

ORGANISATIONAL POLICIES

FOR
SOLDIERS BEACH
SURF LIFE SAVING
CLUB Inc.



**Approved 2004 AGM.
Approved 2005 AGM as no Business
arising, enacted with New Constitution.**

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GOVERNING PROCESS POLICY

Policy

The board will adopt as its guiding principle a governing rather than managing approach to its stewardship; it will make every effort to separate the twin roles of governance and management and maintain a focus on strategic or long-term issues and those associated with 'ends' rather than on day-to-day administration.

Procedures

The Executive Committee will:

- Utilize its Terms of Reference as the base document from which it takes its operational direction
- Keep its focus on the strategic implications and required outcomes of programs and services rather than on their management
- Maintain an emphasis on the policy implications of all matters coming before it. All policies will stem from the mission and values established by the Executive board and will be framed to achieve the intentions of these high level statements
- Maintain a commitment to excellence in all matters coming before it. It will establish a code of behavior which is binding on all members. Included in this code will be statements regarding:
 - * Loyalty to the Executive and the organisation's policies and principles
 - * commitment to attending meetings
 - * acceptance of accountability for all organisational matters
 - * commitment to maintaining a governing rather than managing perspective
 - * commitment to representing the Executive board and the organisation in a manner befitting board membership status
 - * Commitment to a collective responsibility for all matters pertaining to the Executive board.
- Accept the principle that the Executive board speaks with one voice, that no one member shall publicly express his/her own opinion should this deviate from an agreed board position or decision.

- Accept a level of accountability that automatically accompanies Executive board membership. The Executive board is accountable to its owners for the organisation's actions and decisions.

- Provide formal induction for new members. *Policy Reviewed - Every 3 years*

MEETING PROCESS POLICY

Policy

The Executive board is committed to the achievement of effective and efficient Club/Executive meetings.

Procedures

Meetings will:

- Be held with the expectation that Club Members have prepared for them and will participate in all discussions at all times within the boundaries of behavior considered acceptable by the board.
- Keep written minutes, copies of which go to the Club members and are posted on the Club notice board and web site, within two weeks of the previous meeting.

Policy Reviewed - Every 3 years

EXECUTIVE BOARD COMMITTEES POLICY

Policy

The Executive board recognizes that there are times when a committee can act more effectively than can the full board. As a general rule, the board will establish committees only in response to its own work. There will be a minimum of standing committees.

Procedures

- The Executive board has the authority to establish both standing and ad hoc committees to assist it in its work.
- Committees shall develop their own terms of reference, endorsed by the board, clearly defining their role, procedures and functions, and the boundaries of their authority.
- Committees may co-opt outside members from time to time in order to bring additional skills, experience or networks.
- All ad hoc committees are automatically disestablished once they have completed their work and have reported to board.
- All standing committees shall review their terms of reference annually including their membership and the results of their work and so report to the board.
- Unless explicitly empowered by the full board, committees cannot make binding board decisions. For the most part the function of committees is to solve problems for and/or make recommendations to the board on which the latter, and only the latter, has the power to make decisions or policy.
- The vehicle for committee reporting between board meetings is through the Chairperson.

Policy Reviewed - Every 3 years

EXECUTIVE BOARD TERMS OF REFERENCE

BOARD AUTHORITY

The Executive board is the legal authority for the organisation. Executive Board members are trustees representing the interests of the organisation's owners both constitutional and moral. As such, both the board and its members are entrusted to ensure that the organisation is soundly managed for the benefit of all.

BOARD GOVERNANCE

The role of the board is governance rather than management which is the preserve of the volunteer staff. Governance focuses on the organisation's wider issues of organisational purpose, direction and ends. In order for board members to carry out their governance role they must be familiar with the organisation's policies, plans, and priorities and be able and prepared to demonstrate this familiarity through debate and participation in all areas of the board's responsibilities.

REQUIREMENTS FOR BOARD MEMBERSHIP

1. A commitment to work for the greater good of the organisation.
2. Board members will bring knowledge, expertise and influence relevant to the organisation's affairs.
- 3 Board members may be required to serve on one or more committees or working parties. There is an expectation that board members will make every effort to attend all board meetings and devote sufficient time to become familiar with the organisation's affairs and the wider environment within which it operates.

BOARD-LEVEL POLICY

In order to fulfil its governing role of providing a framework for the organisation's operation, yet at the same time maintaining its distance from the operational processes, the board will develop and monitor board-level policies which provide direction and boundaries for both its own functions. The board will develop the following board-level policies:

Ends or framework policies; encompassing the vision and mission statements, the organisation's values, the constitution and bylaws and any other legal frameworks.

