



Queensland

REGULATIONS

SURF LIFE SAVING QUEENSLAND

The Board of Surf Life Saving Queensland (SLSQ) has, by resolution, made the following regulations under clause 38 of the SLSQ Constitution.

Version 2.2

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VERSION CONTROL

Version	Date	Change
New Document	26 April 2023	Version 1.0 Endorsed
Version 2.0	09 May 2023	Surf Sports Committee Structure Nominations Committee – Council Responsibility
Version 2.1	24 th April 2024	Removal of the Facilities Committee Removal of the Helicopters Operations Panel
Version 2.2	12 th February 2025	Update to the Nominations Committee to include Advisors and Panel Members within their process. Update to the Capex to be notification to SLSQ not approval by SLSQ. Updated to the Operations Support Advisor to be a Deputy Lifesaving Operations Support Advisor Amendments to 3.4 to include auxiliary organisations through the section. Removal of 7.9 b (v) – ii, iv, v

PLEASE NOTE:

Where the matter is sufficiently covered in the constitution, it is not repeated in these Regulations. Where the Constitution (SLSQ or SLA Constitution) is referenced in the Regulations, it is specified by the term, Clause.

These Regulations do not include all SLA Regulations, Policies, Rules or SLSQ Policies, Rules or Procedures as these are available in Surf Life Saving Manuals and other published forms (hard copy and electronic on SLA and SLSQ platforms).

Such Regulations, Policies, Rules and Procedures are created, reviewed and amended from time to time. New or revised Regulations, Policies, Rules and Procedures are communicated by Bulletin or Circular, and published on SLA and SLSQ platforms.

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1. AUTHORITY

- (a) These Regulations are made and adopted by the Board of SLSQ under **clause 38** of the SLSQ Constitution for the proper advancement, encouragement, management, and administration of SLSQ.
- (b) The Board may formulate, issue, adopt, interpret, and amend such Regulations and Policies for the proper advancement, encouragement, compliance, management and administration of SLSQ, the advancement of the **Objects** and surf lifesaving (**SLS**) as it thinks necessary or desirable. Such Regulations and Policies must be consistent with the SLSQ Constitution and SLQA's constitution, regulations and policies.
- (c) These Regulations are binding on SLSQ and its Members.

2. INTERPRETATION

- (a) These Regulations are to be interpreted in accordance with the SLSQ Constitution. Unless the contrary intention appears, all words, expressions and phrases defined in the SLSQ Constitution bear the same meaning in these Regulations.
- (b) If any provision of these Regulations or any phrase contained in them is invalid or unenforceable in any jurisdiction, the phrase or provision is to be read down for the purpose of that jurisdiction, if possible, so as to be valid and enforceable, and otherwise shall be severed to the extent of the invalidity or unenforceability, without affecting the remaining provisions of the Regulations or affecting the validity or enforceability of that provision in any other jurisdiction.
- (c) To the extent of any inconsistency, the SLSQ Constitution prevails over these Regulations.
- (d) In these Regulations Affiliated organisations means and includes Branches, Clubs and other organisations affiliated to or with SLSQ.

3. MEMBERSHIP

3.1 General

- (a) **SLQA Regulation 4** (Membership Directives) and **SLQA Regulation 5** (State Centres) and Branches) are adopted by SLSQ and are incorporated into these Regulations.
- (b) The Members of SLSQ shall consist of:
 - (i) Branches, which are subject to the SLSQ Constitution, shall be represented by their appointed Councilor's, who shall have the right to be present, debate and vote at General and Council Meetings on behalf of their Branches.
 - (ii) Affiliated Clubs, which shall be represented by an individual nominated from time to time in writing by the club to SLSQ. The nominee shall have the right to be present and to debate on behalf of the Affiliated Club at General Meetings but shall have no voting rights.
 - (iii) Other Affiliated Organisations, which shall be represented by an individual nominated from time to time in writing to SLSQ. The nominee will only have the right to be present on behalf of the Affiliated Organisations at General Meetings

when invited to do so, and to participate in debate at the discretion of the Chair of the meeting but shall have no voting rights.

- (iv) Life Members, who shall have the right to be present and to debate at General Meetings but shall have no voting rights.
 - (v) Individual Members of Branches and Affiliated Clubs, who shall have the right to be present at General Meetings but shall have no voting or debating rights.
- (c) Members acknowledge and agree that:
- (i) The SLSQ Constitution constitutes a contract between each of them and SLSQ and that they are bound by the SLSQ Constitution and these Regulations.
 - (ii) They shall comply with and observe the SLSQ Constitution and these Regulations and any determination or resolution which may be made or passed by the Board or any duly authorised committee of the Board, however named.
 - (iii) The SLSQ Constitution and these Regulations are necessary and reasonable for promoting the Objects and particularly the advancement and protection of SLS as a community service.
 - (iv) Neither Membership of SLSQ nor the SLSQ Constitution gives rise to:
 - i. any proprietary right of Members in, to or over SLSQ or its property or assets;
 - ii. any expectation, or automatic right, of a Member Organisation or Individual Member to renew their Membership of SLSQ; nor
 - iii. subject to the Act and SLSQ acting in good faith, the right of Members to natural justice, unless expressly provided for in the SLSQ Constitution.
 - (v) They are entitled to all benefits, advantages, privileges, and services of SLSQ Membership.
- (d) A Member expelled or suspended must reapply for Membership in accordance with the Constitution and may be readmitted at the Board's discretion.

3.2 Organisational Membership

- (a) Membership of SLSQ by an organisation, be it a Branch, Club or other recognised organisation (for example, supporters Clubs), is by affiliation.
- (b) Other than Affiliated Branches and Clubs there is, and can be no, other formal level of authority within the state without the written approval of both SLSA and SLSQ.
- (c) To be eligible for affiliation, an organisation must:
 - (i) be Incorporated in Queensland;
 - (ii) comply with the requirements of the SLSQ Constitution and these Regulations;

- (iii) have Objects and functions compatible with SLSQ's; and
 - (iv) act in good faith and loyalty to ensure the maintenance and enhancement of SLS, its standards, quality and reputation for the benefit of the Members and SLS.
- (d) All Member organisations including all Affiliated Branches, Clubs and other recognised organisation must renew their affiliation with SLSQ annually prior to the SLSQ Annual General Meeting (AGM). SLSQ may require Affiliated Branches, Clubs or other recognised organisation to enter into an affiliation agreement.
- (e) SLSQ may accept or reject an application for affiliation whether the applicant has complied with the requirements in the SLSQ Constitution or not. SLSQ is not obliged to accept any application nor is it obliged to give reasons if it rejects an application, although SLSQ should always act reasonably and in good faith.
- (f) Where an Affiliated Branch, Club or other recognised organisation is either unable or unwilling to continue to comply with the requirements of affiliation, notwithstanding their right to withdraw from Membership of, SLSQ may:
 - (i) terminate or suspend the affiliation of the Branch or Club or other recognised organisation;
 - (ii) terminate, restrict or suspend SLSQ controlled funding; and/or
 - (iii) terminate, restrict or suspend any benefits, advantages, privileges and services of SLSQ Membership including but not limited to:
 - i. coverage under SLQA and SLSQ insurance policies.
 - ii. use of SLQA and SLSQ Intellectual Property.
 - iii. recognition of training and qualifications.
 - iv. access to SLSQ controlled funding.
 - v. participation in SLS competition.
- (g) Should the Board of SLSQ reasonably consider that a administrative, financial, reputational, governance or operational or a Member safety/wellbeing situation has developed within an Affiliated Branch or Club or other recognised organisation which gives that Board concern and/or is prejudicial or detrimental to the Club, Branch, SLSQ or the image of SLS, then SLSQ has the authority to investigate the operations of such Branch, Club or other recognised organisation and then if necessary the authority to appoint person/s to take over management and/or control of that Branch, Club or other recognised organisation and re-establish a sound and satisfactory administration within that Branch, Club or recognised group and for such time as considered necessary.
- (h) A Branch Executive has similar authority under **Regulation 3.2(g)** in respect to its Affiliated Clubs or other recognised organisation or recognised groups and may take independent action to SLSQ. In such a situation, SLSQ shall be immediately notified of any action taken by the Branch.

- (i) SLSQ may request a Branch to initiate action against a Club or other recognised organisation within the Branch in accordance with **Regulation 3.2(g)** or, to act on behalf of SLSQ and report to it on the matter. If requested by SLSQ the Branch must act in accordance with that request.
- (j) Should an Affiliated Branch, Club or other recognised organisation be having administrative, governance, operational or financial difficulties, including but not limited to where it:
 - (i) it takes, has taken or has instituted against it any action or proceeding, whether voluntary or compulsory, having as its object the winding up of the Branch or the Affiliated Club;
 - (ii) it enters a composition or arrangement with its creditors, other than a voluntary winding up by its Members for the purpose of reconstruction or amalgamation; or
 - (iii) a mortgagee or other creditor takes possession of any of its assets;

the Branch, Club or other recognised organisation agrees that SLSQ may act to assist that Branch or Club in whatever manner SLSQ considers appropriate, including, but not limited to the appointment of a person or entity to manage the Branch or Club for such time and on such terms and conditions as SLSQ considers appropriate or relevant. SLSQ is not obliged to act under this clause.
- (k) Notwithstanding anything in the SLSQ Constitution or these Regulations, the Board may:
 - (i) expel or suspend an Affiliated Club or other recognised organisation which has not re-affiliated with SLSQ; or
 - (ii) require a Branch to expel or suspend an Affiliated Club or other recognised organisation which has not re-affiliated with SLSQ.
- (l) Where a Club is not Affiliated with SLSQ, no individual Member of the Non-Affiliated Club is, or will be, considered an individual Member of SLSQ unless they are otherwise a Member of another Affiliated Club.

3.3 Individual Membership

- (a) Subject to the SLSA membership Directives, Affiliated Organisations are authorised to establish such categories of Members as it requires and considers necessary in the context of the organisation and the requirements of SLSQ.
- (b) Individual Members must apply for membership of their Clubs annually and by applying for membership they agree to be subject to the SLSQ Constitution and these Regulations and are subject to the jurisdiction of SLSQ.
- (c) Where an Individual Member fails to renew their Branch or Club membership within three (3) months of being required to do so, their membership of SLSQ lapses.
- (d) An indebted, suspended or expelled Member of a Club must not knowingly apply to join another Club, nor can a Club knowingly admit nor retain in their membership any past or present Member of any Club who is indebted in any way to, or has been suspended or expelled from, SLSA, SLSQ, an Affiliated Branch or Club.

- (e) Clubs must immediately provide their Branch and SLSQ with the names and addresses of Members who have had their membership cancelled or suspended and such information, including the period of suspension/cancellation of membership must be set out in a register provided for that purpose.
- (f) Should a bona fide Member of more than one Club be suspended or expelled by an Affiliated Branch or Club then the suspended or expelled Member cannot participate in any SLS activity conducted by SLSA, SLSQ, any Affiliated Branch or Club of which they are a Member or other Affiliated organisation.
- (g) All Members and elected officers of Affiliated Branches and Clubs and SLSQ, can have reciprocal rights within the facilities of other Affiliated Clubs throughout Queensland, but the conditions of entry upon and use of any Club facilities are at the discretion of the host Club.
- (h) The rights, benefits and obligations of each membership category will be as determined by each organisation acting reasonably and in good faith in accordance with its Constitution.
- (i) Organisations may determine appropriate fees for the different categories of membership.
- (j) A Member can belong to one or more affiliated Branches and Clubs, for which they can complete lifesaving duties but not interclub competition.
- (k) Any Member, who desires to join another Branch or Club but still retain membership of their existing Branch or Club(s), or any person who has ceased to be a Member of a Branch or Club but who desires to join another Branch or Club, shall first obtain clearance from their present Branch or Club(s), or from the Branch or Club of which they were last a Member.
- (l) Any competing Member shall not participate in any inter-Club competition as a representative of more than one Club during any one competition season unless and until their "competitive rights" have been transferred as provided for in the SLSA Regulations.
- (m) Any competing Member who is a Member of more than one Club shall be entitled to compete in intra-Club events of all such Clubs.

3.4 Member Welfare

- (a) SLSQ, Affiliated Branches and Clubs are committed to creating a safe, fair, and inclusive environment, to ensure that every person involved in surf lifesaving is treated with respect and dignity and protected from bullying, discrimination, harassment and abuse.
- (b) All Members, Officers and Staff shall comply with the Members' Code of Conduct and any other Code of Conduct applicable to their role of Office, Position or activity within SLSQ and SLS, instituted by SLSA and SLSQ from time to time.

3.5 Child Safety

- (a) While the safety and wellbeing of all Members must be respected and protected specific emphasis must be placed on the inclusion and protection of Children and Young People (CYP).
- (b) All people within SLSQ's jurisdiction, regardless of role or level of responsibility, must act

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

(c) The Blue Card System

The Blue Card System regulates activities to create safe environments for children and young people in Queensland. The blue card system is regulated by two pieces of legislation: the *Working with Children (Risk Management and Screening) Act 2000* (Act) and the *Working with Children (Risk Management and Screening) Regulation 2020*. SLSQ in conjunction with Branches, Clubs and Members all have responsibilities for compliance with the requirements of the Blue Card System.

(i) SLSQ will:

- i. not allow a person to participate in any child-regulated activity without a valid Blue Card or Exemption;
- ii. take reasonable steps to confirm the Blue Card or Exemption holder's identity;
- iii. link a Blue Card or Exemption holder when they start in with SLSQ, a Branch or Club;
- iv. maintain a register of the people engaged in SLSQ, Branches and Clubs;
- v. de-link a Blue Card or Exemption holder when they leave SLSQ, a Branch or Club; and
- vi. develop and implement a Child and Youth Risk Management Strategy containing the eight (8) mandatory requirements:
 1. Statement of commitment
 2. Code of conduct
 3. Recruitment, selection, training and management
 4. Reporting disclosures and suspicions of harm
 5. Managing breaches
 6. Risk management plan for high-risk activities
 7. Managing compliance with the blue card system
 8. Communication and support.

(ii) Members must:

- i. not be a disqualified person;
- ii. have a valid Blue Card or Exemption before participating in, or training for, any child-regulated activity (as designated by SLSQ);

- iii. advise Blue Card Services, of any changes in personal details;
- iv. advise Blue Card Services, of any changes in police information; and
- v. advise Blue Card Services if their card is lost or stolen.

3.6 Complaints and Judiciaries

- (a) All complaints and matters for judicial hearing will be dealt with in accordance with the prevailing SLSA Regulations and policies.
- (b) SLSQ will appoint a Complaints Manager.
- (c) SLSQ will appoint suitably qualified Members as Member Protection Information Officer(s) (**MPIO**).
- (d) SLSQ will work with Clubs and Branches to assist them in appointing suitably qualified Members as MPIOs.
- (e) Appointment as an MPIO will be based on an annual renewal process and may be terminated at any time by either the appointed Member, Club, Branch or SLSQ.
- (f) There shall be no limit on the number of MPIOs appointed.
- (g) SLSQ will maintain a list of MPIOs.

3.7 SLSQ Life Membership

- (a) Individual Members of SLSQ may be recommended for appointment to Life Membership under clause 13(c) of the SLSQ Constitution.
- (b) To be considered for Life Membership of SLSQ, Members must have rendered at minimum of fifteen (15) years distinguished voluntary service to SLSQ, which must be both sustained and conspicuous.
- (c) Life Members have the right to be present and to debate at General Meetings, but do not have voting rights.
- (d) SLSQ Life Membership may be terminated by resolution of the Council.

4. THE COUNCIL

- (a) The role of the Council is set out in clause 36 of the SLSQ Constitution. The Council will:
 - (i) act as guardian of the Constitution;
 - (ii) elect the Elected Directors to the Board;
 - (iii) elect Life Members;
 - (iv) monitor the performance of the Board to ensure SLSQ is acting in accordance with its Objects; and

- (v) meet its statutory duties under the Act.
- (b) By their election as a Councilor, each Councilor undertakes to abide by SLSQ's Constitution. It is critical that Councilor's understand their duty as Councilors is to act in the best interests of the organisation as a whole, setting aside their duties as Branch President, where there is a conflict.
- (c) The role of Councilor, even though held by the same person, is distinct from that of Branch President. The Branch President will, inter alia:
 - (i) advocate for their Branch, Affiliated Clubs and Individual Members on matters of importance to the organization;
 - (ii) bring forward Members' issues that need to be addressed at State level;
 - (iii) provide input to decision-making processes at Board and or Council level from the Branch, Club, Member perspective; and
 - (iv) act as guardian of the membership.
- (b) Meetings of the Council shall be convened and held in accordance with clause 36 of the Constitution.
- (c) Alternatives (proxies) may be appointed by a Councilor in respect of a Council meeting. Such proxies shall preferably be a Branch Officer and must at least be a Member of the Branch they are appointed to represent. Notice of the appointment of a properly authorised proxy must be given to the President and Company Secretary in writing prior to the Council meeting in question.
- (d) SLSQ shall bear all reasonable costs and expenses associated with Councilors' travel to and from and attendance at Council meetings (including accommodation expenses where appropriate), as well as such other costs and expenses reasonably incurred by Councilor's in attending events or engagements which further SLSQ's Objects.

