



Wanda SLSC Proposed 2026 Constitution & By-Laws Frequently Asked Questions

Prepared from member feedback submissions and consultation correspondence.

Background and Purpose

1. Why is the Club proposing a new Constitution rather than updating the existing one?

The Club is proposing a new Constitution rather than simply updating the existing one because there have been a series of significant changes in the regulatory, operational, and organisational environment in which surf clubs operate. These changes mean that a full replacement provides a clearer, more consistent, and future-proofed governance framework than piecemeal amendments to the current document.

SLSNSW has provided a sample Constitution template that we have used.

Key drivers for this update include:

- Changes to legislation, including the Associations Incorporation Act (NSW) and requirements under the Australian Charities and Not-for-profits Commission (ACNC) framework, which have evolved over time and require updated governance provisions.
- Updates within the broader Surf Life Saving structure, including Surf Life Saving Australia's shift from a traditional "between the flags" focus to a broader aquatic environment role, which expands the scope of services and activities covered by surf lifesaving organisations.
- Recognition of Surf Life Saving NSW's emergency service role, reflecting its formal registration and the governance expectations that come with being part of an emergency service organisation.
- Club-level reforms under the One Club strategy, which aims to improve consistency, alignment, and operational integration across surf club activities and governance structures.
- Practical issues experienced under the existing Constitution, including matters such as voting entitlements and governance arrangements identified during recent building stages (e.g., Stage 3 issues), which have highlighted areas where the current document no longer reflects Member expectations.

In summary, a new Constitution provides an opportunity to bring all of these changes together into a single, modernised governance framework that is aligned with current legislation, Surf Life Saving requirements, and the Club's future operating model, rather than continuing to layer incremental amendments onto an outdated structure.

2. What are the key objectives of the proposed Constitution?

The key objectives of the proposed Constitution have been updated to reflect modern legislation, contemporary Surf Life Saving practice, and the Club's role as both a community service and emergency service organisation, while still maintaining the core purpose of protecting lives at Wanda Beach.

In simple terms, the objectives remain focused on surf lifesaving and community safety, but are expressed in a clearer, more modern, and legally aligned way.

The new Objectives ensure we meet our affiliation requirements for SLSA, SLSNSW and SLS Sydney.

The key objectives of the proposed Constitution are to:

- Continue the Club's core purpose of protecting life at Wanda Beach, including conducting surf lifesaving patrols and promoting water safety for all beach users.
- Recognise the Club as a charitable, volunteer-based community and emergency service organisation, reflecting its modern role within Surf Life Saving NSW and Surf Life Saving Australia.
- Support participation within the broader Surf Life Saving structure, including Surf Life Saving Sydney, Surf Life Saving NSW, and Surf Life Saving Australia.
- Promote aquatic safety, education, and research, including the development and improvement of lifesaving techniques, equipment, and training.
- Strengthen public safety outcomes and the protection of the aquatic environment, ensuring these considerations are central to all Club activities.
- Support the health, safety, and wellbeing of the community and beach users, reinforcing the Club's role in prevention as well as response.
- Recognise and reward acts of bravery and service, including the granting of awards for exceptional rescues and contributions to lifesaving.
- Support the effective management and sustainability of the Club, including appropriate use of Club resources and alignment with its charitable purpose.
- Enable the Club to undertake activities that support and advance surf lifesaving, including education, innovation, and community engagement.

Overall, the revised Objects simplify and modernise the language, remove duplication, and better reflect the Club's current operating environment while maintaining a strong focus on lifesaving, community service, and beach safety at Wanda Beach whilst aligning with SLSA, SLSNSW and Branch's new requirements.

3. What specific issues or gaps in the current Constitution is the new document intended to address?

The proposed Constitution has been developed to address a number of practical, structural, and compliance gaps that have emerged in the current Constitution over time, particularly as legislation, charity requirements, and Surf Life Saving governance frameworks have evolved.

Key issues and gaps the new Constitution intends to address include:

- **Outdated legal and governance alignment**
The current Constitution reflects earlier governance standards and does not fully align with updated requirements under NSW incorporated associations legislation or ACNC charity governance expectations.
- **Improved clarity and modern drafting**
The proposed Constitution uses clearer and more contemporary language, reducing duplication and ambiguity so members and office holders can more easily understand and apply the rules.
- **Stronger alignment with Surf Life Saving frameworks**
The revised document better reflects current governance structures and expectations across Surf Life Saving Australia, Surf Life Saving NSW, and Surf Life Saving Sydney, supporting consistency across the organisation.
- **Clearer separation of governance and operations**
The new structure provides improved distinction between the role of the Board (governance and oversight), Committees (delegated functions), and members, reflecting modern not-for-profit governance practice.
- **Resolution of practical governance issues experienced in recent years**
The updated Constitution addresses areas where the current document has created uncertainty or inconsistency in practice, including aspects of membership rights, voting arrangements, and governance processes.
- **Greater flexibility for operational management**

The new framework allows operational matters to be managed through By-Laws rather than requiring frequent constitutional amendments, improving responsiveness and efficiency.