Governing process policies; describing the way the board carries out its governing role including its policy on use of committees and meeting processes.

Board/level operational policies; providing the framework for the operational management of the organisation.

EFFECTIVENESS EVALUATION

The board will undertake an assessment of its effectiveness on an annual basis based on the achievement of its own plans established for the year and on the fulfilment of its overall responsibilities as defined in this Terms of Reference and in its policies.

TERM OF OFFICE

Board members are elected only for a 4 year period in office.

Policy Reviewed - Every 3 years

FINANCIAL MANAGEMENT POLICY -

Policy

It is our policy to maintain financial viability at all times. The day-to-day financial management of the organisation is the responsibility of the Treasurer who shall:

Procedures

- Ensure that the organisation does not incur unauthorised indebtedness.
- Utilise funds solely for the furtherance of the organisation's purposes and priorities as approved by the board.
- Not allow ordinary operating expenses to become undischarged debts beyond a three-month period from when incurred.
- Use restricted or tagged contributions for designated purposes only.
- Not allow any one person alone to have complete authority over any of the organisation's financial transactions.
- At all times operate within a financial environment as defined by the organisation's approved budget and within the organisation policy.
- Settle all pay-roll debts in a timely manner.
- Not approve expenditure which, although in keeping with the ends policies, is beyond the organisation's ability to meet.

Limits of Delegated Financial Authority

- The Treasurer is authorised to spend up to \$200 on unbudgeted-for items without obtaining permission from the board or any board member provided that such additional expenditure can be achieved within the broad budgeted limits established by board and is consistent with the organisation's goals and objectives.

Policy Reviewed - Every 3 years

BUDGETING POLICY

Policy

It is the responsibility of the Treasure to research and develop the organisation's overall annual operating budget. The annual budget should be soundly prepared reflecting a mix of ongoing operational requirements and the organisation's critical strategic issues as identified in the strategic plan. The budget should reflect both expenditure and revenue projections.

Procedures

- The annual budget is a reflection of the organisation's annual operational plan and as such should be presented in partnership with the plan showing the relationship between planned-for events and associated costs and revenues.

The annual budget shall:

- Contain sufficient detail to allow an accurate projection of revenues and expenditures.
- Present a true cash flow position which does not confuse or mislead any audit trail.
- Contain projected expenditures which meet the projected reasonable estimate of revenue during the period covered by the budget.
- Comply with the board's stated objectives and priorities.
- Be presented in such a way as to make it easy to interpret and follow and shall comply with standard budget presentation formats.

Treasure Responsibilities

- The Treasure is responsible for the annual presentation of budgets (capital and revenue) and for providing such additional information to enable the board to make its approval.
- The Treasure is responsible for submitting to the board explanations for variances from the approved budgets.
- The Treasure is responsible for ensuring that any application to the board for expenditure which has not been specifically budgeted for is supported by precise costings and a recommendation as to how the new expenditure can be funded.

Policy Reviewed - Every 3 years

ANNUAL MEMBERSHIP FEE POLICY

Policy

The organisation's Financial Year as per constitution the annual membership fee is for 12 months, starting from the first month of the Clubs Financial Year to the end of the Clubs Financial Year.

Procedures

- The Treasure will review all membership fee categories one prior to the end of the Financial year.
- The Treasure will submit recommendations to the Committee for approval.
- Once approved, then send out renewal notice on Fees to membership prior to the end of the Clubs Financial year.
- All fees paid after due date, will treated as arrears and will allocated as such.

Policy Reviewed - Every 3 years

FUNDRAISING LIMITATIONS POLICY

Policy

The organisation's interests are paramount at any such times as the organisation may embark on a fundraising program. The level of exposure to risk shall be kept to a minimum.

Procedures

With respect to the organisation's fundraising program, the President shall not pursue or in any other way support any fundraising activity or process which:

- Could in any way be considered unethical or illegal or which directly contravenes the organisation's stated values and beliefs.
- In any way involves any person, either as a staff member or as an agent of an outside the organisation, when that person is known to have been associated with embezzlement or has been prosecuted for any form of this.
- Could result in the organisation's good name being compromised, brought into ill repute or in its being associated in any way with another organisation or individual of ill repute.
- Involves the organisation laying out large sums of money in order to match a similar investment by an outside agency/the organisation or utilises financial reserves or current account to float a fundraising venture.
- Permits any one person to have complete authority over the financial transactions involved in any fundraising venture.
- Involves the organisation in any fundraising ventures which entail high risk unless the board has given its explicit approval.
- Is not fully within the board's cognisance; therefore it is expected that there will be furnished regular reports to board meetings indicating in general terms the financial position of any such program accompanied by brief comments about issues current and relevant to all such program.