5. THE BOARD

- (a) The role of the Board is set out in clause 22 of the SLSQ Constitution.

The Board will:

- (i) Have oversight of the business, and exercise the powers, of SLSQ;
- (ii) appoint and review the performance of the CEO;
- (iii) be responsible to ensure that SLSQ fulfils its endorsed charitable purpose and at all times meets the Australian Charities and Not-for-Profit Commission (**ACNC**) Governance Standards;
- (iv) govern SLS in Queensland in accordance with SLSQ's Objects;
- (v) approve and regularly review performance against, the Strategic Plan, risk

framework, business plans and annual budget such that these support the Objects;

- (vi) monitor and be accountable for the financial and non-financial performance of SLSQ; and
 - (vii) act on all State issues in accordance with the Objects; and on key issues, ensure appropriate policies are developed and approved to be effective and legally apply to those intended.
- (b) By election or appointment as a Director, each Director undertakes to abide by SLSQ's Constitution.
 - (c) Meetings of the Board shall be convened and held in accordance with clause 25 of the Constitution.
 - (d) Board Members are not entitled to appoint a proxy or alternate for the purposes of any meeting or disposition of business by the Board.
 - (e) SLSQ shall bear all reasonable costs and expenses associated with Directors' travel to and from and attendance at Board meetings (including accommodation expenses where appropriate), as well as such other costs and expenses reasonably incurred by Directors in attending events or engagements which further SLSQ's Objects.

6. BOARD COMMITTEES

6.1 General

- (a) The Board may delegate specific powers to a variety of Board committees to assist it in the governance and administration of SLSQ.
- (b) A Board committee must include at least one Board Member and may also include management and/or external advisors to ensure the Members of the committee are knowledgeable and capable of their role.
- (c) All Members of all Board committees must hold a current Blue Card or Exemption Notice issued by Blue Card Services.
- (d) The Board may reasonably rely on information or advice provided by a Board committee. However, this provision requires that the board make an independent assessment of the advice, having regard to their knowledge.

This provision does not require the Board to separately review committee recommendations, but it does require it to have assessed what is being proposed.

- (e) The authority of any Board committee is limited to the specific function of that committee and its terms of reference.
- (f) The business of every committee meeting must be minuted. Every committee chair must report to the Board after each committee meeting.
- (g) Management will provide an appropriate and skilled minute secretary for each committee.

- (h) At least once a year, and in the manner determined by each committee's Chair, each committee shall review its performance and the performance of each committee's Members and if required make recommendations to the Board for improving its effectiveness.

6.2 Tenure

- (a) Unless otherwise prescribed or determined by the Board, committee Members shall be appointed for a term of two (2) years and may be eligible for re-appointment to the committee at the end of their term as a committee Member. A Director's membership of a committee will terminate when they cease to be a Director.
- (b) If a casual vacancy occurs in a committee, that is not a Director position, the Board may appoint an eligible person to the vacant position and the person so appointed may continue in the position up to the conclusion of the term of the appointee they are replacing.
- (c) A person may only be a Member of a committee for three consecutive terms i.e., six (6) years, except for staff appointed as committee Members.
- (d) Where any adjustment to the term of any committee Members appointed is necessary to ensure rotational terms in accordance with these Regulations, then this shall be determined by the Board.
- (e) Appointments for subsequent terms shall then proceed in accordance with the procedures in these Regulations with half the committee Members, that are not Directors, of each committee required to stand down each year.
- (f) Members of committees that are not Directors may be removed by the Board at any time or may resign at any time by written notice to the Board.

6.3 Finance, Audit, and Risk Management Committee

(a) Role

The role of the Finance, Audit, and Risk Management Committee (**FARM**) is to assist the Board fulfil its responsibilities relating to the:

- (i) effectiveness of SLSQ's risk management framework and controls;
- (ii) integrity of SLSQ's financial statements;
- (iii) compliance with SLSQ's legal and regulatory requirements;
- (iv) appointment and performance of SLSQ's internal and external auditors; and
- (v) review of internal and external audits.

(b) Chair

The Members of the FARM may elect a Chair. The Chair of the Board (if a Member of the FARM) cannot also be chair of the FARM. Failing the appointment of a chair by the

FARM the Board shall appoint the chair of the FARM.

(c) Committee Membership

- (i) The FARM shall consist of a minimum of five (5) Members being:
 - i. the Director of Finance;
 - ii. at least one other Director;
 - iii. at least one independent Member with finance, audit and risk management expertise;
 - iv. the SLSQ Chief Executive Officer (CEO) or delegate responsible for operational risk; and
 - v. the SLSQ Chief Finance Officer (CFO)
- (ii) In addition, any Director and/or the CEO may attend meetings unless otherwise advised by the FARM chair.
- (iii) Any other SLSQ employee or Member may attend a meeting of the FARM, by invitation only.

(d) Meetings

- (i) The FARM will meet a minimum of four (4) times a year.
- (ii) Any Member of the FARM may convene a meeting of the FARM at any time with seven (7) days written notice.
- (iii) The Board can request a meeting of the FARM upon seven (7) days' written notice.

(e) Functions and Responsibilities

(i) Risk management

Review and monitor SLSQ's risk management framework to ensure.

- i. It effectively identifies areas of potential risk;
- ii. adequate policies and procedures have been designed and implemented to manage identified risks;
- iii. effective remedial action is being undertaken to redress areas of weakness; and
- iv. reports are provided to the Board on strategic and key operational risks, including their identification, assessment/evaluation and mitigation in accordance with the risk framework or as otherwise required.

(ii) Compliance

Review and assess the processes used by management to monitor and ensure compliance with laws, regulations and other requirements across all aspects of the business and the quality of, and compliance with external reporting by SLSQ of financial and non-financial information, e.g., ACNC, Australian Taxation Office (ATO), Civil Aviation Safety Authority (CASA) and WH&S obligations.

(iii) Finance

- i. Review the draft operating and capital budgets and cashflow forecasts prepared by management to reflect SLSQ operating requirements and Strategic Plans. The FARM must satisfy itself as to the acceptability of the annual budget before making recommendations to the Board. The Board is responsible for adopting the budgets.
- ii. Review interim budgets and forecasts where there has been a material change in SLSQ's position either financially or within the broader external environment, and make recommendations to the Board on such amendments as may be required.
- iii. Review and assess the appropriateness of SLSQ's accounting policies and principles whenever there are any significant changes therein.
- iv. Monitor the ability of the finance function to produce meaningful data and information that allow the effectiveness of SLSQ's programs to be analysed both operationally and strategically.
- v. Review the financial and management reports.
- vi. Review and provide recommendations on any capital expenditure proposals which fall outside the delegated authority of the CEO including all submissions from Branches or Affiliated Clubs under the capital expenditure and development policies.
- vii. If directed by the Board review financial statements, processes and reporting of SLSQ affiliated entities.

(iv) Internal Audits

- i. Review and assess the scope and resources of any internal audits (financial and non-financial), the audit plans and the systems to monitor and evaluate the effectiveness of any internal auditor(s).
- ii. Monitor and assess the progress of any internal audits and the implications that may arise for the control environment.
- iii. Review and monitor management's responsiveness to the internal auditor's findings and recommendations.

(v) External Audits

- i. Evaluate the proposed audit fee structure and the performance of external auditors and make recommendations to the Board on their continued

appointment or replacement.

- ii. Assess the extent to which the non-audit services of the auditors should be used, whether on a paid or pro bono basis, with particular consideration given to the potential for the provision of these services to impair the external auditor's judgment or independence.
- iii. Review all representation letters signed by management and be satisfied that the information provided is complete and appropriate.
- iv. Review reports prepared by the external auditors on financial statements, business activities, risks and controls, and other issues identified during the conduct of the annual audit.
- v. Review and monitor management's responsiveness to the external auditor's findings and recommendations.

(f) Authorities and Limitations

- (i) The FARM has full powers to carry out its function referred to in Regulation **6.2(a)** and must exercise its powers in accordance with any directions of the Board.
- (ii) Unless expressly stated, the FARM does not have executive power to bind SLSQ or enter transactions with third parties.
- (iii) The FARM, in performing its functions and in accordance with any applicable law, may require at a meeting of the FARM .
 - i. the attendance of any employee of SLSQ;
 - ii. the attendance of any Director who is not a Member of the FARM; and/or
 - iii. access to, or be provided with a copy of any document, report, material or information in the possession of another Director, Councillor, employee, contractor or external adviser of SLSQ or any other person.
- (iv) The FARM may initiate special investigations as it sees fit, or as directed by the Board, in relation to its responsibilities and functions.
- (v) The FARM may obtain independent professional advice to assist it in the proper exercise of its powers and responsibilities, with the cost to be borne by SLSQ, subject to Board approval.

6.4 Governance Committee

(a) Role

The role of the Governance Committee is to assist the SLSQ Board to understand and fulfil its governance, fiduciary and compliance obligations, as directors and provide guidance and support for good governance at all levels of SLS in Queensland.

(a) Chair

Unless otherwise determined by the Board the Deputy President shall be the Chair of the Governance Committee.

(b) Committee Membership

The Governance Committee shall consist of a minimum of five (5) Members being:

- (i) any number of Directors, one of which must be the Deputy President;
- (ii) at least one independent Member with governance expertise;
- (iii) the SLSQ Legal Advisor;
- (iv) the CEO or delegate responsible for governance; and
- (v) the Company Secretary.

(c) Meetings

- (i) The Committee will meet as and when required as determined by the Committee Members or the chair.
- (ii) A Member of the Committee may request a meeting of the Committee at any time with seven (7) days written notice.
- (iii) The Board can request a meeting of the Committee upon seven (7) days written notice.

(d) Functions and Responsibilities

- (i) Review and monitor SLSQ's governance framework, documents, policies and procedures to ensure they continue to be effective, fit-for-purpose and align with community expectations and recommend changes to the Board and Council when necessary.
- (ii) Ensure appropriate governance templates are available for use by Branches and Clubs and that the Constitutions of all Affiliated Organisations comply with the requirements of SLSQ.
- (iii) Ensure ongoing governance education and training is provided to Directors, Councillors, Branch and Club officers and others as required.
- (iv) Advise or assist the SLSQ Board, Council, Committees and Affiliated Organisations on governance issues or due process.
- (v) Oversee SLSQ's compliance with Corporate Governance practices and regulations including ACNC Rules and the *Corporations Act* requirements and other best practice corporate governance processes.
- (vi) Provide oversight and recommendations to the SLSQ Board on all SLSQ policies, prior to endorsement, ensuring they are relevant, effective and fit-for-purpose with the responsible Subcommittee's reviews completed within the prescribed

timelines.

(e) Authorities and Limitations

- (i) The Committee has power to carry out its function referred to in **Regulation 6.4 (a)** and must exercise its powers in accordance with any directions of the Board.
- (ii) The Subcommittee does not have any delegated authority to alter or amend SLSQ's governance framework, documents and procedures or any SLSQ Policy.
- (iii) The Subcommittee, in performing its functions and in accordance with any applicable law, may request at a meeting of the Subcommittee,
 - i. the attendance of any employee of SLSQ;
 - ii. the attendance of any Director who is not a Member of the Subcommittee; and
 - iii. access to, or to be provided with a copy of any document, report, material or information in the possession of another Director, Councilor, employee, contractor or external adviser of SLSQ or any other person.
- (iv) The Committee may initiate special investigations as it sees fit, or as directed by the Board, in relation to its responsibilities and functions.
- (v) The Committee may obtain independent professional advice to assist it in the proper exercise of its powers and responsibilities, with the cost to be borne by SLSQ, subject to Board approval.

6.5 Life Members and Civil Honours Committee

(a) Role

The role of the Life Members and Civil Honours Committee is to manage the process to identify, nominate and consider candidates for SLSQ Life Membership, SLQA Life Membership and civil, civic, sporting, community and other, award Honours.

(b) Chair

The Chair will be the President.

(c) Committee Membership

The Life Members and Civil Honours Committee shall consist of five (5) Members.

- (i) the President, and
- (ii) four (4) SLSQ Life Members from at least three (3) different Branches.

(d) Tenure

The President shall remain a Member of the Committee so long as they hold the office of President.

(e) Meetings

The Committee will meet as required on dates determined by the Chair.

(f) Functions and Responsibilities

- (i) Ensure there are documented criteria for SLSQ Life Membership, which are reviewed and revised as required.
- (ii) Review all nominations for SLSQ Life Membership, verifying the accomplishments of the candidate before providing recommendations to the Council to assist in their considerations for the awarding of SLSQ Life Membership.
- (iii) Identify from within the SLSQ membership, potential candidates for SLSA Life Membership and having verified their accomplishments, advocate their nomination appropriately.
- (iv) Maintain an awareness of the various civil, civic, sporting, community and other awards and Honours, the criteria that apply and where appropriate advocate the nomination of individuals from within the SLSQ membership.
- (v) Review, report and recommend endorsement or non-endorsement of any external Honour or award requiring SLSQ endorsement.

(g) Authorities and Limitations

- (i) The Committee has the power to carry out its function referred to in Regulation 6.5(a) and must exercise its powers in accordance with any directions of the Board.
- (ii) The Committee does not have any delegated authority other than to make recommendations to the Council or to advocate the preparation of a nomination for a particular Honour or award.
- (iii) The Committee at its own discretion may identify candidates, advocate and prepare nominations for any award or honour including but not limited to SLSQ Life Membership.
- (iv) The Committee, in performing its functions and in accordance with any applicable law, may require at a meeting of the Committee, access to or to be provided with a copy of any document, report, material or information in the possession of SLSQ, Branch or Club to assist with its deliberations.

6.6 Nominations Committee

(a) Role

The role of the Nominations Committee is to assist the Council and Board with identifying potential candidates for Directors, Officers, Deputy Officers, Advisors, Committee Members and Panel Members respectively, and evaluating their fitness for office, propriety and ongoing suitability.

Under SLSQ Constitution clause 20, the process for Board nomination is the responsibility

of the Council. The Council may request the Nominations Committee to conduct the nominations process with recommendation provided to the Council upon process completion.

(b) Chair

The Chair of the Nominations Committee shall be the independent Committee Member.

(c) Committee Membership

The Nominations Committee shall consist of at least three (3) Members.

- (i) the President;
- (ii) a Councillor nominated by the Council; and
- (iii) at least one (1) independent Committee Member with knowledge and understanding of SLSQ's governance and strategic plan.
- (iv) Committee Members are expected to:
 - i. act in the interests of SLSQ;
 - ii. contribute the time needed to study and understand the requirements of the organisation; and
 - iii. apply good analytical skills, objectivity and good judgment.

(d) Tenure

- (i) The President shall remain a Member of the Committee so long as they hold the office of President. Note: when standing for re-election, there is an obvious conflict of interest, and the President shall be excluded from any consideration of the President's candidacy. A minimum quorum of two (2) will then be required to provide any recommendations regarding candidates for the Presidency.

(e) Meetings

- (i) The Committee will meet as required on dates determined by the Chair.
- (v) The chair is required to call a meeting if asked to do so by either the Board or Council upon seven (7) days written notice.

(f) Responsibilities

- (i) Use the strategic plan to develop a board skills matrix setting out the mix of skills, expertise, experience, diversity and personal attributes that the Board should look to achieve in its membership.
- (ii) Ensure that a process is undertaken at least annually to evaluate and analyse the skills, expertise, experience, diversity, and independence of the Directors and Officers and make recommendations to the Board regarding appointments,

retirements and terms of office.