- More explicit articulation of purpose and objects

The Objects have been modernised to better reflect the Club's role as a volunteer-based charitable organisation, emergency service provider, and community safety organisation focused on aquatic safety at Wanda Beach.

In summary, the new Constitution is intended to modernise and simplify the governance framework, address known structural and practical limitations in the existing document, and to ensure ongoing alignment with legal requirements and Surf Life Saving governance standards while improving usability for members and office holders.

4. What are the implications if the proposed Constitution is not adopted?

If the proposed Constitution is not adopted, the Club will continue to operate under the existing Constitution. This means there would be no immediate change to how the Club is governed or how members interact with its current governance structure.

However, there are several important implications for the future:

- Governance framework becomes increasingly outdated

The current Constitution would continue to operate without reflecting recent changes in legislation, ACNC requirements, or modern Surf Life Saving governance standards.

- Reduced alignment with the broader Surf Life Saving structure

The proposed updates are designed to better align the Club with Surf Life Saving Australia, Surf Life Saving NSW, and Surf Life Saving Sydney frameworks. Without adoption, alignment may progressively diverge over time.

- Potential impact on ongoing affiliation requirements

As an affiliated member club of Surf Life Saving Sydney, Surf Life Saving NSW, and Surf Life Saving Australia, the Club is required to maintain alignment with their governance expectations and constitutional frameworks. Over time, failure to align may create additional administrative or compliance pressure to make further amendments.

- Ongoing reliance on incremental amendments

Instead of a modernised, consolidated document, the Club would likely need to continue making piecemeal updates, which can be less efficient and harder for members to follow.

- Continued operation of existing structures and known issues

Any governance issues identified in recent years (such as voting arrangements or structural inconsistencies) would remain in place unless separately addressed through further amendments.

- Future review still likely required

While there is no requirement to adopt the new Constitution, legislative and organisational changes mean the Club would still need to undertake another review in the future to remain compliant and aligned with best practice.

Importantly, the Club would continue to operate as normal under the existing Constitution. The decision is not about operational continuity, but about whether to modernise and consolidate the governance framework now or continue under the current structure and revisit reform at a later stage.

The Club has also received guidance from Surf Life Saving NSW indicating that this approach—adopting a modernised, template-aligned Constitution—is the preferred pathway to ensure long-term consistency, compliance, and alignment across the Surf Life Saving movement.

5. What changes in legislation or regulation (including ACNC or government requirements) have driven the need for this review?

The review of the Constitution has been driven in part by changes and evolving expectations in a number of key legislative and regulatory areas that affect how incorporated associations and registered charities operate.

These include:

- Updates to NSW incorporated associations legislation (Associations Incorporation Act (NSW))
This framework sets out the legal requirements for governance, membership, meetings, financial accountability, and decision-making for incorporated associations. Over time, expectations around governance standards, clarity of rules, and administrative processes have evolved, requiring constitutions to be updated to remain current and practical.
- Australian Charities and Not-for-profits Commission (ACNC) requirements
As a registered charity, the Club must continue to meet ACNC governance standards, including clear articulation of charitable purpose, appropriate use of resources, proper record keeping, and transparent governance structures. The updated Constitution strengthens alignment with these requirements and modern charity governance expectations.
- Evolving governance expectations for not-for-profit organisations
Beyond strict legal requirements, there has been a broader shift toward improved governance practice in the not-for-profit sector, including clearer separation of governance and operational roles, improved transparency, and stronger risk and compliance frameworks.
- Alignment with emergency service and Surf Life Saving governance structures
Surf Life Saving organisations operate within a structured national framework (Surf Life Saving Australia, Surf Life Saving NSW, and Surf Life Saving Sydney). Updates across this system have led to changes in expectations around constitutional alignment, consistency of objects, and governance arrangements.
- Increased emphasis on clarity, accountability, and member understanding
Regulators and peak bodies now place greater emphasis on constitutions being clear, accessible, and reflective of how organisations actually operate, rather than containing outdated or overly complex provisions.

