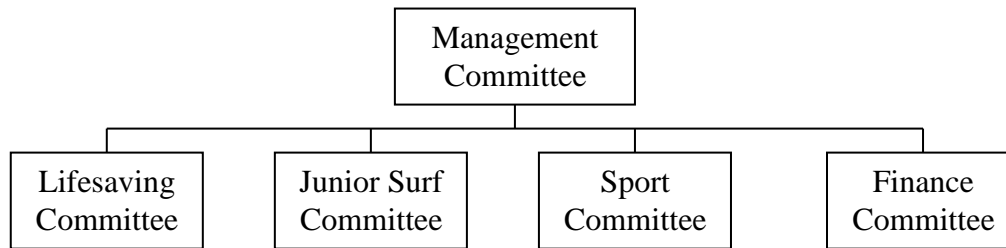


# **Appendix 1**

**Karekare Surf Lifesaving Club Inc.  
Management, Committee and Officer Structure**

The club management structure shall comprise of the following Operational Committees in addition to the club Executive Management Committee.



The following club officers shall be elected or appointed and ratified at the AGM as defined below.

<b>Committee and Officers</b>	<b>Appointment Process</b>	<b>Role</b>
<b>Executive Management Committee</b>		<b>Governance, Policy, etc...</b>
Chairperson	Appointed by Management Committee	Planning and process management
President	Elected at AGM	Club Leadership
Lifesaving Chair	Appointed by Committee	Lifesaving function
Junior Surf Chair	Appointed by Committee	Junior Surf member function
Finance Chair	Appointed by Committee	Revenue & expenditure management
Sport Chair	Appointed by Committee	Sport participation
Committee Person	Appointed by Committee	Governance, diligence
Committee Person	Appointed by Committee	Governance, diligence
Committee Person	Appointed by Committee	Governance, diligence
<b>Lifesaving Committee</b>		<b>POM development and implementation</b>
Chairperson	Appointed by Management Committee	Planning and delivery Management
Club Captain	Elected at AGM	Beach Operations
Vice Club Captain	Elected at AGM	Development role, back up to Club Captain
Clubhouse Director	Elected at AGM	Facility management and maintenance
Junior Club Captain	Elected at AGM	Junior member participation
Equipment Officer	Elected at AGM	Gear, First Aid & Radio management
Chief Instructor	Elected at AGM	Member education and training
IRB Controller	Elected at AGM	Power craft operational excellence
Rookie Coach	Appointed by Lifesaving Committee	Program development and delivery
Social Coordinator	Appointed by Lifesaving Committee	Social Calendar and implementation
<b>Junior Surf Committee</b>		<b>Efficient functioning of junior surf program</b>
Chairperson	Appointed by Management Committee	Planning and delivery management
Little Nipper Representative	Elected by junior surf parents	Program development and delivery
Junior Surf Representative	Elected by junior surf parents	Program development and delivery
Junior Surf Equipment Officer	Elected by junior surf parents	Program development and delivery
Parent Training Officer	Elected by junior surf parents	Program development and delivery
Committee Person	Elected by junior surf parents	Planning and support
Committee Person	Elected by junior surf parents	Planning and support
Committee Person	Elected by junior surf parents	Planning and support
<b>Finance Committee</b>		<b>Planning &amp; delivery of club funding streams</b>
Chairperson	Appointed by Management Committee	Funding and financial governance
Grants Officer	Appointed by Committee	Grant applications
Fundraising and Event Manager	Appointed by Committee	Develop and implement annual funding plan
Sponsorship Manager	Appointed by Committee	Sponsorship plan and funding
Event Manager	Appointed by Committee	Annual event fundraising
Club House Revenue Manager	Appointed by Committee	Facility revenues
Treasurer	Appointed by Committee	Club finances and accounts
<b>Sport Committee</b>		<b>Promote club participation in surf sports</b>
Chairperson	Appointed by Management Committee	Plan and promote surf sports program
Competition Coordinator	Elected at AGM	Manage competition participation
Competition Equipment Manager	Elected at AGM	Look after clubs sports equipment
Committee Person	Elected at AGM	Planning and support
Committee Person	Elected at AGM	Planning and support
Committee Person	Elected at AGM	Planning and support

The responsibilities of the club Executive Management Committee are defined within the constitution proper. This Management Committee and Officer structure defines the roles and responsibilities of the club operational committees.