- (iii) Oversee a process to be undertaken at least annually to effectively assess the performance and development of Directors and Officers.
 - (iv) Provide input on succession planning for the Board, its committees and the Standing Committees to maintain appropriate skill and diversity whilst minimising business disruption.
 - (v) Manage the process to identify, nominate and select candidates and recommend preferred nominees for election or appointment to the Directors (if requested by the State Council), Officers, Deputy Officers, Advisors, Committee Members and Panel Members.
 - (vi) Review all nominations and assess nominees against the skill priorities and requirements (including culture fit) for Directors (if requested by the State Council), Officers, Deputy Officers, Advisors, Committee Members and Panel Members positions undertaking appropriate processes for assessment.
 - (vii) Provide recommendations to the Council and/or Board as to those applicants who have best demonstrated their suitability for their applied position.
 - (viii) Identify and evaluate CEO candidates and recommend preferred candidates for appointment by the Board.
- (g) Authorities and Limitations
- (i) The Committee has full power to carry out its function referred to in Regulation 6.6(a) and must exercise its powers in accordance with any directions of the Board.
 - (ii) The Committee must immediately exclude any candidate that does not meet the legal requirements for the position for which they have applied.
 - (iii) The Committee does not have any delegated authority to make appointments.
 - (iv) The Committee, in performing its functions and in accordance with any applicable law, may require a meeting of the Committee:
 - i. the attendance of any nominee;
 - ii. the attendance any Director who is not a Member of the Committee;
 - iii. the attendance any employee of SLSQ; and/or
 - iv. the attendance of an Officer or Committee Member, including independent Board Committee Members.
 - (v) The Committee may obtain independent professional advice to assist it in the proper exercise of its powers and responsibilities, with the cost to be borne by SLSQ, subject to Board approval.

6.7 Remuneration Committee

(a) Role

The role of the Remuneration Committee is to advise the SLSQ Board on the approval of the remuneration for the CEO and CFO and remuneration policies for SLSQ staff, including any workplace agreements.

(b) Chair

The President shall chair the Remuneration Committee.

(c) Committee Membership

The Remuneration Committee shall consist of three (3) Members;

- (i) the President;
- (ii) an appointed Director; and
- (iii) the Director of Finance.

In addition, the CEO, and/or delegate responsible for Human Resources and/or, the CFO maybe required to participate in some or for part of a meeting at the request of the Committee but shall be considered guests and have no voting rights.

(d) Tenure

The Members of the Committee will remain in place for so long as they hold the position appointed to the Committee i.e., President, Appointed Director, Director of Finance.

(e) Meetings

The Committee will meet as and when required as determined by the Committee Members or the chair. (Note: the CEO may request the chair to convene a meeting but whether or not a meeting is convened will be at the discretion of the chair).

(f) Functions and Responsibilities

- (i) Understand the senior management structure of SLSQ.
- (ii) Review and advise the Board on the framework or broad policy for the remuneration of the CEO and CFO. In determining such framework or policy, consider all factors which it deems necessary, including individual skills and experience, market availability, remuneration trends, workload and targets for any performance-related pay schemes.

The objective of such policy shall be to ensure that the staff as listed are provided with appropriate incentives to encourage enhanced performance and are rewarded in a fair and responsible manner, for their individual contributions to the success of SLSQ.

- (iii) Review and advise the Board regarding any workplace agreements for SLSQ staff.

(g) Authorities and Limitations

- (i) The Committee has full power to carry out its function referred to in Regulation 6.7(a) and must exercise its powers in accordance with any directions of the Board.
- (ii) Unless expressly stated, the Committee does not have executive power to bind SLSQ or enter transactions with third parties.
- (iii) The Committee, in performing its functions and in accordance with any applicable law, may require attendance at a meeting of the Committee of any employee of SLSQ.
- (iv) The Committee may obtain independent professional advice to assist it in the proper exercise of its powers and responsibilities, with the cost to be borne by SLSQ, subject to Board approval.

6.8 Other Board Subcommittees

The Board at its sole discretion may appoint any other Board committees, as it sees fit from time to time, to assist it in the governance and administration of SLSQ. In such circumstances, the Board shall clearly define the terms of reference, composition, tenure, responsibilities and any delegated authority of such committees.

7. STANDING OPERATIONS COMMITTEES

7.1 Authority

- (a) The Board should in accordance with SLSQ Constitution clause 37, appoint Standing Committees to assist in the operational development of SLSQ and the fulfilment of its Objects. The fundamental role of the Standing Committees being to provide operational expertise and where necessary advice to the Board and the management of SLSQ in relation to their respective portfolio areas.
- (b) The authority of any Standing Committee is limited to that set out in these Regulations and any specified direction of the Board.
- (c) No Standing Committee will have authority over another Standing Committee. However, where two (2) or more standing committees have an interest in a matter, the Board may request a joint recommendation based on consensus or receive individual recommendations and make any decision required itself.
- (d) Each Standing Committee has the delegated authority to establish special purpose panels or working groups under the control of the appointed advisor or chair to deal with specific topics or projects.
- (e) The secretary of each Standing Committee must provide the minutes of any meeting of the Standing Committee to the Company Secretary within fourteen (14) days of the date of each meeting, for circulation to the Board and Council within seven (7) days of receipt.
- (f) No resolution of a Standing Committee has effect, and may not be acted upon, until fourteen (14) days from the minutes of the meeting at which the resolution was passed having been sent by the Company Secretary to the Board and Council.
- (g) Branches may challenge any resolution of a Standing Committee and in doing so it must within fourteen (14) days of receiving the minutes, detailing its concerns, advise the CEO

who shall:

- (i) refer the matter to the Board for consideration, and
 - (ii) advise the relevant Standing Committee that the resolution has been suspended pending consideration by the Board.
- (h) The Board at its sole discretion may at any time,
- (i) set aside a resolution of a Standing Committee and substitute it with the Board's, own resolution; or
 - (ii) set aside a resolution of a Standing Committee and refer the resolution back to the relevant Standing Committee for reconsideration with any directions the Board considers appropriate; or
 - (iii) confirm a resolution of a Standing Committee referred to it by a Branch, and it will thereupon be capable of being acted upon by the relevant Standing Committee.
- (i) Standing Committees have no authority outside of that outlined in these Regulations and any other SLSQ associated policies.
- (j) Notwithstanding any other provision of these Regulations, no decision of a Standing Committee is binding on, or deemed to be a decision of, the Board or Council unless approved in accordance with these Regulations.

7.2 Nominations and Appointment

- (a) Nominees for Standing Committee positions must:
- (i) hold a current Blue Card or Exemption Notice issued by the Blue Card Services and completed all other child safety requirements;
 - (ii) be a current Member of SLSQ ;
 - (iii) have a good general knowledge of SLQA and SLSQ and a thorough understanding of their Constitutions, Regulations and Policies; and
 - (iv) must provide a written resume of their experience relevant to the position being nominated for. The resume is to accompany the formal nomination which must be forwarded to SLSQ on the prescribed form, by the advertised due date, which should be no later than six (6) weeks prior to the date of the meeting which will determine the appointment of the Standing Committee.
 - (v) where a committee requires a representative for a particular Branch, be a Member of that Branch, but does not have to be the Branch Officer, nor does it mean that where a Branch Officer nominates for a position, they will be the preferred candidate when there are better qualified nominations.
 - (vi) Where a committee requires a Member to be recommended by one or more Branches. A list of suitably qualified candidates from the nominations received will be provided to the Branch(es) from which they can make their recommendation.

(b) Composition

(i) Skills

The Standing Committees are skilled based committees, and in appointing the Members of each committee due consideration should be given to not only the skill and experience of each candidate, but the achievement of an appropriate skills mix across the committee Members that best serves the portfolio area and the strategic objectives for which each Standing Committee is responsible.

(ii) Diversity

The composition of each Standing Committee should reflect where possible the diversity of SLSQ membership. Particular emphasis should be put on equity in gender, age and geographical origin i.e., across the Branches, especially between the southern and northern Branches, within each Standing Committee. The opportunity for further diversity based on the factors outlined in the Diversity & Inclusiveness Policy should also be embraced wherever possible.

(iii) Staff

- i. The CEO will be responsible for ensuring appropriate Members of the SLSQ Management Team form part of each Standing Committee to ensure that the strategic and operational directives are aligned and that the deliverables associated with success are achievable.
- ii. Management must also provide an appropriate and skilled minute secretary for each Standing Committee.

7.3 Tenure

- (a) The Board is responsible for all non-staff appointments to Standing Committees and these will generally be for a period of two (2) years.
- (b) Committee Members can only hold a position on any particular Standing Committee for three (3) consecutive terms of two (2) years (for a total of six (6) consecutive years). Any person who has served six (6) consecutive years as a committee Member of a particular Standing Committee and who becomes ineligible to continue to serve a further term becomes eligible again after the expiry of two (2) years from the end of their term.
- (c) Officers and their deputies should be appointed in alternate years along with half of the Committee Members of each Standing Committee.
- (d) If a casual vacancy occurs in a committee, the Board may appoint an eligible person to the vacant position and the person so appointed may continue in the position until the term of the previous appointee would have otherwise expired.
- (e) Where any adjustment to the term of any committee Members appointed is necessary to ensure rotational terms in accordance with these Regulations, then this shall be determined by the Board by lot. Appointments for subsequent terms shall then proceed in accordance with the procedures in these Regulations with at half of the Committee Members of each Standing Committee required to stand down each year.

- (f) Members of Standing Committees may be removed by the SLSQ Board at any time or may resign by written notice to the Board.
- (g) The CEO is solely responsible for the appointment of staff Members to each Standing Committee. Such appointments shall be for an indefinite period and will terminate at the sole discretion of the CEO or when the staff Member's employment with SLSQ ceases.

7.4 Meetings

- (a) Standing Committees should meet quarterly on dates as determined by the Committee or the Committee chair.
- (b) The Chair may invite any Officer, Advisor (not already appointed to the Standing Committee) or external expert to attend all or part of any meeting in a non-voting capacity.

7.5 General Standing Committee Responsibilities

Under the leadership of the Committee Chair (Officer), the role of the respective Standing Committee is to:

- (a) work within the scope of the respective Committee as outlined in the respective committee Regulations;
- (b) develop strategic thinking around the application of SLSQ's Strategic Plan against its portfolio area;
- (c) develop and review policies and procedures related to its portfolio area so they are best practice and adhere to relevant legislation, collaborating and consulting with Branches and Clubs to ensure they are appropriate and can be applied effectively and equitably to those participants or persons for whom they are intended;
- (d) provide recommendations to the Board for changes to SLSQ Policies relating to the committee's portfolio area;
- (e) provide recommendations to the Board with respect to any proposed or suggested changes to SLSQ Regulations or SLSA Regulations and policies or any matter that is referred to the committee for consideration;
- (f) provide management with feedback on operational issues affecting Members or service delivery to the membership with respect to its portfolio area;
- (g) monitor contemporary trends and best practice in its portfolio area including external influences and key performance metrics of the portfolio area;
- (h) appoint Special Purpose Panels to provide high quality and informed technical input into the various areas related to the portfolio area;
- (i) identify, discuss, and develop solutions to any challenges or concerns arising from the volunteers related to the portfolio area;
- (j) liaise with the other portfolio areas to ensure policies and procedures align with contemporary approaches to Member recruitment & retention; and

- (k) at least once a year, and in the manner determined by the Nominations Subcommittee, each Standing-Committee shall review its performance and the performance of each Committee Member and if required make recommendations to the Board for improving its effectiveness.

7.6 Education Committee

(a) Role

To oversee on behalf of the SLSQ Board, the provision of Member education and training activities throughout Queensland. The committee is responsible for the provision of effective leadership and support for the overall strategic development of volunteer education and training in the state.

(b) Committee Membership

The Education Standing Committee should comprise of:

- (i) the State Education Officer (Chair);
- (ii) the Deputy State Education Officer (Deputy Chair);
- (iii) a representative from each of the Branches, each of whom should be Training and Assessment Facilitators (TAFs);
- (iv) the current Trainer of the year and Assessor of the year (non-voting) may be invited to join the Committee;
- (v) the CEO and/or appointed delegates; and
- (vi) a Management appointed minute secretary (non-voting).

Note: The State Officers will be invited to attend all Committee meetings as guests (non-voting). Other Advisors, (including external Advisors) may be invited to provide input or attend Committee meetings as guests (non-voting) as and when required by the Committee or Education Officer.

(c) Education Committee Responsibilities

- (i) Develop programs to enable the delivery of priorities in the SLSQ Strategic Plan specific and relevant to Member education and training.
- (ii) Review policies and procedures relevant to education and training.
- (iii) Utilise research and evidence-based analysis, to inform new and contemporary methods of education and training so that the approaches to delivering education and training in Queensland are best practice.
- (iv) Ensure Members' operational duties and expectations are matched by best practice training programs, acknowledging the variations in circumstances across the state.
- (v) Assist Branches and Clubs with the establishment and operation of programs

to create pathways for Members, especially in relation to trainers, assessors and facilitators, so that the Member experience is safe, rewarding and valued.

- (vi) Aim to improve the retention, recruitment of membership through Training and Education.
- (vii) Support programs that enhance inclusivity and diversity within their remit including activities that support Culturally and Linguistically Diverse (CALD), LGBTQIA+, First Nations and Disability groups.
- (viii) Consult with and/or where necessary, appoint specialist Advisors and when required Panels to deal with specific issues or to provide high quality and informed technical input into lifesaving operational areas including but not limited to;
 - I. Lifesaving Committee
 - II. Junior Activities Advisor
 - III. Drone Operations
 - IV. Emergency Care
 - V. Communications
 - VI. IRBs
 - VII. Lifesaving Operations Support
 - VIII. External Industry Experts, including QFES, SES, QPS, etc.

7.7 Lifesaving Committee

(a) Role

To oversee on behalf of the SLSQ Board, the provision of safe beach and aquatic environments throughout Queensland. The committee is responsible for the provision of effective leadership and support for the overall strategic development of volunteer lifesaving operations across the state, taking into account localised variations in risk factors including but not limited to visitations, environmental conditions and marine life.

(b) Committee Membership

The Lifesaving Standing Committee should comprise of

- (i) the State Lifesaving Officer (Chair);
- (ii) the Deputy State Lifesaving Officer (Deputy Chair);
- (iii) the Deputy State Operations Support Officer;

- (iv) the six (6) Branch Directors of Lifesaving;
- (v) the CEO and/or appointed delegates responsible for management of Life Saving Services (Non-Voting); and
- (vi) a Management appointed minute secretary (non-voting).

Note: The State Officers will be invited to attend all Committee meetings as guests (non-voting). Other Advisors, (including external Advisors) may be invited to provide input or attend Committee meetings as guests (non-voting) as and when required by the Committee or Lifesaving Officer.

(c) Lifesaving Committee Responsibilities

- (i) Develop, coordinate and implement programs to enable the delivery of priorities in the SLSQ strategic plan specific and relevant to lifesaving activities.
- (ii) Undertake “lessons learned” reviews of major incidents and responses to inform improvements in policies, procedures and training.
- (iii) Utilise research and evidence-based analysis to inform new and contemporary methods of conducting lifesaving and public safety operations so that the approaches to delivering lifesaving services in Queensland are best practice.
- (iv) Ensure that all Lifesaving policies, procedures and documentation are current and readily available.
- (v) Create pathways for Members through Club patrolling to support operations and beyond, so that Member experience is safe, rewarding and valued.
- (vi) Conferring Lifesaving Excellence Awards, Lifesaving Bravery Awards and Distinguished Service awards.
- (vii) Aim to improve the retention, recruitment and training of membership in consultation with other Standing Operations Committees.
- (viii) Monitor trends and processes within the wider emergency services community to ensure SLSQ’s position is aligned with the emergency services framework.
- (ix) Support programs that enhance inclusivity and diversity within the volunteer membership including activities that support Culturally and Linguistically Diverse (CALD), LGBTIQ+, First Nations and Disability groups.
- (x) Consult with and/or where necessary, appoint specialist Advisors and when required panels to deal with specific issues or to provide high quality and informed technical input into lifesaving operational areas including but not limited to;
 - i. a Drone Operations Advisor
 - ii. an Emergency Care Advisor
 - iii. a Helicopter Services Advisor

- iv. a Lifesaving Communications Centre Advisor
- v. a Lifesaving IRB Advisor
- vi. a Lifesaving Specialist Powercraft Advisor
- vii. Marine Creature Advisor(s)
- viii. a Medical Advisor.

7.8 Membership Services Committee

(a) Role

To oversee on behalf of the SLSQ Board, the development and implementation of Member, wellbeing, leadership related activities to foster the growth and development of the membership across all facets but with particular emphasis on the active membership cohort. The committee is responsible for provision of effective leadership and support for the overall strategic development of membership services and development operations within surf lifesaving throughout Queensland to enhance participation across all demographics.