In summary, the review is not driven by any single regulatory change, but by a combination of updated legal requirements, strengthened charity governance standards, and the need to remain aligned with the broader Surf Life Saving and emergency services governance framework.

6. Have Surf Life Saving organisations (Branch, State or National) been consulted, and does the proposed Constitution align with their recommendations?

Yes. Surf Life Saving organisations at State level have been consulted as part of the development of the proposed Constitution.

Surf Life Saving NSW has provided a recommended Constitution template for NSW clubs, designed to ensure alignment with relevant NSW legislation, Australian charitable requirements, and the governance frameworks of Surf Life Saving Australia and Surf Life Saving NSW. Clubs are encouraged to use this template as the basis for their own constitutions, while still retaining flexibility to reflect local club needs where appropriate.

The proposed Constitution has been developed using this template as its foundation. Where clarification was required, or where additional context was needed, the Constitution Committee sought guidance from individuals involved in the development and interpretation of the SLSNSW template to ensure correct application and alignment.

As a result, the proposed Constitution is designed to be consistent with the intent and structure of the SLSNSW template and aligned with broader Surf Life Saving governance requirements.

In summary, the proposed Constitution has been developed in consultation with Surf Life Saving NSW guidance and is intended to align closely with State and National Surf Life Saving governance frameworks while still reflecting the operational needs of the Club.

Based on Member feedback, and as detailed, we have made updates to rule 7.2(d), rule 8.9(c) and rule 25.1(a) to make the alignment clearer. Further we have had this reviewed by the Club's lawyer to ensure we remain compliant with affiliation requirements.

7. How does the proposed Constitution align with Surf Life Saving Australia, Surf Life Saving NSW, and Branch governing documents?

The proposed Constitution has been developed using the Surf Life Saving NSW (SLSNSW) Constitution template as its foundation. This template is specifically designed to ensure consistency and alignment across Surf Life Saving Australia (SLSA), Surf Life Saving NSW (SLSNSW), and Surf Life Saving Sydney (Branch) governance frameworks.

As a result, adopting this template-based approach ensures the Club's Constitution is structured in a way that is already aligned with the key requirements, expectations, and governance principles of the broader Surf Life Saving organisation at all three levels.

This alignment helps ensure:

- Consistency with the national (SLSA) governance framework
- Compatibility with SLSNSW constitutional and operational requirements
- Alignment with Surf Life Saving Sydney Branch expectations and structures

In summary, because the proposed Constitution is based on the SLSNSW template, it is intentionally structured to align with Surf Life Saving Australia, Surf Life Saving NSW, and Branch governing documents, ensuring consistency across the Surf Life Saving system while still meeting the operational needs of the Club.

Based on Member feedback, and as detailed, we have made updates to rule 7.2(d), rule 8.9(c) and rule 25.1(a) to make the alignment clearer. Further we have had this reviewed by the Club's lawyer to ensure we remain compliant with affiliation requirements.

8. In the event of any inconsistency, which governing document prevails — the Club Constitution or those of Surf Life Saving organisations?

Under the proposed constitution the Club is required to stay aligned with Surf Life Saving Sydney, Surf Life Saving NSW and Surf Life Saving Australia so that we remain affiliated and recognised. The proposed constitution includes clause, 7.2(d), 8.9(c) and 25.1(a), stating that if there is ever a direct conflict between our constitution and the constitutions of the Branch, SLSNSW or SLSA, then the Wanda Constitution prevails — **unless** NSW law or mandatory affiliation requirements say otherwise.

This is allowed under the Surf Life Saving NSW template as reflected in clause 7.2(a) which allows for inconsistency under several conditions, one of which is "... or objection by the Members."

In simple terms: our constitution governs Wanda, but we cannot adopt rules that would breach NSW law or breach the conditions of affiliation with the Surf Life Saving movement.

Based on Member feedback, and as detailed, we have made updates to rule 7.2(d), rule 8.9(c) and rule 25.1(a) to make this clearer. Further we have had this reviewed by the Club's lawyer to ensure we remain compliant with affiliation requirements.

9. How does this proposal compare with what other surf clubs are doing across NSW?

Surf Life Saving NSW has provided a standard Constitution template for clubs across NSW. This template is designed to ensure consistency with Surf Life Saving Australia, Surf Life Saving NSW, Surf Life Saving Sydney (Branch) requirements, as well as relevant NSW and Commonwealth legislation.

We understand, across NSW, clubs are at different stages of reviewing and adopting the template. Some clubs have already adopted it or are in the process of doing so, while others are still undertaking internal review, consultation, or planning for future constitutional updates. Adoption is managed at a club level and is not centrally recorded or published by Surf Life Saving NSW, so there is no single official register of adoption status.