Policy Reviewed - Every 3 years

TREASURE FINANCIAL REPORTING POLICY

Policy

Financial reporting to the board is presented in such a way that all board members are able to understand the meaning of the reports and that all reports are a true and accurate account of the financial affairs of the organisation.

Procedures

All financial reports submitted to the Executive board by the Treasure shall:

- Contain comment on trends and variances.
- Reflect a true and accurate picture of the accounts presented.
- Be a complete representation of the accounts presented.
- Utilise standard financial reporting formats which present the data in such a way as to make it easy to interpret or understand and comply with all legal and standard accounting requirements.
- Comply with the agreed board reporting procedures.

Policy Reviewed - Every 3 years

RESERVES POLICY

Policy

In addition to the General Reserve and in order to provide protection in the event of an unexpected and drastic reduction in income, the organisation will maintain a General Reserve.

Procedures

General Reserve

- A General Reserve of \$15,000 shall be maintained.
- It is intended that whenever possible, the General Reserve should be maintained for development and income generation.
- The Reserve may be used for any other special purposes approved by the board.

Policy Reviewed - Every 3 years

INVESTMENT POLICY

Policy

The organisation's investment assets are to be invested in such a way as to maximize long term total returns consistent with prudent levels of risk, whilst maintaining sufficient liquidity to enable the organisation to meet its day-to-day financial commitments. Recognising that these assets support the organisation in meeting these commitments, returns should enhance the real value of the assets after the funds have been released to meet the organisation's needs.

Procedures

- The board of the organisation considers that the investment of the assets should aim at the following:
 - * To have all available funds securely invested to achieve the maximum long term return consistent with a low tolerance to risk.
 - * To meet the investment interest goals set in the organisation's budget.
 - * To maintain the real value of the organisation's assets after funds have been released to meet the organisation's needs.

- Allocation of Investment Responsibilities**
- The board will be responsible for the following:
 - Determining the appropriate level of risk (such as exposure to equity investments and variability of returns) after taking into account the practical difficulties that result from capital losses, be they realized or not.
- The Executive will be responsible for the following:**
 - Managing any day-to-day matters pertaining to the investments.
 - Determining where any investments shall be made provided that these are consistent with the board's guidelines.

Policy Reviewed - Every 3 years

Policy

The organisation is committed to supporting the principles of equal opportunities in employment, training and promotion.

Our future depends on attracting and retaining high caliber people and our ability to do this is significantly increased if we draw from all possible sources of talent.

The philosophy of the organisation is to ensure actively there is no discrimination on the grounds of race, colour, ethnic or national origin, sex, marital status, disability or religion. We will work towards ensuring that:

Procedures

- The selection and employment of contractors is made solely on an impartial assessment of their ability to achieve the excellent performance standards needed to attain the organisation's goals.
- Remuneration appropriately rewards the level of authority, responsibility, accountability, technical competence and achievement of the position and person.
- Every Volunteer enjoys a working environment free of harassment.

Policy Reviewed - Every 3 years

DISPUTES AND PERSONAL GRIEVANCES PROCEDURE POLICY

Policy

All Volunteers have the right to appeal in the event of dissatisfaction with any aspect of the carrying out of their contract.

Procedures

Appeals:

- An Volunteers who feels they have cause to appeal about an issue or decision that directly affects their role shall address the appeal to their reporting manager stating;
 - * The action or decision complained of
 - * The effect of that action on the complainant
 - * The remedial action sought by the complainant
- The reporting manager will reply within 10 working days to the appellant. If the appellant is not satisfied with the decision, all the information pertaining to the case will be passed over to the board for adjudication.
- If the appellant is represented by a club representative, the appeal will be dealt with through the personal grievance procedures as outlined in the constitution.
- If it is not a personal grievance the president will adjudicate on the matter and reply to the appellant within 10 working days. This decision will be final, however such decisions should be reported to the board.
- Where the member is not satisfied with the outcome/s of the president's adjudication and, after due consideration, feels that his/her case warrants a further hearing, application can be made to the Committee.
- The decision of this board committee is final.

Policy Reviewed - Every 3 years

VOLUNTEER TERMS AND CONDITIONS POLICY

Policy

The organisation recognises the right of all volunteers to fair and proper terms and conditions of engagement consistent with good employer practice.