(b) Committee Membership

The Membership Services Standing Committee should comprise of:

- i. the membership Services Officer (Chair)
- ii. the Deputy Membership Services Officer (Deputy Chair)
- iii. the Junior Activities Advisor (or proxy) (Non-voting)
- iv. the Youth Advisor (or proxy) (Non-voting)
- v. the Member Welfare Advisor (Non-voting)
- vi. five (5) committee Members skilled and interested in the ongoing and continuous improvement in the delivery of membership services. Qualifications and experience should include but not be limited to;
 - i. Knowledge and experience in the delivery of volunteer membership support and services within Surf Life Saving and the different communities in which SLSQ operates; or
 - ii. Professional or substantive experience in volunteer development, management and/or recruitment; or
 - iii. Specific expertise in at least one of the following: diversity and inclusion, management of children and youth, Member welfare and safeguarding, Member development, volunteer pathways and/or Member communication and engagement.
- vii. the CEO and/or appointed delegates responsible for management of

Member Services (non-voting).

- viii. a Management appointed minute secretary (non-voting).

Note: The State Officers will be invited to attend all Committee meetings as guests (non-voting). Other Advisors, (including external Advisors) may be invited to provide input or attend Committee meetings as guests (non-voting) as and when required by the Committee or Membership Services Officer.

(c) Membership Services Committee responsibilities:

- i. Develop, coordinate and implement policies, programs and initiatives to enable the delivery of the priorities in the SLSQ Strategic Plan specific and relevant to membership services.
- ii. Monitor and research contemporary approaches to volunteering in membership-based organisations which can enhance recruitment, retention and development of SLSQ Volunteers.
- iii. Ensure SLSQ's membership base is reviewed and analysed at least annually to ensure sustainability and share findings across the Organisation for actioning.
- iv. Develop and build initiatives and resources that support sustainable membership within Clubs and Branches.
- v. Develop and support initiatives that help to ensure a positive, safe and efficient volunteer Member experience in joining and engaging with the organisation.
- vi. Develop policies, resources, programs and initiatives for SLSQ, Club and Branches to enhance membership sustainability through volunteer recruitment, retention and development.
- vii. Establish and maintain SLSQ's development framework and establish Member pathways and leadership programs that support the development of Members into operational and strategic leadership roles at all levels of the organisation.
- viii. Establish policies, procedures, resources and initiatives that support the development, protection, recruitment and retention of youth Members (aged 15 – 30) and Youth Development Officers throughout the state.
- ix. Establish policies, procedures, resources and initiatives that support the effective delivery of junior activities operations with a focus on development, Member protection, efficiencies and recruitment and retention of junior activities Members and their family Members/ guardians.
- x. Understanding the frameworks, policies and procedures that are in place for protecting Children and Young People (CYP) and its impact on membership;
- xi. Monitor and review SLSQ's Member welfare framework including, but not

limited to, development of policy and procedures for peer support, Member protection, Member well-being and youth protection.

- xii. Support programs that enhance inclusivity and diversity within their remit including activities that support Culturally and Linguistically Diverse (CALD), LGBTIQ+, First Nations and Disability groups.
- xiii. Aim to improve the retention, recruitment and training of membership in consultation with other Standing Operations Committees
- xiv. Consult with and/or where necessary, appoint specialist advisors and when required associated panels, to deal with specific issues or to provide high quality and informed technical input into membership services operational areas.

7.9 Surf Sports Committee

(a) Role

To oversee on behalf of the SLSQ Board, the development and implementation of Surf Sport practices and procedures to achieve the highest standards of lifesaving competition throughout Queensland. Recognising that Surf Sport is critical to engaging and maintaining the membership rescue ready, the committee is responsible for provision of effective leadership and support for the overall strategic development of surf and aquatic sport programs and competitions relevant to surf lifesaving.

(b) Committee Membership

The Surf Sport Standing Committee should comprise of:

- (i) the Surf Sports Officer (Chair);
- (ii) the Deputy Surf Sports Officer (Deputy Chair);
- (iii) The Surf Sports Officials Advisor (Non-voting);
- (iv) the six (6) Branch Directors of Surf Sports; and
- (v) three (3) Independent sport representatives who should be skilled and interested in ongoing and continuous improvement in the delivery of Surf Sport. Qualifications and experience should include but not be limited to;
 - i. Substantive knowledge and experience in the delivery of Surf Sport programs including, coaching, competing and the use of Surf Sport equipment, officiating, and the environments in which SLSQ operates; or
 - ii. Professional or substantive volunteer experience in sports management, event management or event safety; or
- (vi) the CEO and/or appointed delegates responsible for management of Surf Sport (non- voting);
- (viii) a Management appointed minute secretary (non-voting); and

- (ix) the Australian Surf Rowers League Queensland President (or proxy) (non-voting).

Note: The State Officers will be invited to attend all Committee meetings as guests (non-voting). Other Advisors, (including external Advisors) may be invited to provide input or attend Committee meetings as guests (non-voting) as and when required by the Committee or Surf Sports Officer.

(c) Surf Sport Committee Responsibilities

- (i) Develop, coordinate and implement programs to enable the delivery of the priorities in the SLSQ Strategic Plan specific and relevant to Surf Sport activities.
- (ii) Undertake “lessons learned” reviews of any critical or chronic Surf Sport incidents and responses to inform improvements in, policies, procedures and training.
- (iii) Utilise research and evidence-based analysis to inform new and contemporary methods of training and Surf Sport skills development to ensure that the approaches to delivering Surf Sport in Queensland are best practice.
- (iv) Ensure that all necessary resources and materials (including updates to manuals and bulletins issued from time to time), to develop Surf Sport competitors and meaningfully and safely conduct carnivals are current and readily available to Branches and Clubs.
- (v) Create pathways for Members from intra-club non-competitive surf sport activities through to national representative and/or professional competition to build participation and ensure that Members’ experience is safe, rewarding and valued.
- (vi) Through the Officials’ Advisory Panel conduct Officials Accreditation Courses and facilitate officials’ development pathways.
- (vii) Facilitate and conduct Coaching and Competitors’ Clinics as required or requested.
- (viii) Monitor trends and processes within the wider sport community to ensure SLSQ’s position is aligned with community expectations and delivery of Surf Sport is best practice.
- (ix) Determine a calendar of events each year, to be offered at State and Branch levels that is aligned, contemporary, and meets the needs of various cohorts within the Surf Sports participants of the membership.
- (x) Determine the venues, dates and events for each of the State Championship Carnivals, ideally, two (2) years in advance.
- (xi) Aim to improve the retention, recruitment and training of membership in consultation with other Standing Operations Committees
- (xii) Support programs that enhance inclusivity and diversity within their remit including activities that support Culturally and Linguistically Diverse (CALD), LGBTIQ+, First Nations and Disability groups.
- (xiii) Consult with and/or where necessary, appoint specialist Advisors and when

required associated panels to deal with specific issues or to provide high quality and informed technical input into Surf Sport operational areas including but not limited to;

- i. A Surf Sport Gear and Equipment Advisor
- ii. A Surf Sport IRB Competition Advisor
- iii. A Surf Sport Junior Activities Advisor
- iv. State Selection Advisor
- vi. Surf Sports Safety Advisor.

8. PANELS

8.1 General

(a) Authority

- (i) Panels may be appointed to coordinate specific activities, provide specialised advice in relation to specific issues or where specialist technical knowledge as required.
- (ii) Standing Committees and/or the Board may appoint Panels as they see fit in accordance with SLSQ Constitution clause 37 and Regulation 7.1(d), where a Special Purpose Panel is appointed by a Standing Committee, it is subject to the endorsement of by the Board.
- (iii) The terms of reference for any Panel are limited to those set out in these Regulations or as directed by the appointing Standing Committee and/or the Board.
- (iv) The authority of any Panel is limited to the provision of advice only. Any decision in relation to that advice is at the sole discretion of the appointing Standing Committee and/or the Board.
- (v) Management will provide secretarial support as required by any Panel.
- (vi) The Panel Chair must provide a report to the appointing Standing Committee and/or the Board within fourteen (14) days of any Panel meeting.

(b) Chair

Where appointed, the nominated Advisor shall be the Chair of the associated Panel and where there is no Advisor, the appointment of a Chair will be the responsibility of the appointing Standing Committee and/or the Board.

(c) Composition

- (i) The number of Panel Members appointed to any given Panel will be at the sole discretion of the appointing Standing Committee and/or the Board.
- (ii) Panel Members may be recruited by a call for expressions of interest or co-opted

directly based on the reputation, knowledge and experience of the individual concerned. In either case, a written resume should form part of the record of appointment to ensure the validity of the appointment.

- (iii) Panel Members need not be Members of SLSQ.
- (iv) All Panel Members must hold a current Blue Card or Exemption Notice issued by the Blue Card Services.
- (v) Technical knowledge, skills and experience shall be the primary factor in the appointment of Panel Members, bearing in mind the achievement of an appropriate skills mix across the committee Members that best serves the subject matter.
- (vi) Diversity, where possible, should be considered when appointing panel Members. Equity in gender, age and geographical origin i.e., across the Branches, especially between the southern and northern Branches would be highly desirable and the opportunity for further diversity based on the factors outlined in the Diversity & Inclusiveness Statement should also be embraced wherever possible.
- (vii) Staff Members with the required knowledge or skills may be co-opted to a Panel with the approval of SLSQ Management. With the exception of secretarial support any staff appointed to a Panel will have equal standing with any other panel Member including voting rights.
- (viii) The Chair of the Standing Committee (or nominated delegate) responsible for the Panel, may attend any Panel meeting as a non-voting guest.

(d) Tenure

- (i) Panels may be terminated at any time by resolution of the appointing Standing Committee and/or the Board.
- (ii) Panel Members may at any time be removed by written resignation or by resolution of the appointing Standing Committee and/or the Board.
- (iii) In the event of a casual vacancy of a Panel Member, that is not a Member of the relevant Standing Operating Committee, the Committee may appoint an eligible person, subject to recommendation to the Nominations Committee/Board, to the vacant position and the person so appointed may continue in the position until the term of the previous appointee would have otherwise expired.
- (iv) Enduring panels
 - i. Should have their terms of reference included in these Regulations.
 - ii. Panel Members must be endorsed annually by the Board.
 - iii. At least once a year, and in the manner determined by the responsible Standing Committee and/or the Board, have its terms of reference and performance reviewed along with that of each Panel Member, and where required recommendations made to the Board for improving its effectiveness.

(v) Fixed Term Panels

- i. Must have their terms of reference minuted, including the period of appointment, by the appointing Standing Committee and/or the Board, whenever such Panels are convened.
- ii. Will only remain in place for the period of endorsement, with any extension to be endorsed by the Board.

(vi) Meetings

- i. Panel meetings will be as determined by the Panel or the Chair, or as directed by the appointing Standing Committee and/or the Board.

8.2 History Panel

(d) Reports to the Board, to provide expert advice on archiving of historical documentation and storage and/or display of significant artefacts.

(e) Composition

- (i) The History Advisor – Chair.
- (ii) Two (2) Panel Members interested in the history of surf lifesaving in Queensland, SLSQ and its Branches and Clubs.
- (iii) At least one (1) Industry Expert(s), skilled in one or more of the following; investigation of historical incidents, preservation and/or cataloguing of records and artefacts.
- (iv) SLSQ staff as required and approved by Management (non-voting).
- (v) Management appointed secretarial support (non-voting).

Note: Other Staff, Officers and Advisors may be invited to provide input or attend Panel meetings as guests (non-voting) as and when required by the History Advisor.

(f) Objectives

- (i) To provide advice to ensure SLSQ protects and celebrates its history.
- (ii) Identify, source, preserve and catalogue records and artefacts of significance to the history surf lifesaving in Queensland.
- (iii) When directed, conduct investigations into historical stories, accolades, awards, acts of prowess, acts of bravery and outstanding vigilance and service.

8.3 Junior Activities Panel

(a) Reports to the membership Services Committee to provide expert advice on the conduct of junior ‘Nipper’ activities.

(b) Composition

- (i) Junior Activities Advisor – Chair
- (ii) Surf Sports Junior Activities Advisor
- (iii) Six (6) Branch Elected Representatives for Junior Activities
- (iv) SLSQ staff as required and approved by Management (non-voting)
- (v) Management appointed secretarial support (non-voting).

Note. Other Staff, Officers and Advisors may be invited to provide input or attend Panel meetings as guests (non-voting) as and when required by the Junior Activities Advisor.

(c) Objectives

- (i) To provide advice on matters of interest and relevance for junior activities.
- (ii) Undertake consultation with Branches, Clubs, junior activities leaders and Members on the conduct of junior 'nipper' activities providing instruction and guidance where appropriate. Reporting findings, conclusions and recommendations to the membership Services Committee.
- (iii) To develop and/or provide advice on Policies, Procedures, Development initiatives and Enhancements for Junior Activities arising from Clubs, Branches, State and National.
- (iv) Support efficiencies within the nipper program for junior Members and all Members associated with nipper activities.
- (v) Development and review of junior activities policies and procedures.

8.4 Lifesaving IRB Advisory Panel

- (a) Reports to the Lifesaving Committee to provide expert advice on Lifesaving IRB equipment, training and operations.

(b) Composition

- (i) The Lifesaving IRB Advisor (Chair)
- (ii) Four (4) Panel Members with demonstrated knowledge and experience with IRBs and associated equipment, training, operation and maintenance
- (iii) The IRB Competition Advisor
- (iv) Specialist Powercraft Advisor
- (v) SLSQ staff as required and approved by Management (non-voting)
- (vi) Management appointed secretarial support (non-voting).

Note. Other Staff, Officers and Advisors may be invited to provide input or attend Panel

meetings as guests (non-voting) as and when required by the Lifesaving IRB Advisor.

(c) Objectives

- (i) To provide expert advice on matters concerning IRBs involved in Lifesaving Operations.
- (ii) To provide advice on the development, monitoring and maintenance of training and operational standards for IRBs in Lifesaving Operations.
- (iii) Monitor the effectiveness of the Powercraft code of conduct and where necessary to recommend changes.
- (iv) Review SLSQ Powercraft incident investigations and provide appropriate recommendations.
- (v) Review compliance, WorkCover and operational statistical data and report findings and where appropriate, provide recommendations.

8.5 Lifesaving Operations Support Panel

- (a) Reports to the Lifesaving Committee to provide expert advice on Lifesaving Operations Support.

(b) Composition

- (i) The Deputy Lifesaving Operations Support Officer (Chair)
- (ii) The Regional Operations Support advisors appointed for each region
- (iii) The Communications Advisor
- (iv) The Specialist Powercraft Advisor
- (v) The Helicopter Services Advisor
- (vi) The Drone Operations Advisor
- (vii) SLSQ staff as required and approved by Management (non-voting)
- (viii) Management appointed secretarial support (non-voting).

Note. External Emergency Service personnel, other Staff, Officers and Advisors may be invited to provide input or attend Panel meetings as guests (non-voting) as and when required by the Lifesaving Operations Support Advisor.

(c) Objectives

- (i) To provide advice and recommendations on matters of policy and procedures relating to Operations Support.
- (ii) Oversee and coordinate Lifesaving Operations Support activities to ensure efficiency and effectiveness including out of hours response capability.

- (iii) Provide annual recommendations on appropriate persons to act as Tasking Officers for the operational tasking of Lifesaving Operations Support units.
- (iv) In consultation with each of the Lifesaving Support Operations' crews, recommend to the Lifesaving Committee the appointment of crew captains/chiefs, training officers, assessors and other specialist positions as required, and in accordance with Standard Operating Procedures for each of the Lifesaving Operations Support units.
- (v) In consultation with the Education Committee, provide development and educational opportunities for Members in relation to Lifesaving Support Operations.
- (vi) develop guidelines for the management of all Surf Lifesaving Operations Support units;
- (vii) plan Lifesaving Operations Support activities and training; and
- (viii) Monitors trends and developments within the Emergency Services community for opportunities and implications for SLSQ Operations Support.

8.6 Lifesaving Specialist Powercraft Panel

- (a) Reports to the Lifesaving Committee via the Lifesaving Support Operations Panel.
- (b) Composition
 - (i) The Specialist Powercraft Advisor (Chair)
 - (ii) One (1) Regional RWC advisor per region
 - (iii) The IRB Lifesaving Advisor
 - (iv) SLSQ staff as required and approved by Management (non-voting)
 - (v) Management appointed secretarial support (non-voting).
- (c) Objectives
 - (i) Oversee the operational activities of SLSQ's Powercraft Services, including Club operations, in accordance with SLSQ's Standard Operating Procedures, Guidelines and Protocols.
 - (ii) To provide advice on matters concerning SLSQ's Powercraft services operations and the development, monitoring and maintenance of training and operational standards of SLSQ's Rescue Watercraft services and other craft as identified through LSC and Operations Support Panel.
 - (iii) Receive and consider reports and recommendations from Crew meetings and make recommendations to the State Lifesaving Operations Support Panel when appropriate.