To populate these teams we will have a mix of elected and appointed roles to make sure the club uses the best internal people and is able to inject the people and skills lacking in the club from external sources to supplement and strengthen our operations and governance. Leading each committee we will have a chair person charged with assisting each committee in achieving their planning, budgeting and operational objectives. These chairs will also sit on the club management committee to assist in the overall governance of the club and make sure the needs of each operating group are understood.

### **Nominations for club officer positions**

Nominations for elected club officers or expressions of interest in appointed positions shall be called for no less than 30 days prior to an AGM. In the case of appointed officers expressions of interest shall close no later than 14 days prior to an AGM. For elected officers nominations shall close 24 hours prior to the AGM.

### **Officer appointment and election process**

Club appointments will be made by the Club Executive Management Committee through the following process:

May – Expressions of interest called including individuals inside or outside the club being asked to apply for roles.

June/July – Interviews and selection by the Club Executive Management Committee.

August – Successful candidates appointed and confirmed at the AGM by the membership and assume responsibility for the club committees. Where roles are not filled at the AGM or become vacant during the year the Club Executive Management Committee shall fill such positions.

Committee appointed roles will be made by each relevant operational committee prior to the AGM and confirmed by the membership at the AGM. Where roles are not filled at the AGM or become vacant during the year the relevant Club Committee shall fill such positions.

The following rules of the Club Constitution shall apply to all operational committee members:

Rule 14.8 Eligibility, Rule 14.9 Term of Office, Rule 14.10 Removal and Rule 14.11 Conclusion of Office:

All elected club officer positions shall be voted on at the club AGM. Any unfilled positions shall be identified by the relevant committee and confirmed by the Club Executive Management Committee.

### **Appointment and election voting rights**

Voting for club appointments and elections shall be in accordance with the member rights as per the club constitution and as outlined in the appointments process contained in this appendix.

### **Operational Committee roles**

Each Operational Committee shall its role defined providing it's scope and accountabilities. These are to be contained within this appendix.

### **Position descriptions**

The club shall establish and update from time to time a position description for each club officer and this shall be used for the purpose of appointing and electing club officers to ensure people with the correct skills and experience are confirmed in each role. These are to be contained within this appendix.

## **Work plan**

The work of the Executive Management Committee and the Operational Committees shall be governed by a work plan to be notified by the Executive Management Committee prior seeking nominations or expressions of interest for club officers.

## **Meeting timetable**

Each operational committee shall meet in accordance with the work plan or a minimum of 4 times per annum.

## **Officer and Operational responsibilities**

Officers and Committees must at all times:

1. Act in good faith and in the best interests of the Club at all times;
2. Exercise the powers of Committee for proper purposes;
3. Act, and ensure the Club acts, in accordance with this Constitution;
4. Not agree to, nor cause or allow, the activities of the Club to be carried on in a manner likely to create a substantial risk of serious loss to the Club's creditors;
5. Not agree to the Club incurring any obligations unless the Management Committee Member believes at that time on reasonable grounds that the Club will be able to perform the obligations when it is required to do so;
6. Exercise the care, diligence, and skill that a reasonable Management Committee Member would exercise in the same circumstances taking into account, but without limitation, the nature of the Club, the nature of the decision and the position of the Management Committee Member and the nature of the responsibilities undertaken by the Management Committee Member.

## **Powers of the Club Operational Committees**

Without limiting the generality of the Club Operational Committee's powers to carry out the objects of the Club as it considers necessary, the Club Operational Committees shall have the following specific powers, to:

1. Develop and implement strategies, policies and procedures for the administration, promotion, and development of the clubs interests and activities.
2. Develop, recommend for sign off from the club Executive Management Committee and implement prudent policies to protect and enhance the Club's activities, membership, finances and property;
3. Recommend the fees payable by the Members and enforce payment of such fees in accordance with the Constitution for sign off from the club Executive Committee.
4. Designate areas of responsibility to each of the Committee members.
5. Establish, appoint, and determine the composition of any sub-Management Committees or other groups as it considers appropriate to assist it to carry out its responsibilities and to delegate such powers as it considers appropriate to those sub-Management Committees or other groups.
6. Engage, contract or otherwise agree to obtain the assistance or advice of any person or organisation for purposes of meeting the Club Committees responsibilities.
7. Appoint delegates to represent the Club in lifesaving and associated forums.
8. Make, repeal, and amend rules for the regulation and control of any competitions or events at the Club including conditions of entry.
9. Recommend matters for judiciary or discipline of members as specified in the Constitution
10. Set and control expenditure within agreed budget levels and raise any money to fulfil the objects of the Club.
11. Determine the criteria and procedures to apply in respect of the appointment of coaches, selectors, judges, and managers of Club squads and teams.
12. Open and operate banking accounts as deemed necessary.
13. Determine the dates on which competitions are held at the Club
14. Recommend or fill any vacancy on the Operational Committee, or to co-opt further people to the Committee.
15. Resolve and determine any disputes or matters not provided for in this Constitution
16. Review its own processes and effectiveness.

### **Meeting quorum**

The quorum necessary for the transaction of the business of the Club Operational Committee shall be three (3) appointed or elected Operational Committee Members.

### **Meetings using Technology**

Any one or more Operational Committee Members may participate in any meeting of a Club Operational Committee and vote on any proposed resolution at a meeting of the Club Management Committee without being physically present. This may occur at meetings by telephone, email or through video conferencing facilities, or by other means of electronic communication provided that prior notice of the meeting is given to all Management Committee Members and all persons participating in the meeting are able to hear each other effectively and simultaneously. Participation by any Management Committee Member in this manner at a meeting shall constitute the presence of that Management Committee Member at that meeting.

### **Matters Not Provided For**

If any situation arises that, in the opinion of the Club Operational Committee, is not provided for in the Regulations, policies or procedures of the Club, the matter will be determined by the Club Executive Management Committee based on a recommendation by the Club Operational Committee.

## **Operational Committee Role - Executive Management Committee**

### Role

- Ensure the resources of the club are applied to achieve the objects and goals of the club and the club is well managed and successful in its endeavours.

### Reports to

- The club members at the AGM

### Scope

- Meets bi monthly
- Develops and implements club policies
- Ensure short and long term plans are in place for the delivery of club activities and SLS standards

### Accountabilities

- Club committees and officers deliver the necessary plans and budgets
- Club funding is adequate to deliver the required outcomes
- Monitor and approve club expenditure and performance to ensure the objects, plans and standards of the club are being achieved within the agreed budgets
- Lifesaving activities are successful and above the agreed standards
- Junior surf is a vibrant and highly functioning part of the club
- Club communication is to agreed standard and frequency
- Club relationships (local, council and lifesaving) are strong and successful in meeting the objects and goals of the club.
- Key projects and initiatives of the club are prioritised and delivered on time and to the agreed standards.
- Annual review of the club activities and structure to ensure the optimal operating and management structure.
- Ensure club policies and procedures are developed and updated annually
- The club has a defined and agreed one, three and 10 year plans and priorities .
- Develops and targets succession in roles to ensure the short and long term success of the club.
- Call for and make committee appointments as defined by the club structure and according to the annual plan time line and should any vacancies exist.

## **Operational Committee Role - Sport Committee**

### Role

- Organise the participation of Karekare lifeguards in surf sport.

### Reports to

- The club management committee.

### Scope

- Meets bi monthly
- Develops sports plan and budget.
- Planning and coordination of surf sports.

### Accountabilities

- Surf sports plan and budget is in place and signed off by the club management committee.
- Equipment capital plan and maintenance program in place.
- Target new surf sports participants.
- Support the lifesaving goals of the club as a means of involving surf sports participants in wider club activity.
- Undertake training, attend competitions and manage agreed expenditure as required.
- Ensure the club develops a good relationship with surf sport Northern Region and surf sport New Zealand

## **Operational Committee Role - Finance Committee**

### Role

- To ensure the provision of short and long term funding to enable the club to run and purchase the necessary equipment and capital items

### Reports to

- The club management committee.

### Scope

- Meets bi monthly.
- Develops club budgets in conjunction with the Management Committee and other club committees.
- Monitors ongoing financial (income and expenditure) performance of the club.