Procedures

The board shall:

- Develop and keep up-to-date a set of standard terms and conditions of engagement for all volunteers serving in a sponsored placement.
- Carry out periodic reviews to ensure that such terms and conditions are met.
- Discuss with the board any significant changes required or desired prior to making such changes. On such occasions the president will present a written report outlining the proposed changes and the reason for these.
- Recognise that when any proposed changes to terms and conditions of service have implications for the board's governing responsibilities, board approval is required.
- Not permit volunteers to be placed in unacceptable situations.

Policy Reviewed - Every 3 years

PROGRAM AND SERVICES POLICY

Policy

All the organisation's program and services shall be thoroughly researched prior to commencement and carefully managed once established.

Procedures

All program and services shall be:

- Aligned to the organisation's mission and aims.
- Feasible in terms of realistic goals and objectives.
- Able to be resourced, taking account of existing demands on staff and other physical resources.
- Carefully and accurately costed.
- Monitored regularly .
- Formally evaluated at least yearly.
- Reported on to the board at least yearly in the form of a general report indicating the extent to which the program or service is working towards the achievement of the board's ends policies.

Policy Reviewed - Every 3 years

QUALITY POLICY

Policy

The organisation is committed to quality practices and behaviors in all areas of operation. This policy should be viewed alongside the organisation's Quality Assurance, Control and Evaluation Policy.

Procedures

- While the board is responsible for the approval of all the quality policies the implementation of these is delegated to the Vice President.
- The board will appoint a Policy Review Committee comprising 3 board members and the Vice President whose task it is to undertake the annual review of policies due for review in any one year.
- Each policy statement has a policy review date at which time a policy review organisation will review the policy in terms of:
 - * its continuing relevance as written
 - * the match between current practice and the policy ideal
 - * conformance to any quality standards included in the policy
 - * quality audit requirements
- The Policy Review Committee will report to the board noting where the quality standards are not being met and making recommendations for improvements as these are needed.
- In addition to the formal annual review of policy, the monitoring of policy is ongoing with the board requesting that the PRESIDENT report to board meetings on aspects of the organisation's quality policies

Policy Reviewed - Annually

QUALITY ASSURANCE POLICY

Policy

The organisation is committed to providing quality assured services and to the application of sound quality management principles in its administration and management practices.

Procedures

- All the organisation's policies and procedures, both board level and operational level shall be reviewed at times specified for each policy.
- The Vice President shall develop standards and procedures of practice for all key areas of the organisation's operation. In particular these shall apply to:
 - * all areas of program management, including volunteer recruitment, placement, supervision, debriefing, review of terms and conditions of engagement.
 - * all areas of the organisation's core operational management practices including financial management, records management and archiving, security of premises, refund of staff travel, authorisation for overseas travel, occupational health and safety, privacy and confidentiality of information, purchasing, monitoring of program, staff performance appraisal and professional development, discipline and staff meetings.
- Standards and procedures shall be documented and made available to all staff and board members.

Policy reviewed - every 3 years

ADVOCACY AND PUBLIC RELATIONS POLICY

Policy

No member of the board nor any club member shall approve or in any way support any action or activity which in any way brings the organisation's name into ill repute.

Procedures

- When approving or initiating the publication of material or the making of statements by any outside agency, the president is responsible for vetting such material to ensure that it is consistent with the organisation's stated values and beliefs or its agreed position on any matter contained.
- No board member, the president or any club members or volunteers shall make any statements to the press or any other public media that are derogatory or in any way damaging to the organisation or its members.
- When embarking on any public affairs program on behalf of the organisation the president shall first inform the board of the intention to do so making clear the relationship between such a program and the organisation's ends policies and its stated values and beliefs.
- In the event of a newsbreak requiring urgent attention, the President can consult on this and approve desired/required action.
- As a general rule, public statements about the organisation's policies are made by the President and public statements about operational matters are made by the President.

Policy Reviewed - Every 3 years

PROTECTION OF ASSETS POLICY

Policy

The organisation aims at all times to prevent disrepair, excessive risk, untraceable transactions, or conflict of interest in the management of the organisation's resources. The board shall not:

Procedures

- Permit any unauthorised person to handle cash.
- Deposit the organisation's funds in institutions where they are not fully protected.
- Allow abuse or misuse of the organisation assets. The organisation's property will be inventoried and a security system in place to ensure adequate safeguards to prevent loss, damage, or theft of property.
- Allow the organisation's assets to be insured for less than what is considered necessary for prudent risk management.
- Allowed members to drive the organisation's or rental vehicles if their driving record increases the premium or cancels the vehicle insurance.
- Allow insurance coverage of stock and equipment, furniture and fixtures to fall below 90% of replacement value.
- Allow insurances to expire without board notification.