8.7 Meritorious and Annual Awards Selection Panel

- (a) Reports to the Board to recommend appropriate recipients for the various SLSQ and SLSA honours, meritorious and annual awards.
- (b) Composition
 - (i) A Board Member (Chair)
 - (ii) The Education Officer
 - (iii) The Lifesaving Officer
 - (iv) The Membership Services Officer
 - (v) The Surf Sports Officer
 - (vi) Two (2) independent panel Members selected from the SLSQ membership
 - (vii) Management appointed secretarial support (non-voting).
- (c) Objectives
 - (i) Review, oversee and coordinate the SLSQ recognition awards program to recognise Member service and support of lifesaving in Queensland including the timelines for circulation of award nominations to Members and the closing date(s) for lodgment.
 - (ii) Evaluate all nominations lodged for designated SLSQ awards and determine the recommended recipient.

Note. In giving due consideration to any nomination the Panel, may require access to or to be provided with a copy of a document, report, material or information in the possession of SLSQ, Branch or Club to assist with its deliberations and/or to verify facts in relation to a nomination. Such information will only be provided after due consideration of the applicable laws and individuals' privacy.

8.8 Surf Sports IRB Competition Panel

- (a) Reports to, the Surf Sport Committee to provide expert advice on IRB competition (racing) and oversee water safety at other surf sport events when required.
- (b) Composition
 - (i) The IRB Competition Advisor (Chair)
 - (ii) Four (4) Panel Members with demonstrated knowledge and experience of IRBs and associated equipment, training, operation and maintenance for competition.
 - (iii) The IRB Lifesaving Advisor
 - (iv) SLSQ staff as required and approved by Management (Non-voting)
 - (v) Management appointed secretarial support (non-voting).

(c) Objectives

- (i) To provide expert advice on matters concerning IRB Competition.
- (ii) Consult with competitors, coaches, Clubs and Branches and reporting findings, conclusions and recommendations to the Surf Sport Committee.
- (iii) Foster innovation and research into IRB Competition, equipment and systems.
- (iv) Oversee water safety at SLSQ Carnivals when requested.

8.9 Surf Sports Officials Advisory Panel

- (a) Reports to the Surf Sports Committee to provide expert advice on Surf Sports Officials education and professional development to ensure ongoing succession planning is in place by identifying emerging new senior officials as well as assisting grass roots officials. The Panel will assist with the management of the fundraising and financial assistance program that is available to officials.
- (b) May be appointed by, and reports to, the Surf Sport Committee to provide expert advice on Surf Sport Officials' development including oversight of fundraising for financial assistance programs.

(c) Composition

- (i) The Surf Sports Officials Advisor (Chair)
- (ii) Eight (8) Members with knowledge and experience in Officials Development (education and professional development), Officials Health and Welfare, and Identifying emerging new Senior Officials.
- (iii) The panel must include two (2) Members representing the northern Branches (WBCB, NBB and NQB) and 2 representatives from each of the three (3) southern Branches (SSCB, SCB and PDB)
- (iv) SLSQ staff as required and approved by Management
- (v) Management appointed treasury and secretarial support (non-voting).

Note. External expert personnel, other Staff, Officers and Advisors may be invited to provide input or attend Panel meetings as guests (non-voting) as and when required by the Surf Sports Officials Advisor.

(d) Objects

- (i) To provide advice on matters of interest and relevance for Surf Sport Officials.
- (ii) Oversee the conduct of clinics, accreditation and re-accreditation courses for officials.
- (iii) Undergo consultation with Branches, Clubs, Competitors Coaches and Officials

on improving officiating standards and the conduct of Carnivals and report findings, conclusions and recommendations.

- (iv) Oversee the organisation, conduct and encourage Member participation in fundraising activities to generate funds to assist in the development of officials and their ability to carry out their duties.
- (v) Accumulated funds shall be held in SLSQ approved bank accounts and managed in accordance with SLSQ fiscal management policies. All funds held by the Panel shall be in the control of the Panel in terms of its approved annual budget and under the delegations of the CEO or nominee.
- (vi) Assistance provided to officials may include, but is not limited to:
 - i. Provision of manuals
 - ii. Provision of clothing and equipment
 - iii. Travel subsidies to Queensland and Australian Championships.
- (vii) To make recommendations regarding the allocation of assistance which will generally be based on the level of participation in fundraising and service as an official.
- (viii) Monitor and review new and contemporary methods and technology for conducting and officiating sporting events efficiently and safely and make recommendations that enable SLSQ Surf Sport approaches to delivering Surf Sport events best practice.
- (ix) To provide recommendations to the Surf Sports Committee on Senior Official Appointments for SLSQ run Carnivals.
- (x) Organise, where appropriate, travel and accommodation for officials at Queensland and Australian Championships. At events where travel and/or accommodation has been organised, then subsidies will ordinarily only be available to those utilising the travel and/or accommodation provided.
- (xi) Organise and where appropriate subsidies for social activities for officials, to encourage teamwork and camaraderie.

9. OFFICERS/ DEPUTY OFFICERS

9.1 General

- (a) Authority
 - (i) The Board should appoint such Officers/ Deputy Officers as it sees fit.
 - (ii) All Officers report directly to the Board.
 - (iii) By their appointment as an Officer/ Deput Officer, the Nominated Member undertakes to abide by SLSQ's Governance requirements.

(b) Nominations and appointments

- (i) The Board is responsible for the appointment of all Officers/ Deputy Officers.
- (ii) All Officers/ Deputy Officers must hold a current Blue Card or Exemption Notice issued by the Blue Card Services.
- (iii) The Patron will nominally be the Governor of the State of Queensland.
- (iv) Vice Patron appointments may be made with respect to a person holding public office or as a tribute for services to SLSQ.
- (v) All other Officers/Deputy Officers must:
 - i. be a current Member of Surf Life Saving Queensland;
 - ii. have demonstrated leadership capability;
 - iii. have a good general knowledge of SLSA and SLSQ and a thorough understanding of their Constitutions, Regulations and policies; and
 - iv. provide a written resume of their experience relevant to the position being nominated for, plus a description of their future goals and objectives. The resume is to accompany the formal nomination which must be forwarded to SLSQ on the prescribed form, by the advertised due date, which should be no later than four (4) weeks prior to the date of the meeting which will determine the appointment of the Officer. The requirement to re-submit a resume does not apply to incumbent officers who are re-nominating for the same position.

(c) Tenure

- (i) Appointment will generally be for a period of two (2) years.
- (ii) The Lifesaving Officer and the Surf Sport Officer shall be appointed in each year of even number while the membership Services Officer and Education Officer shall be appointed in each year of odd number.
- (iii) Officers and their Deputies should be appointed in alternate years.
- (iv) Officers/ Deputy Officers may be removed by the SLSQ Board at any time or may resign by written notice to the Board.
- (v) In the event of a casual vacancy in an office, the Board may appoint an eligible person to the vacant office and the person so appointed may continue in office up to the conclusion the term of the previous appointee would have expired.
- (vi) Officers/ Deputy Officers can only remain in office for three (3) consecutive terms of two (2) years (for a total of six (6) consecutive years). Any person who has served six (6) consecutive years as an Officer/ Deputy Officer and who becomes ineligible to continue to serve a further term becomes eligible again after the expiry of two (2) years from the end of their term.

9.2 Education Officer

The Education Officer will,

- (a) have a Certificate 4 in Training & Assessment and have the necessary skills and experience in teaching activities;
- (b) be the nominated Chair of the Education Standing Committee;
- (c) work in conjunction with the CEO nominated SLSQ staff Member(s) and be responsible for advancing, Member education and training throughout Queensland;
- (d) receive regular reports from the Branch Education Officers detailing the activities in each Branch; and
- (e) liaise with those holding similar positions at National and State levels to understand areas of success and /or deficiencies in those jurisdictions that could translate to development opportunities for the Education Committee.

9.3 Lifesaving Officer

The Lifesaving Officer will:

- (a) have knowledge and expertise that would otherwise qualify them to be a Lifesaving Standing Committee Member;
- (b) be the nominated Chair of the Lifesaving Standing Committee;
- (c) work in conjunction with the CEO nominated SLSQ staff Member and be responsible for advancing, lifesaving activities and services throughout Queensland;
- (d) receive regular reports from the Branch Lifesaving Officers detailing the activities of the Lifesaving Board/Committee in each Branch; and
- (e) liaise with those holding similar positions at National and State levels to understand areas of success and /or deficiencies in those jurisdictions that could translate to development opportunities for the Lifesaving Committee.

9.4 Membership Services Officer

The Membership Services Officer will:

- (a) have knowledge and expertise that would otherwise qualify them to be a Membership Services Standing Committee Member;
- (b) be the nominated Chair of the Membership Services Standing Committee;
- (c) work in conjunction with the CEO nominated SLSQ staff Member and be responsible for enhancing, membership Services throughout Queensland;
- (d) work to enhance Member development, Member welfare, membership sustainability, recruitment and retention and the volunteer Member experience in surf lifesaving throughout Queensland;

- (e) assist in the development of guidelines on the coordination of Peer Support Program, Member Protection Information Officer, Bullying Awareness and Child Safety;
- (f) liaise with Clubs and Branches concerning the promotion of Bullying Awareness Training and the recruitment of Peer Support Officers and Member Protection Information Officers;
- (g) carry out any other reasonable tasks given by the Membership Services Committee/Member Welfare Officer and will work closer with the Member Welfare Officer;
- (h) work with the Member Welfare Advisor providing leadership and recommendations within the Peer Support area;
- (i) assist Member Welfare Advisor with coordination recruitment and training of Peer Support personnel when necessary; and
- (j) liaise with those holding similar positions at National and State levels to understand areas of success and /or deficiencies in those jurisdictions that could translate to development opportunities for the Membership Services Committee.

9.5 Surf Sports Officer

The Surf Sports Officer will:

- (a) have knowledge and expertise that would otherwise qualify them to be a Surf Sport Standing Committee Member;
- (b) be the nominated Chair of the Surf Sport Standing Committee;
- (c) be the nominated Chair of the Carnival Committee for each of the State Championships;
- (d) work in conjunction with the CEO nominated SLSQ staff Member and be responsible for advancing, Surf Sport programs and competition throughout Queensland;
- (e) receive regular reports from the Branch Surf Sport Officers detailing the activities of the Surf Sport Board/Committee in each Branch;
- (f) Ensure Branch submissions are taken into account when the annual calendar of events is being prepared for publication; and
- (g) liaise with those holding similar positions at National, and State levels to understand areas of success and /or deficiencies in those jurisdictions that could translate to development opportunities for the Membership Services Committee

9.6 Deputy Officers

Deputy Officers consist of

- (a) Deputy Education Officer
- (b) Deputy Lifesaving Officer
- (c) Deputy Lifesaving Operations Support Officer
- (d) Deputy Membership Services Officer

- (e) Deputy Surf Sports Officer

The Deputy Officers will:

- (a) Assist their relevant Officer in fulfilling their responsibilities.
- (b) In the absence of their relevant Officer, Chair and facilitate discussion of the relevant Committee.
- (c) In the absence of their relevant Officer, attend and present to the Board or Council if required.
- (d) Attend and actively participate in relevant committee meetings.
- (e) Contribute to decision-making processes by providing input and insights.
- (f) Foster positive relationships with key partners and stakeholders.

10. ADVISORS

10.1 Appointment

- (a) The Board may appoint such Advisors as and when it sees fit.
- (b) Whenever an Advisor is to be appointed there must be a documented scope of responsibility and prerequisite qualifications.
- (c) Advisors must have demonstrated knowledge and experience in the field of endeavour for which they are being appointed.
- (d) Advisors may be recruited through an expression of interest or co-opted directly.
- (e) Advisors need not be Members of SLSQ.
- (f) Advisors must hold a current Blue Card or Exemption Notice issued by the Blue Card Services.
- (g) Advisors may resign at any time by written resignation or be removed by resolution of the appointing Standing Committee and/or the Board.
- (h) Appointments are for a maximum term of two (2) years and limited to three (3) consecutive terms. Any person who has served six (6) consecutive years as an Advisor may only continue with the express resolution of the Board or else becomes ineligible to continue to serve a further term but becomes eligible again after the expiry of two (2) years from the end of their term.
- (i) In the event of a casual vacancy of an Advisor, the appropriate Standing Operations Committee may appoint an eligible person to the vacant position, subject to recommendation to the Nominations Committee/Board, and the person so appointed may continue in the position until the term of the previous appointee expires.
- (j) Advisors may be assigned tasks or matters for research or investigation, within their expertise, by the appointed Standing Committee, the Chair of that committee and/or the

Board and will provide reports and recommendations within agreed timeframes.

- (k) Half the Advisors shall be appointed in each year of even number while the remaining half shall be appointed in each year of odd number
- (l) The following advisors will be voted, in on any year of even number for a term of two (2) years – Drone Operations, Helicopter Services Advisor, Junior Activities Advisor, , Lifesaving Specialist Powercraft Advisor, Medical Advisor, Member Welfare Advisor, Surf Sports IRB Competition Advisor, Surf Sports Junior Advisor, Youth Advisor.
- (m) The following advisors will be voted in on any year of odd number for a term of two (2) years – Duty Officer Advisor, Emergency Care Advisor, History Advisor, Life Saving Inflatable Rescue Boat Advisor, Lifesaving Communications Advisor, Marine Creature Advisor, Member Protection Advisors, Surf Sports Gear and Equipment Advisor, Officials Advisor, Surf Sports Selections Advisor.
- (n) May attend Standing Committee meetings but have no capacity to participate in voting

10.2 Drone Operations Advisor

- (a) Accountable to the Lifesaving Committee.
- (b) Must hold a current seven (7) kg Remote Pilot License.
- (c) Attends meetings of the Lifesaving Operations Support Panel Provides advice on Drone operations and standards.
- (d) Is responsible for assisting in the recruitment and training of drone operators.
- (e) Should liaise with Advisors holding similar positions at National, State and Branch levels to understand areas of success and /or deficiencies in those jurisdictions that could translate to development opportunities for the Lifesaving Operations Support Panel.

10.3 Duty Officer Advisor

- (a) Accountable to the Lifesaving Committee;
- (b) Be responsible for the State Deputy Lifesaving Operations Support Officer
- (c) attend meetings of the State Lifesaving Operations Support Panel and Communications Panel when requested;
- (d) be a current and active Duty Officer, Lifeguard Supervisor or Tasking Officer;
- (e) supervise the development and operations of lifesaving Duty Officer service standards;
- (f) be responsible for the effective management, coordination and communication of volunteer Duty Officers;
- (g) consult with Regional Lifesaving Coordinators/supervisors and Regional Operations Support Advisors in relation to the effective Duty Officer operations and performance;
- (h) in conjunction with the relevant SLSQ Staff and Advisors, arrange for industry competency and currency, training seminars and crew information meetings and

briefings; and

- (i) attend to all matters referred by the State Deputy Lifesaving Operations Support Officer

10.4 Emergency Care Advisor

- (a) Accountable to, the Lifesaving Standing Committee.
- (b) Must have:
 - (i) experience as a paramedic or Emergency First Aid responder;
 - (ii) wide experience and up-to-date knowledge on the teaching and performance of resuscitation techniques and education programs; and
 - (iii) current SLSA First Aid, and Advanced Resuscitation Assessor Certificates or equivalent.
- (c) Is responsible for fostering high standards of First Aid treatment.
- (d) Updates medical lists and monitors the quality of Club first aid procedures and the serviceability of equipment, by regular or delegated inspections, providing advice and instruction where necessary.
- (e) Will assist SLSQ staff to prepare training and documentation for the instruction of first aid and resuscitation operators in conjunction with the Education Panel.
- (f) Monitors advances and trends in delivery of care through liaison with other accredited First Aid organisations, e.g. Queensland Ambulance Service, St John Ambulance, and/or Red Cross.
- (g) Monitors required standards through liaison with the Australian Resuscitation Council, relevant first aid and medical organisations and government bodies associated with the setting and maintaining of appropriate resuscitation techniques and training standards.
- (h) Should be available to assist in research in the field of resuscitation techniques and training where needed.
- (i) Should participate in any revision of the First Aid Chapter in the SLSA Training Manual and any other relevant First Aid Manuals as required.
- (j) Attend meetings of the Lifesaving Standing Committee when requested.

