Box 56, Rosny Park TAS 7018	1300 65 44 99	consumer.affairs@justice.tas.gov.au	www.cbos.tas.gov.au/topics/clubs-fundraising
VIC	Department of Justice (consumer Affairs Victoria & Victoria Commission for Gambling regulation) Consumer Affairs Victoria, GPO Box 123, Melbourne VIC 3001	1300 55 81 81	n/a	www.consumer.vic.gov.au/clubs-and-fundraising
WA	Department of Racing, Gaming and Liquor	(08) 9425 1888	rql@rql.wa.gov.au	www.rql.wa.gov.au

Additional Resources:

The following link is a useful fundraising resource with a range of information for all Australians.

<https://www.fundingcentre.com.au/basic/home>

The guide below provides tax information for fundraising:

https://www.ato.gov.au/uploadedFiles/Content/SME/downloads/Nonprofit16966Tax_basics_for_non_profit_organisations.pdf

SPONSORSHIP

Sponsorship should not be considered a way for a sport to pay its bills. It is a marketing tool for a corporation and must compete accordingly with other mainstream methods of advertising, sales promotions and public relations.

Think of sponsorship this way: Ask not what your sponsor can do for you but what you can do for your sponsor.

Types of Sponsorship

Marketing Sponsorship - This sponsorship that will have a direct and positive effect on the sponsor's bottom line by promoting products and services to very specific target markets, or niche markets.

Corporate sponsorship - The provision of cash or contra by a company for an independent activity not directly related to the company's normal business. Often companies sponsor in this manner to reinforce a positive public perception, to communicate to a defined target market or to build or maintain a desired image.

Philanthropic - This is a donation or a gift with the sponsor wanting little or no return.

THE IMPORTANCE OF FOLLOW THROUGH

As the saying goes, 'the squeaky wheel gets the oil'. Meaning, if you're forefront in the minds of those making decisions, you may stand a better chance than those who remain silent and hope for the best. However, this must remain a professional and amicable channel of communication. Setting dates for follow up calls and check-ins will provide an effective structure for you to maintain contact with potential sponsors.

Knowing what you are selling to your potential sponsor:

Before you approach a sponsor, you need to have a thorough understanding of what it is you are selling. A complete analysis of your club should be undertaken so you can provide a complete picture of your; operations, events, memberships, structure, financials, communications, plans, forecasts and aspirations. This will give you confidence during the process and leave the best impression possible on your sponsors.

Before embarking on a sponsorship drive an organisation should identify:

- What type of support they are seeking e.g. cash or contra;
- The types of businesses that could provide appropriate support;
- What benefits could be offered to sponsors;
- Whether members of the organisation have links with any potential sponsors.

Putting together a Basic Sponsorship Proposal

The sponsorship proposal is an offer to do business. It is extremely important that it is well presented and concise. It must also contain enough information for a company to gain a thorough understanding of what they are being offered.

Stand out from the rest: Due to the enormous number of sponsorship requests from companies, you need to ensure your sponsorship proposal stands out. Tailor the proposal to the needs of the company being approached. Prior to constructing your proposal, acquire some background information on the company e.g. its desired image, products and services, its corporate objectives.

Allocate Resources: Writing proposals, contacting companies and making your approach is time-consuming. It is important, early on, to decide how much tailoring of the proposal will take place to meet the specific requirements of potential sponsors. Be aware of how much time is required per proposal.

See Appendix 9 - A for the Sponsorship Policy Template

THE SPONSORSHIP PROPOSAL OUTLINE

Below are examples of typical outline headings for sponsorship proposals:

Cover Letter – address the proposal to the most appropriate person in the sponsor’s organisation.

Overview – What are you asking to be sponsored (event, organisation description)? What and where does it happen? The use of relevant statistical information in sponsorship proposals can help the assessor get a picture of your organisation or event and identify cost benefits. Market demographics are important to define your membership, public and audience. Identify niche markets your organisation can deliver to. It then becomes easy to match a product or company to an audience.

Objectives – outline the objectives of the project and/or the organisation seeking support.

The investment – outline the funding amount or support being sought (what it’s going to cost the sponsor) and the period of time for the agreement.

Sponsorship Benefits – include benefits such as naming rights, promotion strategies, signage, media, brand awareness opportunities, articles in newsletters or websites etc. For 99% of companies, media exposure is an important factor of sponsorship. Wherever possible provide some or all the following elements – radio, TV, print and community access - in a sponsorship package.

Target Market – outline who the project is aimed at or provide a membership profile. Identify how it matches the target market of the proposed sponsor or how it could increase their market share. By taking the time to tailor the proposal to a specific sponsor, a successful outcome is more likely.

Exclusivity – detail other sponsors and/or supporters of the project or organisation. Make sure sponsors are not in competition with each other.

Servicing the sponsors’ needs – outline how you will cater for the sponsor’s needs. Identify a designated employee or volunteer to be to point of contact for the sponsor.

Evaluation strategy – outline how you plan to evaluate and measure the success of the agreement.

Conclusion – summarise the proposal, identify a follow-up procedure and supply contact details.

See Appendix 9 – B for the Sponsorship Proposal Template.