### Accountabilities

- Ensure club monthly and annual accounts are completed on time.
- Produce annual budgets by committee inclusive of all club expenditure and income requirements by June 31<sup>st</sup> of each year and signed off by the club committee.
- Liaise with club management, lifesaving, Junior and sports committees to establish requirements.
- Apply for and target annual grants.
- Ensure all annual operating grants are optimised and received.
- All necessary accountabilities are completed on time.
- Actively promote and target income from clubhouse use and rentals.
- Ensure that all annual funding activities are undertaken e.g. NJD, Xmas in the Park, Bingo, Roadblocks etc.
- Identify and target new and one off funding opportunities.
- Develop and implement a club sponsorship program.
- Ensure club subscriptions are up to date and accounted for.



## **Operational Committee Role - Lifesaving committee**

### Role

- Ensure the effective functioning and delivery of the clubs lifesaving activities.

### Reports to

- The club management committee.

### Scope

- Meets bi monthly
- Develops annual plan and requirements for all the clubs lifesaving activities.
- Ensures a balanced lifesaving and social calendar is developed.
- Member safety needs are to the fore of club activities

### Accountabilities

- Produce an annual club lifesaving plan and update the club POM with sign off by the club management committee.
- Determine club lifesaving requirements and ensure all equipment is up to date.
- Select and approve the purchase of all club lifesaving equipment
- Recruit train and induct new club members.
- Have a vibrant Rookie program for transitioning junior surf participants into patrolling ranks.
- Establish patrol structures and rosters.
- Ensure a high standard of lifesaving and surf skills.
- Review club policies annually and recommend new policies and procedures to ensure the smooth running of lifesaving activities.
- Ensure members are trained in first aid and emergency care.
- Provide monthly communications to club members (Cauldron).
- Support club fundraising initiatives as required and ensure club members pay subscriptions.
- Establish highly functional and coordinated lifesaving and patrolling teams.
- Membership details and lists are up to date including the SLSNZ database
- Provide opportunities for members to participate in leadership activities.
- Member safety standards are a daily focus of the club.
- Conduct incident debriefs to ensure knowledge and learning's are incorporated into club plans and member skills are updated.
- Ensure club, lifesaving and member behaviour and operational standards are maintained and where required undertake reviews and disciplinary action to ensure performance improvements are achieved.

## **Operational Committee Role - Junior Surf Committee**

### Role

- Ensure the maximum level of membership, engagement and success of the clubs junior surf program.

### Reports to

- The club management committee.

### Scope

- Meets bi monthly
- Coordinates the nipper (5-7), A, B and C groups activities
- Develops an annual plan of junior surf activity and requirements

### Accountabilities

- Produce an annual junior surf plan and calendar with sign off by the management committee.
- Support and undertake agreed fundraising activities and develop funding initiatives as required.
- Ensure member subscriptions are paid.
- Membership details and lists are up to date including the SLSNZ database.
- Junior surf manual in place with specific safety plan for junior surf.
- Deliver agreed junior surf plan.
- Encourage and organise participation in junior surf sports.
- Maintain junior surf equipment and identify new equipment requirements
- Ensure equipment handling and parent responsibilities are clearly documented, communicated, understood and implemented.
- Ongoing communication and information to members and parents

# **Karekare Surf Lifesaving Club - Chairman Position Description**

## **Role**

The position of Chairman for the club or a club committee is a vital role to ensure the planning, implementation and smooth running of the committees. As the Chairman of a club committee the incumbent also sits on the club Management Committee and is responsible for ensuring the needs of their committee are prioritised and met as part of the overall planning and operation of the club and work as part of the Management Committee on the short and long term planning for the overall club.

With each committee having dedicated officers to fulfil the tasks of each position, the Chairman may not have or need to have intimate knowledge of the clubs operations. Their role however is to ensure the committee functions effectively and that the officers on the committee undertake the agreed tasks and are supported and developed to do so.

## **Reporting**

The role of the Management or Committee Chairman reports to the Club Management Committee as a body.