10.5 Helicopter Services Advisor

- (a) Accountable to the Operations Support Panel and State Lifesaving Committee.
- (b) Must;
 - (i) be a current Member of an affiliated SLS Club;
 - (ii) be a proficient and qualified SLSQ helicopter crewperson;
 - (iii) have a sound general knowledge of SLS and the Lifesaver Rescue

Helicopter Service;

- (iv) act as Chairperson of the SLSQ Helicopter Volunteer Crew Meetings;
- (v) act as Chairperson of the Helicopter Volunteer Crew Selection Committee; and
- (vi) be responsible for the effective coordination of all volunteer crew;
 - i. by liaison between full-time and volunteer staff on issues of concern;
 - ii. as an advocate for volunteer crew issues; and
 - iii. assist with the formulation and ongoing management of the volunteer crew roster in conjunction with relevant staff.
- (c) Attends meetings of and provides written reports to the State Lifesaving Operations Support Panel.
- (d) Liaises with the Helicopter Chief Crewman and Chief Pilot regularly with respect to Association and CASA standards.
- (e) In conjunction with the relevant SLSQ staff and Advisors, arranges for industry competency and currency/training seminars and crew information meetings and briefings.
- (f) Organises and implements recognition programs for the helicopter service to assist in the education and awareness of Clubs, Branches and other groups in consultation with the relevant SLSQ staff.
- (g) Assist in the promotion and public relations of the helicopter service in consultation with the relevant SLSQ staff.
- (h) Identifies and recommends Helicopter personnel (Crew, Pilots, and Officers) for meritorious awards and/or service recognition.
- (i) Be responsible to the State Deputy Lifesaving Operations Support Officer

10.6 History Advisor

- (a) Accountable to, the Board.
- (b) Must have an interest in the history SLSQ and surf lifesaving in Queensland with skills in either the investigation of historical incidents, the preservation and/or cataloguing of records and artefacts.
- (c) Chairs of the History Panel.
- (d) Provides expert advice on archiving of historical documentation and storage and/or display of significant artefacts.

10.7 Junior Activities Advisor

- (a) Accountable to the Membership Services Standing Committee.
- (b) Must be a Member of a Surf Life Saving Club and have an active interest/involvement

in Junior Activities within their Club, Branch or SLSQ.

- (c) Must have an appreciation for working with Children and Young People and understand the responsibilities as regards their safety and wellbeing.
- (d) Is Chair of the Junior Activities Panel.
- (e) Responsible for fostering enhanced participation, safety skills development and enjoyment for junior 'nipper' activities Members and their families.

10.8 Lifesaving Inflatable Rescue Boat (IRB) Advisor

- (a) Accountable to the Lifesaving Standing Committee.
- (b) Must hold a current SLSA IRB Trainers Certificate and have substantive experience in IRB Operations.
- (c) Chairs the IRB Lifesaving Advisory Panel.
- (d) May be a Member of the Lifesaving Specialist Powercraft and Surf Sports IRB Competition Panels.
- (e) Provides advice on all IRB matters pertaining to Surf Lifesaving Operations.
- (f) Oversees operations, standards, codes of conduct and training manual protocols.
- (g) Attends meetings of the State Lifesaving Committee when requested.

10.9 Lifesaving Communications Advisor

- (a) Accountable to the Lifesaving Standing Committee via the State Deputy Lifesaving Operations Support Officer and Lifesaving Operations Support Panel.
- (b) Must have demonstrated knowledge and experience in a radio communications centre.
- (c) Responsible for fostering high operational standards of the radio communication network within Queensland and all radio equipment owned by SLSQ.
- (d) Researches improved communication equipment and/or systems on a regular basis and provide recommendations where appropriate.
- (e) Assists SLSQ staff with the development and enhancement of lifesaving operations communications systems and assists with all lifesaving communication operations including standard operating procedures.
- (f) Assists SLSQ staff to co-ordinate relevant instruction through circulars, seminars and training programs for radio/communications operators in line with the Association's training manuals and protocols.
- (g) Attends meetings of the Lifesaving Committee (non-voting) and Lifesaving Operations Support Panel as and when requested.

10.10 Lifesaving Specialist Powercraft Advisor

- (a) Accountable to the Lifesaving Standing Committee via the State Deputy Lifesaving

Operations Support Officer and the Lifesaving Operations Support Panel.

- (b) Must have,
 - (i) a current SLSA RWC Assessors Certificate and/or any other watercraft Assessor Certificate as endorsed by the Lifesaving Committee; and
 - (ii) substantive experience in Specialist Powercraft operations.
- (c) A Lifesaving Operations Support Panel Member and Chair of the Specialist Powercraft Panel.
- (d) Provides advice on Specialist Powercraft operations and service delivery.
- (e) Coordinates relevant assessments in line with the Association training manuals and protocols.
- (f) Assists SLSQ staff:
 - (i) to oversee volunteer specialist Powercraft i.e., RWC, operations, standards and training;
 - (ii) with licensing of operators and registration of craft; and
- (g) Liaises with Branches and Clubs in relation to recruitment of crew for RWC/ORB services.

10.11 Marine Creature Advisor(s)

- (a) Accountable to Lifesaving Committee.
- (b) Must have professional experience and knowledge of marine creatures, which provide a threat to the safety of the bathing public in Queensland, including but not limited to crocodiles, sharks and stingers.
- (c) Must be able to provide advice and actively contribute to research in their field of expertise to aid the detection and prevention of the threat(s) that exist and treatment where that threat is realised.
- (d) Will be able to assist SLSQ staff with seminars, training sessions and documentation for the guidance of Members and public education.
- (e) Should be able to assist SLSQ staff to liaise with federal, state and local authorities, hospitals and medical practitioners and other researchers on matters relating to the detection, prevention of the threat(s) that exist and treatment where that threat is realised.
- (f) Responds to and makes recommendations based on current credible research findings for the treatment of relevant marine creature incidents.
- (g) May be called on to assist SLSQ with submissions or reports related to their field of expertise.
- (h) With the express permission of the CEO may be able to reference SLSQ in professional publications.

- (i) Attends meetings of the Lifesaving Committee when requested (non-voting).

10.12 Medical Advisor

- (a) Accountable to the Lifesaving Committee.
- (b) Must have the requisite qualifications and professional memberships to practice medicine in Queensland.
- (c) Oversees the management and compliance in the distribution and use of approved medications administered by authorised SLSQ personnel.
- (d) Provides advice on medical policy across all areas of Surf Life Saving activity including Lifesaving and Sport, the techniques and equipment used, and Members' health and fitness.
- (e) Provides advice in conjunction with the Emergency Care Advisor on First Aid treatment, equipment and facilities.
- (f) Assists SLSQ staff in the revision of the Resuscitation and First Aid manuals, education and training resources and publications and make recommendations where appropriate.
- (g) Attends meetings of the Lifesaving Committee when requested.
- (h) May be required to represent SLSQ on relevant National Committees.

10.13 Member Protection (Officers) Advisors

- (a) While accountable to, the Membership Services Standing Committee must always act with complete independence.

Note. Multiple MPIOs should be appointed ensuring gender and geographical equity and special emphasis on representation for minority groups e.g. Culturally and Linguistically Diverse (CALD), LGBTIQ+, Indigenous and Disability groups.

- (b) Must have completed formal training as an MPIO.
- (c) Must have a thorough knowledge of the SLA and SLSQ Constitutions, Regulations and policies, with intimate knowledge of the policies and procedures involving Member Protection and Complaints handling.
- (d) Must provide information about the rights, responsibilities and options available to any individual seeking to make a complaint.
- (e) May be required to assist SLSQ, a Branch or Club in dealing with a complaint or judicial action but only where there is no conflict of interest and are completely independent of the complainant or respondent i.e. they have not provided any advice to any other party.
- (f) Must maintain confidentiality at all times.

10.14 Member Welfare Advisor

- (a) Accountable to the Membership Services Standing Committee.

- (b) Must be qualified in psychology, social work, personal welfare or mental health related field and have an active interest/ involvement in Peer Support activities within surf lifesaving.
- (c) Assists in the development of guidelines for the coordination of the Peer Support Program, Member Protection Information Officer(s), Critical Incident Response, Bullying Awareness and Child Safety.
- (d) Liaises with Clubs and Branches concerning the promotion of Peer Support Services, Member Protection Information Officers, and Bullying Awareness Training.
- (e) Carry out any other reasonable tasks given by the Membership Services Committee.
- (f) Provides leadership and recommendations within the Peer Support area.
- (g) Assists with coordination recruitment and training of Peer Support personnel when necessary.

10.15 Surf Sport Gear and Equipment Advisor

- (a) Accountable to the Surf Sports Standing Committee.
- (b) Responsible for all Surf Sports gear and equipment belonging to SLSQ and supervises its maintenance and use. Maintains a register of equipment acquisition, maintenance and disposal and records any loan details.
- (c) Co-ordinates the delivery and return of equipment required by SLSQ for any SLSQ run carnival.
- (d) Stores equipment so that deterioration does not occur, and unauthorised access is not available.
- (e) Arranges for the repair and/or purchase of gear and equipment when required, but only incurring any expense when authorised to do so, by SLSQ staff with delegated budget authority.
- (f) Attends meetings of the Surf Sports Committee meetings when requested (non – voting).

10.16 Surf Sport IRB Competition Advisor

- (a) Accountable to the Surf Sport Standing Committee.
- (b) Must hold a current SLSA IRB Drivers Certificate and be an accredited SLSA Surf Sport Official or Coach with substantive experience in IRB competition (racing).
- (c) Chairs the IRB Competition Panel.
- (d) Provides advice on all IRB competition matters.
- (e) Assists SLSQ staff to maintain a register of all approved Queensland Club competition motors and motor sealing numbers.
- (f) Assists SLSQ staff to conduct competitions, seminars and training programs to

enhance the standard of IRB operation in accordance with the Association's Competition and Training Manuals.

- (g) Provides expert advice on new boats and new motors for competition purposes.
- (h) Attend meetings of the Surf Sports Committee when requested (non-voting).

10.17 Surf Sports Junior Advisor

- (a) Accountable to Surf Sports Standing Committee.
- (b) Must hold a current SLSA Officials and/or SLSA Coaching Accreditation.
- (c) A Junior Activities Panel Member.
- (d) Liaises with Branch counterparts and provides findings and recommendations where appropriate.
- (e) Attend meetings of the Surf Sports Committee when requested (non-voting).

10.18 Surf Sports Officials Advisor

- (a) Accountable to the Surf Sports Standing Committee.
- (b) Must hold current SLSA Surf Senior Officials Accreditation and have substantive experience in the conduct of Surf Sports events and an interest in Officials development and welfare.
- (c) Chairs the State Officials Advisory Panel (SOAP).
- (d) Provides advice on Officials qualification, competence and welfare.
- (e) Assists SLSQ staff to organise and oversees Officials Accreditation courses at State and Branch level

10.19 Surf Sports Selections Advisor

- (a) Accountable to the Surf Sports Standing Committee.
- (b) Will be an advisor to the Surf Sports Standing Committee (non – voting).
- (c) Must have a substantive knowledge of Surf Sports events and athlete development pathways within Surf Life Saving Queensland and Surf Life Saving Australia. Must have adequate knowledge across all disciplines of surf sports.
- (d) Develops and maintains selection criteria to guide the athletes and selection panels relative to the requirements of team selection.
- (e) Provides advice to the Surf Sports Standing Committee on necessary criteria as it relates to selection.
- (f) Liaises with SLSQ staff and Sports Officer to organise the relevant selection personnel for each discipline.
- (g) The Advisor will sit on all Selection Panels on behalf of the SLSQ.

- (h) In consultation with the Sports Officer and SLSQ staff, select and appoint representative coach and management positions for all Qld State teams.

10.20 Youth Advisor

- (a) Accountable to the Membership Services Standing Committee.
- (b) Must have an active interest/involvement in Youth Development within their Club and/or Branch.
- (c) Must have an appreciation for working with Children and Young People and understand the responsibilities in regard to their safety and wellbeing.
- (d) Must support and lead the network of Branch Youth Development Officers.
- (e) Is responsible for developing and maintaining resources and initiatives that support recruitment and retention for youth Members aged 15 – 30 years.
- (f) Assists and supports State Youth Development Programs.
- (g) Establishes policies, processes, resources, and initiatives that support the development of Youth Members and Youth Development Officers.

11. STAFF

- (a) SLSQ staff are appointed by and accountable to the CEO.
- (b) SLSQ staff may be individual Members of SLSQ, however for the purposes of these Regulations will only be recognised as SLSQ staff. Their level of participation otherwise is detailed under separate policies issued and amended from time to time.
- (c) The Board may instruct staff through meetings or where approved by the CEO.

12. MEETINGS

12.1 General Procedures for Meetings

- (a) Unless stated otherwise, this Regulation applies to all Council, Board, Board Committees, Standing Committees and Panel meetings of SLSQ and its Members.
- (b) Without limiting the power of the Board to regulate meetings of the Board, Committees, Standing Committee, Panels and the general membership as it thinks fit, a meeting may be called or held using any technology provided that:
 - (i) all persons participating in the meeting can communicate with each other effectively, simultaneously and instantaneously;
 - (ii) notice of the meeting is given to all participants entitled to notice, in accordance with the usual procedures agreed upon or laid down from time to time by the Board and such notice specifies that participants are not required to be present in person;
 - (iii) if a failure in communications prevents condition (i) from being satisfied by that

number of participants which constitutes a quorum, and none of such participants are present at the place where the meeting is deemed, by virtue of the further provisions of this clause, to be held, then the meeting shall be suspended until condition (i) is satisfied again. If such condition is not satisfied within 15 minutes from the interruption, the meeting shall be deemed to have terminated; and

- (iv) any meeting held where one or more of the participants is not physically present shall be deemed to be held at the place specified in the notice of meeting provided a participant is there present and if no participant is there present, the meeting shall be deemed to be held at the place where the Chair of the meeting is located.
- (c) The number required to constitute a quorum for any meeting to proceed is a simple majority of voting Members currently elected/appointed to the Council, Board, Board Subcommittee, Standing Committee or Panel.
- (d) All meetings are under the control of the Chair, which includes their delegate if appointed, and any Member wishing to speak shall address the Chair.
- (e) The Chair may call upon any Member to withdraw and apologise in the case of any comment that is deemed offensive or otherwise inappropriate. If the Member refuses to withdraw or apologise or otherwise persists in being disorderly, the Chair may call on them to withdraw from the meeting.
- (f) Members must not interrupt other Members who are speaking except to raise a point of order.
 - (i) The Chair shall rule on all points of order and matters of procedure.
 - (ii) If a Member raises a point of order, the person speaking shall be silent until the Chair has ruled on the issue.
- (g) The Chair shall ensure a reasonable time is provided to debate any matters that are to be determined by the Members at the meeting. At any time during the debate a Member may move that the question be put to the Members present for a vote and provided the Chair is satisfied that a reasonable period of time has been provided for the debate, the vote shall proceed.
- (h) Prior to a vote being taken any Member may move that the debate of any issue be adjourned to a subsequent meeting. If carried, the debate shall proceed at the subsequent meeting.
- (i) The Chair at their discretion can determine how long Members may speak on any motion or other issue under consideration at the meeting.
- (j) The Chair at their discretion can determine if a non-voting person present at a meeting shall be entitled to speak on any issue being considered at the meeting. Voting on any matter shall be limited to those Members authorised to do so under the SLSQ Constitution and these Regulations.
- (k) A record of the Members attending any meeting of SLSQ shall be maintained and included in SLSQ's records.

12.2 Conflicts of Interests and Disclosure

- (a) A conflict of interest occurs when an individual's personal interests – family, friendships, financial, or social factors – could compromise their judgment, decisions, or actions.
- (b) Where a Member interest exists, real or perceived, the nature and necessary details of that interest must be declared at the first meeting at which the interest is a relevant consideration i.e., the appointment or participation of a person with an interest, if the interest exists, or in any other case at the first meeting after the acquisition of the interest.
- (c) Financial Interests
 - (i) No Councilor, Director, Committee or Panel Member shall hold any place of profit or position of employment within SLSQ in any company or incorporated association in which SLSQ is a shareholder or otherwise interested, unless participation in the Council, Board, Committee or Panel is mandated as part of the role for which they are employed.
 - (ii) No Councilor, Director Committee or Panel Member shall hold any place of profit or position of employment contracting with SLSQ either as a vendor, purchaser or otherwise except with the express resolution or approval of the SLSQ Board. Any such contract or arrangement entered by or on behalf of SLSQ in which a Director, Committee or Panel Member is in any way interested will otherwise be immediately terminated.
 - (iii) If a Councilor, Director, Committee or Panel Member becomes interested in a contract or arrangement after it is made or entered, the declaration of the interest must be made at the first meeting of the Board held after the Officer becomes so interested.
- (d) A general notice that a Member has a specific ongoing interest and is to be regarded as interested in all discussions, decisions and/or transactions related to that interest is sufficient declaration. After such general notice it is not necessary for such Members to give special notice relating to any particular discussions, decisions and/or transactions relating to that interest.
- (e) A record must be made in the minutes of the meeting of any declarations made.
- (f) A determination must be made in relation to all disclosures and recorded in the minutes of the meeting. Notwithstanding the outcome of the determination, the person making the disclosure must be excluded from any vote in making that determination.
- (g) A Member notwithstanding an interest may be counted in the quorum present at any meeting, despite being excluded from the matter in which the Member is interested.
- (h) A Councilor, Director, Committee or Panel Member shall not sign a document where the Councilor, Director, Committee or Panel Member is interested in the contract or arrangement to which the document relates.