Policy Reviewed - Every 3 years

PRIVACY POLICY

Policy

The organisation will at all times comply with the Privacy Act.

Procedures

- Personal information collected by the organisation must be for a necessary and lawful purpose connected with the organisation's activities.
- Personal information must be collected directly from the individual concerned unless there are reasonable grounds for collecting that information from another source. Reasonable grounds are as specified in the Privacy Act.
- Personal information is to be collected only with the knowledge and informed consent of the individual concerned, unless there are reasonable grounds for not doing so.
- Personal information shall not be collected by the organisation by means which are unlawful, unfair, or an unreasonable intrusion upon that individual's personal affairs.
- Personal information will be protected against loss, unauthorised access, use or disclosure, or other misuse.
- The individual concerned is entitled to confirmation of personal information held by the organisation, and be provided access to that information. Access is to be granted unless there are 'good reasons' for refusing access. Good reasons are specified in the Privacy Act.
- The organisation will take reasonable steps to ensure to ensure information is accurate, up to date, complete, and not misleading.
- Personal information will not be kept for longer than necessary.
- Personal information gained will not be used for any purpose other than that for which it is obtained.
- The individual is entitled to request correction or request that a correction statement be attached to the information.

The organisation will not disclose personal information to anyone other than the individual concerned unless:

- * Disclosure is for a purpose for which the information is obtained
- * Source of information is publicly available
- * Disclosure is authorised by the individual concerned

- * Disclosure is necessary to prevent or lessen a serious and imminent threat to public health and safety, or the individual's life and health
- * Disclosure will not identify the individual
- * The organisation shall not assign a unique identifier to an individual unless the assignment of that identifier is necessary to enable the organisation to carry out any one or more of its functions efficiently.

Policy Reviewed - Every 3 years

RECORD KEEPING POLICY

Policy

The organisation requires an effective system of records management to be in place to ensure efficient operation, maintenance, security and preservation of the organisations current and historical records.

Procedures

- An annual review of all office files, and publications is made to separate archival and current records.
- All records of a personal and confidential nature are kept in a secure place will be destroyed when no longer relevant.
- The computerised filing system will be backed up and compatible with the hard copy filing system.
- All archival material will be kept in a secure and fire proof location.
- All current records will be kept in secure files.
- The secretary will be responsible for operation, maintenance, security and preservation of the organisation's current and historical records.

Policy Reviewed - Every 3 years

OCCUPATIONAL HEALTH AND SAFETY POLICY

Policy

As a responsible employer the organisation will abide by the Health and Safety Employment Act to prevent harm to employees, contractors, sub- contractors and trainees.

Procedures

- The organisation will take practicable steps to:
 - * Ensure employees and trainees are safe at work
 - * Identify all hazards in the place of work
 - * Where the hazards identified are significant - eliminate, isolate or minimise employees' and trainees' exposure to hazards
- The organisation will provide appropriate facilities, ensure plant is safe to use, work methods do not harm employees, and develop emergency procedures.
- The organisation will keep a register of accidents and cases of *serious harm* that occur at work.
- In the case of an accident causing *serious harm* the procedures will be according to the Act including:
 - * Non-interference with the scene of the accident until authorised by a OHS Inspector, unless it is to help the injured or to prevent serious damage or loss of property.
 - * Notification of the accident to the OSH Department as soon as possible after the event.
 - * Provide the OSH Department with a written report of the circumstances of the accident.
- Any other cases of *serious harm* will be reported to OSH as soon as practicable after the even.
- The organisation will appoint a OSH Officer from amongst appropriate members.

Policy Reviewed - Every 3 years

PROPERTY MANAGEMENT / PHYSICAL RESOURCE MANAGEMENT POLICY

Policy

All physical resources shall be appropriate for the organisation's goals and objectives and will meet all regulatory standards where appropriate.

Procedures:

- The premises shall meet appropriate local and/or government standards and/or any other statutory or minimum code requirements.
- Repairs and maintenance for all property and resources shall be budgeted for around a value of 10% of their value.
- Replacement and upgrading of equipment shall be budgeted for within the particular item's lifespan.
- An inventory of organisation property shall be maintained and reviewed regularly with a view to monitoring the lifespan, useability and lifespan of these.

Policy Reviewed - Every 3 years