## **Accountabilities**

- Ensure the work plan is implemented
- Prepare agendas for meetings
- Attend meetings or find appropriate replacement for meetings
- Complete meeting reports in agreed template
- Represent the needs of the committee to the Management Committee
- Review and prepare strategic and operational plans with the committee
- Ensure all position descriptions are up to date, communicated and understood
- Ensure committee members fulfil their roles or assistance is provided to do so
- Ensure any appointed roles are filled by appropriate people
- Replace unproductive members or fill vacant roles
- Mentor and develop people
- Find additional people with the appropriate skills to support/develop people in meeting their responsibilities
- Act as a first point of contact for committee members on the Management Committee
- Ensure the statutory reporting the club is required to file is completed in full and on time
- Undertake budget management and planning to ensure appropriate financial management of the clubs funds
- Provide reports, requirements and priorities to the Management Committee
- Provide impartial representation of the committees needs to the Management Committee
- Work as a member of the Management Committee to fulfil the overall objectives of the club.
- Advocate the clubs Vision, Mission and Values and ensure that any future strategies, plans or initiatives align with the Vision, Mission and Values.
- Advocate and ensure strong and full communication between the committee and club members about club member participation, obligations and progress of the committees priorities, work and success

## **Responsibilities**

Meetings:

- Run regular and effective meetings
- Direct and support club officers as required
- Make recommendations to the Management Committee
- Ensure open, inclusive and consultative information gathering and decision making
- Arrange meeting venues and dates
- Manage committee expenditure to agreed level and within levels of authority
- Ensure club records and necessary reporting are completed
- Make recommendations on committee structure and improvements and offices responsibilities
- Sign off the meeting reports and distribute within 5 working days of the meeting
- Ensure communication of the committees activities through the club newsletter and any specific one off communications via the Club Administrator
- Ensure the Club Administrator is informed of any relevant information and requests for information or input are dealt with promptly

- Read, reply, redirect and file correspondence promptly
- Provide a succession plan for filling committee roles in the future
- Provide original or copies of reports, communications, legal documents etc. to the Club Administrator for record keeping
- Attend to or bring attention to any other issues that may effect or improve the operation of the committee and club.

### **Qualifications and Skills**

- Good effective communication skills
- Well organised, efficient and understands and able to delegate and follow up to ensure tasks are completed on time and to the desired standard
- Flexible and adaptive to different processes and tasks that may be introduced from time to time
- Develop a cohesive and productive team
- Support and develop the skills of individual officers and committee members
- Able to produce quality, accurate reports and follow up on actions
- Able to understand operational imperatives and lead strategic planning work
- Be a part of and contribute to a strong functional Club Management Committee
- Understanding of and experience in governance roles

### **Other requirements**

- Understands meeting procedure and able to develop a good working knowledge of the club constitution
- Congenial but focused on delivering results for the club
- Can work through ambiguity to establish clear concise goals and tasks and seek advice or direction when required
- Able to review, assess and prioritise conflicting needs
- Financial literacy
- Understanding of and ability develop succession planning

## Karekare Surf Lifesaving Club - Draft Work Plan

<b>Month</b>	<b>Date</b>	<b>Club Meeting Cycle</b>	<b>Focus</b>	<b>Key purpose</b>
June		No Meetings	Financial year end	Accounts completed
July	Week four	Management Committee	Sign off and approve accounts	Confirmation of appointed roles
August	Week three	AGM	Constitutional and statutory requirements	Election and appointment confirmation of officers
August	Week four	Committee Meeting	Inaugral committee meeting	Review plans, priorities, responsibilities
September	Week four	Management Committee	Inaugral committee meeting	Outline workplan and review budgets
October	Week one	Committee Meeting	Inaugral committee meeting	Review readiness for current season
November	Week four	Management Committee	Operational functionality	Review readiness for current season
December		Committee Meeting	Current year plan implementation	YTD status and operational issues
January	Week four	Management Committee	Planning for next year	Assessment of current priorities and policies
February		Committee Meeting	Planning for next year	Reviewing and setting priorities and policies
March	Week four	Management Committee	Strategic planning	Draft strategic and management plan development
April		Committee Meeting	Sign off next years plans	Planning and priorities for the next year
May	Week four	Management Committee	Sign off club plan and budgets	EOI for appointed roles