12.3 Motions and Amendments

- (a) Notices of motion,
 - (i) are required for all Special Resolutions;

- (ii) must be in writing;
 - (iii) must be received by the Company Secretary not less than twenty-eight (28) days (excluding receiving date and meeting date) prior to the General Meeting; and
 - (iv) must be included in the notice of meeting with the agenda.
- (b) The mover of any motion has a right of reply that shall be exercisable at the end of the debate.
 - (c) The mover of an original motion must get the consent of their seconder, and the approval of the meeting, before making any alteration to the wording of their motion.
 - (d) Any voting Member may move an amendment to a motion, provided it is not a direct negative of the motion proposed.
 - (e) An amendment having been moved; it shall not be competent to move any further amendment, provided that notice may be given of intention to move a further amendment when the previous amendment has been determined. Only one amendment can be considered at the one time.
 - (f) A Member who formally seconds a motion or amendment without speaking may speak in support at a subsequent stage of the debate.
 - (g) Amendments shall be put to the meeting before the motion is put and shall be committed to the meeting in the order in which they are received.
 - (h) When an amendment is carried, the motion as amended becomes the motion before the meeting.
 - (i) Prior to any vote being taken on a motion, either in original or an amended form, the Chair shall ensure the wording of the motion is recorded in writing and made known to the Members present at the meeting.
 - (i) If, after a motion has been determined, it is considered in the general interest that the matter should be re-opened for discussion before the termination of the same meeting, the meeting may, by unanimous vote, order its recommittal.

12.4 Voting

- (a) All voting shall be by show of hands, or at the discretion of the Chair or at the request of any Member, by secret ballot.
- (b) A simple majority will generally be required for the determination of any vote.
- (c) A three-quarter ($\frac{3}{4}$) majority is required to resolve any special resolution at a general meeting.

12.5 Annual General Meeting (AGM)

- (a) The AGM of SLSQ shall be held in accordance with the Act and on a date and at a venue to be determined by the Directors.
- (b) The purpose of such a meeting shall be the presentation and adoption of the Annual Report and Financial Statements, appointment of the Auditor, confirmation of affiliations, the election of Directors, to deal with Notices of Motion correctly moved, and to transact any general business included in the agenda.
- (c) Written notice of the AGM shall be in accordance with the Constitution, clause 29 Notice of General Meeting.
- (d) Life Members, Officers and Committee Members, Advisors, Panel Members Affiliated organisations and SLSA should receive an invitation to attend the AGM and the date time and place of the AGM advertised to the membership at large.
- (e) All Members may attend and participate as determined by the Chair but only Councillors or their appointed proxy may participate in any elections or other determinations requiring a vote.

12.6 General Meetings

All General Meetings other than the AGM shall be Special General Meetings and shall be held in accordance with the Constitution.

12.7 Special General Meetings (SGMs)

- (a) SGMs may be convened by resolution of the Board or otherwise in accordance with the Act.
- (b) Notice of SGMs shall be in accordance with **Constitution, Clause 29** Notice of General Meeting.
- (c) No business other than that stated on the notice shall be transacted at that meeting.

12.8 Council Meetings

- (a) Unless described as such, a Council Meeting is not a General Meeting of SLSQ.
- (b) All Council Meetings will be held in accordance with **Constitution Clause 36**.

12.9 Board Meetings

- (a) The Board shall comprise those Directors listed in **Constitution Clause 19**.
- (b) No Board Member is entitled to a proxy or alternate.
- (c) All Board Meetings will be held in accordance with **Constitution Clause 25**.
- (d) The minutes of the Board Meetings must be submitted for confirmation at the subsequent meeting of the Board and distributed to Directors and Councillors.

13. ADMINISTRATION

13.0 Audits

- (a) The financial books and accounts of SLSQ and every affiliated organisation must be audited at such intervals as required by law and/or as required by a State Government Department. Such audits must be carried out by an auditor approved to operate in the State of Queensland.
- (b) Auditors must be appointed annually for that purpose by the Council of the organisation concerned.
- (c) To ensure the independence of the audit and therefore the integrity of the accounts, the Auditor must:
 - (i) be formally qualified;
 - (ii) be a Member of a recognised professional accounting body;
 - (iii) not be a past or present employee of the entity being audited;
 - (iv) not be related to the Treasurer or President of the entity being audited;
 - (v) not be related to any person employed as the CEO, General Manager, Administrator or, Accountant of the entity being audited; and
 - (vi) must declare if they are a past or present Member of the entity being audited, and such declaration must be included in the minutes of the meeting of the entity at which the auditor was appointed.

13.1 Collection Sanction

- (a) SLSQ and every affiliated body must comply with the provisions of the relevant laws and Government Acts and any subsequent amendments gazetted from time to time, related to fundraising.
- (b) Applications for fundraising collections made to the relevant Government authority must first be endorsed by the Surf Life Saving Foundation Chief Operating Officer or person nominated by the Surf Life Saving Foundation prior to lodgment.

13.2 Fundraising

- (a) Fundraising authority is vested in the Board which may allocate portions of its responsibilities pertaining to specific major projects to the Finance, Audit & Risk Management Board Subcommittee and/or the Surf Life Saving Foundation to maintain, direct and/or develop.
- (b) SLSQ and/or the Surf Life Saving Foundation shall hold permits as approved by the Office of Liquor and Gaming Regulation to conduct state-wide fundraising including; an annual house-to-house and street appeal, the Surf Woman of the Year program, Art Unions and other state-wide fund-raising ventures.
- (c) Branches and Clubs are authorised to solicit donations, sell art union tickets or otherwise canvass any business or person within their designated fundraising area.

- (d) Fundraising may be permitted outside designated fundraising areas but only with the express approval of the SLSQ CEO or nominee.
- (e) Branches must designate each Club's fundraising area within its boundaries.
- (f) The fund-raising areas of the respective Branches are defined as:
 - (i) Point Danger - those areas in the City of the Gold Coast lying south of Tallebudgera Creek.
 - (ii) South Coast - those areas in the City of the Gold Coast lying north of Tallebudgera Creek to Coombabah Creek; and the City of Redland.
 - (iii) Sunshine Coast - the areas of the Gympie, Sunshine Coast, Noosa shire Council and Moreton Bay Regional Councils.
 - (iv) Wide Bay Capricorn - the areas of the Rockhampton, Gladstone, Bundaberg and Fraser Coast Regional Councils.
 - (v) North Barrier - the areas of the City of Townsville, the Shires of Hinchinbrook and Burdekin and Regional Councils of Whitsunday.
 - (vi) North Queensland - the areas of the Cairns Regional Council and Cassowary Coast Regional Council.
- (g) In the case of any approval granted under the foregoing provisions, SLSQ may, at its discretion, impose such conditions and/or restrictions as it deems necessary and desirable in the best interests of surf lifesaving generally.
- (h) In the event of any breach of the foregoing provisions of this Regulation it is a condition of continuance of affiliation and/or membership that the Branch, Club Member or group of Members concerned must forthwith surrender to SLSQ all such monies, and their right thereto, obtained as a result of such breach. The Finance Audit & Risk Management Board Subcommittee must thereupon, at its discretion, determine how and in what proportions (if any) such monies are applied. However, the Branch, Club, Member or group of Members concerned may appeal to the Board against the Finance Audit & Risk Management Subcommittee determination; and provided further, that any cancellation or suspension of affiliation or membership (as the case may be) under this Regulation is subject to the provisions of SLSQ's Constitution and Regulations relating to judicial action.

13.3 Insurance

- (a) It is mandatory that SLSQ, and Affiliated Organisations hold insurances approved by the SLSQ Board. In cases where SLSQ has appointed one or more Insurance Brokers, then Branches, Clubs and other affiliated entities (including Supporters Clubs) which do not insure through such Brokers, must submit such policies to the SLSQ Board for approval.
- (b) Personal Accident Insurance
 - (i) Paid Staff and Employees
 - I. A workers' compensation policy must be affected with WorkCover

Queensland to cover all paid staff of SLSQ.

- II. Each Branch and each Club who utilise the services of paid staff must each affect their own accident insurance policy with WorkCover Queensland. Note, where Surf and Supporters Clubs are separate entities, each must have its own WorkCover policy.

(ii) Members

- I. A workers' compensation policy shall be affected by SLSQ with WorkCover Queensland covering all registered Members of Surf Life Saving Queensland (except Junior Activities Members i.e., under 14 years of age) whilst engaged in approved surf lifesaving activities.
- II. The benefits and conditions applying under WorkCover are as described in the relevant government act and/or the contracts of insurance.
- III. Any application for compensation is valid and enforceable only if the application is lodged in accordance with policy requirements.

(iii) Junior Activity Members (5-14 years)

A Personal Accident Policy shall be affected by SLSQ to cover all financial Junior Activity Members. The benefits will cover exceptional items e.g., Death, Liability, Medical (restricted), Dental, Ambulance.

(iv) Volunteer Workers

- I. A Personal Accident Policy shall be arranged by SLSQ to cover all persons engaged in voluntary work for a Club, Branch or SLSQ, and/or who are not eligible for workers' compensation. The benefits will cover exceptional items, e.g. death, liability, medical (restricted), dental, ambulance.
- II. A register of workers must be established for each relevant activity which should be signed by all volunteer workers prior to commencement of work.

(c) Public Liability Insurance

- (i) A Public Liability policy shall be negotiated by SLSA to cover SLSQ, its affiliated Branches, Clubs, Auxiliary Organisations (Supporters Clubs), Members and all staff against legal action instigated by a Member of the public, during activities approved by SLSQ.
- (ii) Whilst the cover will apply to normal surf lifesaving activities, separate cover may need to be affected for other activities and application must be made to SLSQ for an extension in cover before proceeding with such activities.

(d) Property/Asset Insurance (including vehicles)

- (i) SLSQ shall negotiate insurance policies to cover loss or damage to its own property and assets.
- (ii) It is mandatory for each affiliated organisation to hold Property Insurances with a

reputable Insurance Company It is a requirement that such policies, if not managed by SLSQ's Brokers, be submitted to the Finance, Audit & Risk Management Board Subcommittee for endorsement to ensure that the protection provided is adequate and serves the interests of the organisation.

- (iii) Affiliated organisations are responsible for the costs of their own insurance and are advised to review the valuations for such property each Insurance period or more regularly should the need arise due to Clubhouse alterations or asset acquisitions.

(e) Directors and Officers Insurance

- (i) A Directors & Officers policy shall be negotiated by SLSQ to cover officers of SLSQ, and its Affiliated Organisations against claims made against an officer for a wrongful act.

(f) Indemnity Insurance

- (i) A Professional Indemnity policy shall be negotiated by SLSQ to cover Members and staff whilst engaged in authorised SLS activities as identified in the policy as amended from time to time.
- (ii) The indemnity shall cover claims the insured is legally liable to pay for, e.g., breach of professional duty or by reason of any negligent act, error or omission.
- (iii) SLSQ must indemnify Councilors, Directors, Officers, Advisors and management (staff) who have acted in good faith, for the benefit of Surf Life Saving and in accordance with SLSQ's Constitution, Regulations, policies and codes of conduct against liability for costs and expenses incurred by such persons in prosecuting or defending any civil proceedings and liability to third parties.
- (iv) This indemnity does not apply if the civil proceedings are found to have arisen:
 - I. from a willful or reckless breach of duty;
 - II. from conduct involving a lack of good faith;
 - III. as a result of criminal conduct;
 - IV. in respect of a non-approved liability incurred to SLSQ or an affiliated entity of SLSQ; and
 - V. if it relates to an exclusion in the insurance policy.

13.4 Capital Expenditure

- (a) Branches and Clubs must notify SLSQ of any proposed capital expenditure over \$100,000.00.
- (b) Capital expenditure includes alterations, additions or improvements to existing facilities, acquisition of any land, buildings, or other property, the building of any new facilities, the building or refurbishment of any other facilities either singularly or in partnership.
- (c) Capital expenditure also includes capital expenditure to purchase or invest in any

business venture, community project, or other project using Club (including affiliated Supporters Club) funds or borrowings.

- (d) Such notification is to include:
 - (i) a brief outline of the proposed expenditure clearly stating the intended purpose;
 - (ii) details of architectural plans (where necessary);
 - (iii) cost estimates with recommendations and justifications;
 - (iv) details of recommendation of the above proposal in General Meeting minutes;
 - (v) latest financial information (Statements of Profit and Loss, Cash Flow & Balance Sheet) prepared in accordance with accrual accounting requirements;
 - (vi) confirmation that appropriate insurance cover is in place; and
 - (vii) any other information considered relevant.
- (e) Where financing is required to support the capital expenditure, the Club must provide details of the proposed financing arrangements, and appropriate financial data supporting the capacity to service the proposed debt.
- (f) In the situation where future anticipated income (e.g., future distributions or donations from Supporters Clubs including gaming, meals and bar revenue) is being relied upon to service the debt, an independent, professionally prepared financial analysis will also be required, including the following:
 - (i) a detailed business plan;
 - (ii) cash flow projections for at least five years;
 - (iii) market survey/sensitivity analysis confirming the feasibility of the proposal; and
 - (iv) funding arrangements.
- (g) Such proposals must be dealt with in the following manner.
 - (i) Proposals must be provided to the SLSQ Finance Audit, & Risk Management Board Subcommittee upon receipt of all relevant information.
 - (ii) the Finance Audit, & Risk Committee Management Board Subcommittee may issue a “No Objection”. This forms part of SLSQ’s policy of encouraging responsible financial and asset management, but it does not mean and is not to be construed as express or implied advice, or any guarantee, that the proposal is technically, financially or otherwise feasible or responsible.
 - (iii) If the Finance, Audit, & Risk Management Board Subcommittee wishes to seek further information, the applicant must undertake any such further action based on independent financial and other relevant professional advice. Should the applicant proceed with the expenditure based on any recommendations or conditions made by the Subcommittee, the risk that this might not be appropriate

for your circumstances is accepted by the applicant.

13.5 Business Development Venture

- (a) To protect and enhance Surf Life Saving's objectives, SLSQ affiliated clubs (including SLS Supporters Clubs and related entities) and Branches must inform SLSQ about any developments or redevelopments, or any developments or commercial or non-commercial venture - on existing property or elsewhere - which involve expenditures over \$100,000.
- (b) Examples of such developments or ventures where SLSQ needs to be notified include, but not limited to:
 - (i) major development or re-development of a Clubhouse;
 - (ii) development or re-development of any property;
 - (iii) land and/or property acquisition (freehold or lease);
 - (iv) negotiation and/or renewal of leases; and
 - (v) a commercial or non-commercial venture either on-site (e.g. at the Clubhouse) or off-site, either singularly or in partnership.
- (c) SLSQ affiliated Branches and Clubs must notify SLSQ immediately when considering any development or venture outside the existing scope of operations of a Surf Life Saving Branch or Club.
- (d) SLSQ may request further information such as plans, particularly if the development requires additional funding that could be (but is not limited to), contractual arrangements, insurance cover, financial and feasibility studies (as per the Capital Expenditure Policy), etc., to ensure the project/venture is in keeping with the aims and objects of Surf Life Saving and is financially sound.
- (e) SLSQ must review all such information (as per the existing 'Capital Expenditure Policy').
- (f) No development or venture can proceed until SLSQ has been notified of the development.
- (g) SLSQ must be kept informed on a regular basis where such developments/ventures.
- (h) SLSQ must respect and comply with any 'commercial-in-confidence' issues.
- (i) A failure to comply with these requirements will result in a written request being issued and the non-complying entity may be required to show cause as to why the notification procedure was not followed.

13.6 Intellectual Property

- (a) The policy and procedures for the use of 'red and yellow' SLS and property are as determined by SLISA.
- (b) No one is permitted to inappropriately exploit SLS imagery such as the 'red and yellow' cap, flags, patrol uniforms, logos/trademarks etc.