Other things to consider when you are writing your club’s sponsorship proposal

- Provide a clear and attractive cover page outlining the proposed sponsor and the organisation requesting support;
- provide adequate space in the content so that it can be read easily i.e., don’t squash all your information onto one page (unless it states to do so);
- Provide a contents page for larger proposals;
- examine additional information and determine whether it is best placed within the body of the document or as an attachment;
- number the pages; and
- for projects that have been undertaken previously, provide examples of programs, newsletters etc. which show how previous sponsors have been acknowledged.

Finally, don’t forget to allow ample lead-time. Give yourself and your potential sponsor plenty of time. The assessment, negotiation and planning involved to successfully manage a sponsorship takes substantial time, so allow a minimum of four months prior to the time the sponsorship is required.

GRANTS

Sourcing Grants

Several grant sources are relevant to sport and recreation organisations.

The most common grant agencies include:

- Government;
- Charitable trusts and foundations;
- Corporate/businesses.

Government Grants – Local, State, and Federal

Sport and recreation-related projects can be funded at the local, State and Commonwealth levels.

Government grants often require matching contributions from the organisation receiving the grant. (For example, for a \$20,000 grant the organisation may have to commit \$40,000 to a project).

State government grants and subsidies are available for local and State sport and recreation organisations. Grant programs vary considerably between States. Organisations should contact their State sport and recreation department for information. The Commonwealth government also has grants. National sport and recreation bodies may apply to relevant federal departments or Sport Australia.

Charitable Trusts and Foundations

Most charitable trusts and foundations provide financial assistance to those sport and recreation organisations that can:

- A) Offer the trust or foundation a tax deduction and
- B) Help disadvantaged groups, such as sporting organisations for people with a disability.

Checking a directory can determine whether there is a match between the interests of the sport and recreation organisation and the funding agency.

Most local libraries contain directories of philanthropic trusts or alternatively the Australian **Directory of Philanthropy** is available from Philanthropy Australia.

Tel: (03) 9620 0200

Email: pa@philanthropy.org.au

Web: www.philanthropy.org.au

The following links can be useful in identifying regular grant sources:

- https://www.sportaus.gov.au/grants_and_funding
- <https://goodsports.com.au/grants-calendar/>
- <https://sport.nsw.gov.au/clubs/grants>
- <https://qorf.org.au/industry/resources-master/grants-funding/>
- <https://sportscommunity.com.au/grant-category/national-grants/>
- <https://www.clubgrants.com.au/>

Corporate/Businesses

Some corporations like BHP, AMP, Sony and Westfield and the big banks have established foundations that provide grants for particular causes. These foundations cannot be used to promote the business interests of the specific corporation, nor can they seek sponsorship benefits like signage and naming rights.

Preparing a Successful Grant Application

To be successful, applications need to be well prepared and written clearly. Grant applications usually have to demonstrate that the project in question is feasible and meets the appropriate policy goals or priorities of the particular grant agency.

The following link provides tips and tools to increase your chances of success: <https://www.vic.gov.au/how-write-good-grant-application>



Tips for Successfully Attracting Grants

- Prepare a yearly calendar of closing dates for all funding sources.
- Request application forms well before the closing date.
- Prepare the application in advance.
- Pay careful attention to the details required and presentation of application.
- Clearly outline the goals and objectives of the project.
- Explain why the project is valuable and support this with facts and figures.
- Detail the methods used to conduct the project.
- Indicate the expected outcomes of the project.
- Consult advisory officers.
- Submit applications before the closing date.

Although specific criteria may vary with each grant scheme, most grant applications require similar types of information that you can re-use once you've got a template or master file

- Contact information;
- Program/project description;
- Brief description of the organisation applying;

- Program/project budget;
- Amount of assistance requested;
- All other sources of funding for the project;
- How the applicant organisation meets the grant criteria;
- Guarantee that the program will proceed, and monies received will be spent on the purpose for which the money was given;
- Copies of the latest annual report and a copy of the audited financial statements.

Who needs to be consulted prior to writing the grant submission and throughout the grant submission process?

Writing a grant submission is a lengthy process that involves plenty of research and work. Committee members should discuss who will take this job on well before it begins. The Treasurer and Secretary should be heavily involved as this is their area of expertise. However, if another member wishes to take responsibility for overseeing the submission, they will need to draw on the expertise of certain members (i.e. the treasurer for budgeting and financial history) to ensure the information provided in the submission is accurate and convincing.

How to create a grant submission timeline

There are many tools available to keep you organised and on track when submitting for grants. Time and planning are essential. Microsoft Excel, Office Timeline and Gantt Charts are options that will set out your timeline, key dates (milestones) and calendar in a neat and methodical process.

Each submission will have a different timeline but creating a simple template will help to speed up the process each time.

A thorough example is included below:

SAMPLE PRE-SUBMISSION TIMELINE		
Months before receipt date		Action
9	PLANNING	Assess yourself, your field and your resources
8		Brainstorm and research your idea
7		Set up your own review committee of trusted individuals who will be honest and critical
6	WRITING	Structure and write your proposal according to the sponsor's guidelines
5		
4		
3		
2		Get feedback, edit and proofread
1	SUBMISSION	Prepare requested supporting documents such as; Budget, Biosearch, Current and Pending etc.
0	RECEIPT DATE	Meet institutional deadlines

APPENDIX 9

Appendix 9 – A: Sponsorship Policy Template

Appendix 9 – B: Sponsorship Proposal Template

Link to files:

<https://www.dropbox.com/sh/hp8ox9h8z1vx5b3/AAB1bgQKxCbbbWx3nx3ieQ2qa?dl=0>