- (c) The following procedures apply where a Club or Branch seeks or intends to use 'red and yellow' imagery/property:
- (i) A Club/Branch must obtain SLSQ's approval to use, or allow someone else to use, images or pictures of Surf Lifesavers wearing red and yellow patrol caps, or patrol uniforms, or patrol flags;
 - (ii) SLSQ has the authority to approve the use of such 'red and yellow' imagery if the promotion is restricted to the Club's/Branch's local area;
 - (iii) SLSQ has the authority to approve the use of the red and yellow imagery in advertisements/promotions that go beyond a Club's/Branch's area if the use of the imagery is in good taste, and not conflicting with a State or National sponsor. There may be a license fee attached;
 - (iv) SLSQ cannot approve the use of red and yellow imagery if it goes (or has the potential to be seen) in other State Centre's territories. SLSA approval is required in such cases; and
 - (v) The Club/Branch has the right to use its own Club caps, uniforms and imagery in Queensland provided that its use is in good taste and not in conflict with the image and vision of SLSQ.

13.7 Confidentiality

- (a) "Confidential Information" refers to:
- (i) Any non-public information including but not limited to all trade secrets and all financial, accounting, marketing and technical information, Member and supplier lists (including, without limitation, any prospective or proposed Member and supplier lists or information), ideas, concepts, know-how, intellectual property, information pertaining to clients and their businesses or affairs technology, operating procedures, processes, business methods, knowledge and other information created by, provided or belonging to or developed by SLSQ or used or intended to be used in SLSQ's transactions and affairs.
 - (ii) All notes, reports and documents in whatever form incorporating or derived from information referred to in paragraph (i) of this definition.
 - (iii) All copies of the information, notes, reports and documents in whatever form referred to in paragraphs (i) or (ii) of this definition.
 - (iv) But in each case always excludes information that is in the public domain other than as a consequence of a breach of confidentiality owed to SLSQ, information which is compelled by law to be disclosed or information which is acquired from the third party who is entitled to disclose such information.
- (b) All personnel during the term of their position with SLSQ and at all times after the termination of their position (howsoever caused), except in the proper course of duties or as may be required by law or by SLSQ, must:
- (i) Maintain the secrecy and confidentiality of any confidential information;

- (ii) Not divulge or disclose any confidential information to any other person, firm or corporation;
 - (iii) Not use or attempt to use confidential information in any manner which will or may cause or be calculated to cause injury or loss to SLSQ or our Members;
 - (iv) Not copy, transmit, retain or remove any confidential information, or attempt to do so; and
 - (v) Use their best endeavours to protect the disclosure of any confidential information to third parties not entitled to the disclosure.
- (c) The restrictions in paragraph (b) are separate, distinct and servable so that the unenforceability of any restriction in no way affects the enforceability of any other restriction.
- (d) Each Director, Officer, Committee Member, Advisor, Panel Member and Member of SLSQ acknowledges and agrees that:
- (i) they will become possessed of confidential information;
 - (ii) disclosure of such confidential information may diminish the value of the confidential information or could materially harm SLSQ, SLSQ's Members, or both;
 - (iii) the restrictions in paragraph (b) are reasonable in all the circumstances and necessary to protect the business, including its reputation and goodwill;
 - (iv) all intellectual property rights in works (including but not limited to computer software, programs, designs, briefs, drawings, letters, advices, documents, materials, manuals, records, procedures, systems, photographs, databases, marketing techniques, plans and specifications) conceived, developed, written or otherwise created by you in the course of your employment with SLSQ, whether during or outside your normal working hours, vest solely in SLSQ and you will, at our request and expense execute such assignments and assurances as may be reasonably necessary to perfect ownership by SLSQ of those rights; and
 - (v) they consent to any act or omission which would otherwise constitute infringement or their moral rights in relation to intellectual property created by them in the course of their engagement.

14. COMPETITION

14.1 Competitions

- (a) SLSQ has the power to regulate all competitions between Clubs, Branches and/or directly affiliated Clubs within its boundaries; each Branch has the power to regulate competitions between Clubs affiliated with such Branch.
- (b) Within the limits of their respective jurisdictions, SLSQ and Affiliated Branches, through their respective Surf Sports Committees, have the power to allocate any competition to any Club, and to appoint officials to control such competitions, provided that, if two or more Clubs applying for permission to hold carnivals or competitions on the same date

such matter be determined by the SLSQ Surf Sports Committee. No inter-club competition can be held without the approval of SLQA, SLSQ or an Affiliate Branch.

- (c) An Affiliated Branch or the SLSQ Surf Sports Committee should appoint the referees, judges and other officials and, subject to SLQA and SLSQ's manuals, may make special rules for such events conducted under SLSQ's jurisdiction.
- (d) Wagering and/or gambling by people competing or participating (e.g., as a competitor, coach, official, manager, organiser etc.) in events conducted within SLSQ's jurisdiction is not permitted. Such Members proven to have gambled on any event, in which they are involved, will be liable to disciplinary action.

14.2 Competitive Rights, Obligations and Qualifications

- (a) Members and competitors acknowledge and agree that competing in Surf Life Saving events, contests, carnivals and competitions attracts certain rights and obligations and requires certain qualifications. In relation to rights, obligations and qualifications the following apply:
 - (i) Inherent in membership of SLQA, but subject always to gaining the appropriate qualification as prescribed by SLQA and complying with the competition rules issued by SLQA, is the right to enter, participate in events, contests, carnivals and competitions conducted under the jurisdiction SLQA.
 - (ii) Members are obliged to ensure they obtain and maintain the appropriate qualifications, including but not limited to, awards, age limits, patrols, proficiency tests, equipment and limiting disabilities, to enable them to enter and participate in Surf Life Saving events, contests, carnivals and competitions.
 - (iii) Members acknowledge and agree that should they participate in, and/or use any SLQA equipment in any event, contest, carnival and competition, which has not been licensed, sanctioned or otherwise authorised by SLQA that they may attract disciplinary action under the Regulations which may result in forfeiture of their competitive rights set out in **Regulation 15.3 (a)** above.

14.3 State Championships

- (a) State Championships in a range of disciplines, should be conducted annually, and whenever possible, prior to the equivalent Australian Championships of that year.
- (b) The successful host Club or Clubs will be selected on merit, taking into consideration the suitability of the venue, infrastructure and support, logistics, finance, marketing opportunities and obligations, personnel, and other factors deemed important.
- (c) SLSQ holds sole rights to sponsorship and advertising at State Championships but is prepared to negotiate on any Club commitment providing there is no direct conflict of interest involved.
- (d) The SLSQ Surf Sports Officer or representative may, if necessary, visit the endorsed Club(s) and make a recommendation for the venue after assessing all aspects including Club membership, Clubhouse facilities, beach area, beach access, parking and public facilities, external support and other relevant details.

- (e) On receipt of the Surf Sports Officer's report, the State Surf Sports Committee must make a decision on the venue.
- (f) Should the occasion arise to co-ordinate the date or venue with a changed Australian Championship date or for some significant event within the State, a special resolution at a meeting of the Surf Sports Committee is required.
- (g) The list of events to be conducted at Queensland Championships for each succeeding year shall be decided by the Surf Sports Committee.

14.4 Trophies, Prizes and Eligibility

- (a) In relation to trophies, prizes whether cash or kind, and the eligibility of individual Member(s) representing a section of surf lifesaving to compete for or accept such trophies or prizes the following apply:
 - (i) SLSQ reserves unto itself the authority to determine, from time to time, conditions relative to the acceptability of trophies or prizes, reimbursement of accommodation, travel and other expenses, and eligibility to compete for trophies or prizes.
 - (ii) SLSQ has the authority to approve competitions involving "cash prizes" and therefore any affiliated Club or other section of surf lifesaving wishing to allocate any "cash prizes" for competition events must seek the approval of their respective Branch, SLSQ or in the case of events involving international or interstate competitors, SLSA.
 - (iii) "Cash prizes" must not be awarded for any event at an SLSQ, State or Branch Championship carnival.
 - (iv) "Cash prizes" must not be made available from affiliate Club's general funds, however, sponsor income may be distributed utilising the club banking account.
 - (v) Notwithstanding the foregoing, sponsors should be strongly encouraged to provide items of Lifesaving 'gear' as prizes rather than cash but where "cash prizes" are presented they must be portrayed as coming direct from the sponsors.

14.5 Team Management

- (a) SLSQ, and every Branch or Club participating in any Carnival, event or associated function must appoint a manager of its participants selected to represent and/or assist at such carnival or event.
- (b) In the case of mixed gender teams including minors, a chaperone or chaperones must also be appointed.
- (c) Every Manager and chaperone appointed are responsible for the proper conduct of themselves and that of all the Members under their control.
- (d) A Manager must, as far as practicable, remain with the team under their control during the entire period of their manager-ship. If the team under the Manager's control separates into sections the Manager is responsible for appointing a Member of each and every section to act as the Manager of that section.

- (e) In the case of a Carnival or similar function conducted under the control of SLSQ, the name of the Manager so appointed must be notified to SLSQ with the Carnival entries, or at the latest, before the commencement of the carnival.
- (f) The Manager must remain in attendance with the team during the course of such Carnival or similar function and must take action to ensure that competitors under their control report immediately when they are called upon to do so.
- (g) The Manager must report to the Carnival Referee or other nominated official whenever called upon to do so by the Carnival Announcer or other authorised official and must comply with the directions then given.

14.6 Financial Relationships on Account of the Transfer or Maintenance of Competition Rights

- (a) This Regulation recognises firstly that some Clubs have a dominant role in attracting Members to compete for them, secondly that financial arrangements between Clubs and Members are being made and thirdly such arrangements must be fair.
- (b) For the purposes of this Regulation, and **Regulation 15.8**, “financial arrangements” mean and include the provision of financial and other support by a Club including as a professional coach working for the Club or in any other capacity, or a third-party supporter of a Club, to a Member in return for, or on account of the Member transferring or maintaining their competitive rights to the Club.
- (c) This Regulation does not seek to encourage financial arrangements, only to regulate them, and applies to Members 14 years and over.
- (d) All agreements to enter into financial arrangements must be in writing and signed by an authorised representative of the Club and the Member.

Without limiting the categories of financial arrangements, they include provision of the following benefits by a Club or by a third-party supporter:

- (i) provision of competition equipment for exclusive use by the Member in competition whilst representing the Club;
 - (ii) provision of employment;
 - (iii) provision of accommodation;
 - (iv) provision of money to the Member directly or indirectly;
 - (v) provision of coaching services, such services being provided by coaches not available to all Members on the same basis;
 - (vi) provision of training subsidies, e.g. swim coaching fees; and
 - (vii) provision of goods.
- (e) All records and financial arrangements between Members and Clubs must be maintained by the Club, so as to accurately record any significant change in those arrangements. At

the very least, a twelve (12) monthly renewal of those arrangements is required.

- (f) A copy of each record of financial agreement must be supplied by the Club to the Member.
- (g) Failure of a Club to make and/or maintain records of current financial arrangements with Members under this Regulation is deemed to be a breach of the Regulation and disciplinary action may result.
- (h) The making of unfair financial arrangements is deemed to be a breach of the Regulation, even if the Member agreed to the terms of the financial arrangement.
- (i) Clubs must permit SLSQ to audit its financial arrangements, as and when reasonably required. Audits are to be conducted by the CEO and/or nominee. The CEO and/or nominee may report any suspected breaches of this Regulation for disciplinary action.

14.7 Protection of Junior Activity Members (Under 6 to Under 14)

- (a) This Regulation recognises the undesirability of the practice of Club representatives approaching Junior Activity Members and/or their parents, with a proposal to change Clubs.
- (b) This Regulation recognises the desirability of encouraging the maintenance of Club loyalties among Junior Activity Members and their parents and protecting smaller Clubs from the loss of Junior Activity Members to Clubs with a more dominant place in SLSA competition.
- (c) It seeks to encourage and regulate the recruitment, development and retention of Junior Activity Members by Clubs and as such directly or indirectly offering and/or providing financial arrangements as defined in **Regulation 15.7**, in return for, or on account of, a Junior Activity Member changing Clubs, is deemed to be a breach of the Regulations by the Club and/or Club representative making the offer and/or providing the financial arrangements.

APPENDIX A – BOARD DECLARATION AND CODE OF CONDUCT

I, [name] Click or tap here to enter text.

of [address] Click or tap here to enter text.

Click or tap here to enter text.

declare that I:

- am not disqualified from managing a corporation, within the meaning of the *Corporations Act 2001 (Cth) (Act)*; and
- have not been disqualified by the Australian Charities and Not-for-profits Commissioner at any time during the previous year from being a responsible person (what the ACNC Act calls a 'responsible entity') of a registered charity.

Whilst I am a responsible person for Surf Life Saving Queensland (**SLSQ**), I agree to notify SLSQ as soon as possible if I do become disqualified from managing a corporation within the meaning of the Act or am disqualified by the Australian Charities and Not-for-profits Commissioner. Responsible persons are the Members of a charity's governing body who share responsibility for the governance of the charity (called 'responsible entities' under the ACNC Act).

I acknowledge that I have read and am bound by the SLSQ Board Governance including the Directors Code of Conduct (attached).

Click or tap here to enter text.

Declared at: [location]

Click or tap here to enter text.

On: [date]

Click or tap to enter a date.

Signature:

.....

Name: Click or tap here to enter text.

Position: Click or tap here to enter text.

SLSQ DIRECTORS' AND COUNCILLORS' DECLARATION AND CODE OF CONDUCT

Under the leadership of the Chair and the CEO, the Board and Council are to be proactive in implementing SLSQ's objects having regard to the requirements outlined in the Constitution and to determine and articulate SLSQ's values, vision and strategic direction.

1. SLSQ's Directors and Councillors are expected to

- Meet fiduciary responsibilities as required under all relevant Commonwealth and State legislation and under common law.
- Comply with SLSQ's Constitution, Rules, Regulations and Policies.
- Act honestly in the best interests of SLSQ as a whole and not of those individual constituents.
- Avoid conflict of interest and to disclose immediately any actual or potential conflict.
- Develop strategic planning and direction of SLSQ including approving the business plan and budget, monitoring organisational performance and evaluating strategic results, and approving expenditure outside the approved budget and delegations.
- Devote the necessary time to the performance of their duties including reviewing Board and Council papers prior to meetings.
- Interact with key stakeholders and Members to inform them of achievements and to ensure that they have input into determination of strategic goals and direction.
- Report back to the stakeholders at relevant forums through the Chair and the CEO.
- Monitor the CEO and organisational compliance with the relevant Commonwealth and State legislation and with SLSQ's own policies.
- Maintain the confidentiality of information they receive by virtue of being a Director or Councillor of SLSQ.
- Evaluate their collective effectiveness as a Board or Council.
- Not improperly use their position or misuse information of SLSQ.
- Commit the time necessary to discharge effectively their role as Director or Councillor.
- Understand the complexities of the sectors in which SLSQ operates together with those sectors' structure, operations, controls, regulatory obligations, current technology, types of transactions and political/economic environment to adequately assess the risks faced by SLSQ.
- Report to the Chair and are accountable for the performance of their duties as a Director or Councillor.
- Work cooperatively with the CEO.

2. Directors Limitations

- No Director or Councillor is authorised to incur expenses or debts on behalf of SLSQ.

3. Deed of Indemnity and Access

The SLSQ Constitution indemnifies each Director and Councillor to the fullest extent permitted by law. Each Director is entitled to a deed of indemnity, which shall include provisions relating to:

- access to Board papers;
- confidentiality;
- indemnity by the organisation; and
- the provision of Directors and Officers insurance.

Each Councillor is entitled to a deed of indemnity, which shall include provisions relating to:

- access to Council papers;
- confidentiality; and
- indemnity by the organisation.

4. Declaration

If I am found by my fellow Directors or Councillors (as the case may be) acting reasonably and in good faith that I have:

- not upheld my duties and legal responsibilities as a Director or Councillor
- not acted in the best interests of SLSQ or of Surf Lifesaving
- failed to follow a Board or Council directive
- breached the Constitution or other rules, regulation or policies of SLSQ
- at any time committed an anti-doping rule violation or otherwise contravened any anti-doping policy whether SLSQ's or any other sporting body
- been charged with or convicted of a crime
- breached confidentiality
- brought myself, Surf Lifesaving or SLSQ into disrepute as a result of my action or omission including any statement I may make
- made disparaging comments about other directors or councillors, the Board or Council or SLSQ
- acted in a manner prejudicial to the interests of SLSQ or Surf Lifesaving or unbecoming a director of SLSQ.

I hereby agree that my position on the Board or Council is no longer tenable and that I will submit my written resignation immediately.

Signed: _____

Witness: _____

Print Name: _____

Print Name: _____

Date: _____

Date: _____