Based on publicly available information and observable governance activity, a number of clubs are understood to be either progressing toward or having adopted updated constitutions aligned with the SLSNSW template. We believe these may include clubs such as Newport, North Bondi, Maroubra, Woonona, Manly, Queenscliff, Cronulla, North Cronulla, and Urunga.

In this context, the Club's proposal is consistent with a broader statewide governance modernisation process occurring across Surf Life Saving clubs. It reflects a common approach being taken by many clubs to align constitutions with the SLSNSW template in order to ensure consistency, compliance, and long-term governance stability.

In summary, the proposed Constitution is not an isolated change, but part of a wider, ongoing transition across NSW surf clubs toward a more standardised and modern governance framework.

Governance and Board Structure

10. Why is the Board structure being changed, including the reduction in the number of Directors?

The proposed Director roles were developed through a review of the Club's current structure, governance needs, and future strategic priorities. The aim was to ensure the Board is structured to provide effective oversight, clear accountability, and the right mix of skills to guide the Club's continued growth.

In particular, the roles are intended to address:

- Clarity of accountability – ensuring each key area of the Club has clear Board-level oversight
- Stronger governance and compliance – reflecting increasing regulatory, financial, and contractual responsibilities
- Alignment to strategy – enabling the Board to focus on long-term direction rather than operational detail
- Balanced workload and capability – distributing responsibilities appropriately across Directors
- Future readiness – positioning the Club to manage major projects, increased membership, and greater organisational complexity
- Continue to provide and enhance appropriate lifesaving operational capacity at Wanda Beach
- Continue to provide and enhance experience and opportunities in all facets for members of the Club.

Overall, the intent is to strengthen governance and strategic oversight, ensuring the Board is focused on the long-term best interests of the Club.

Since the Member Information session and Member submissions the following changes have been made;

- Club Captain added
- Director of Education added.
- Director of Lifesaving Services renamed Director of Lifesaving.

11. What benefits are expected from a smaller Board?

The original proposal was to reduce the Board to 10 members. However, following Member Feedback the board's roles have been reviewed and Club Captain and Director of Education roles are now proposed to be retained.

Based on Member Feedback the Board will now be 12 rather than 13.

12. How were the proposed Director roles determined, and what problems are they intended to solve?

The current structure has been in place since 2019. The Club has evolved in membership numbers and complexity. The Director roles are to support this and are more clearly defined.

Based on Member Feedback the Club Captain and Director of Education roles were added to the Board.

13. How will the new Board structure ensure appropriate representation of the Club's core activities, including lifesaving, education, and surf sports?

Based on Board and member feedback, there are no changes to lifesaving, education and surf sports. The proposed implementation of the new positions is that they will support life saving, education and surf sports with the view to support those sections and look at increasing external funding to each of those sections. There is more clarity under the roles of life saving and education with sub-committees supporting these roles.

14. Why are some existing roles (e.g. Club Captain, Director of Education, Director of Youth, Director of Facilities) not included as Board positions in the proposed structure?

Based on board and member feedback the heritage role of Club Captain as well as the Director Education role will remain under the 2026 Constitution and within the By-Laws the roles are more clearly defined, as there are currently overlaps within the life saving and education portfolios of the Club. The facilities and youth portfolios have been absorbed and more clearly – Membership Services is taking on youth with a committee position to concentrate on the youth of our club. The management of the Club's facilities is under Director of Commercial Services (previously called Senior Vice President) and the focus on club infrastructure and maintenance will still remain via the Director of Commercial Services supported by a facilities coordinator.

15. How will key operational areas such as education, facilities, and youth activities be managed if they are no longer Board-level roles?

These areas will continue to be actively managed, with a clearer alignment between operational delivery and Board-level governance.

- **Education** – this function is now retained at Board level, recognising its importance to the Club's core purpose and ongoing compliance requirements.
- **Youth activities** – these have been incorporated into the **Member Services** portfolio and will be supported through the Member Services Committee, ensuring a coordinated approach to member engagement across all age groups.
- **Facilities** – oversight will sit with the **Director of Commercial Services**, reflecting the strong link to asset management, tenancy, and the Club's broader commercial and compliance obligations.

Operational delivery across these areas will be undertaken through relevant **committees**, while the Board maintains focus on **governance, oversight, and strategic direction**. This approach ensures that important functions remain well-managed, while reinforcing the Board's role in guiding the long-term direction of the Club rather than being involved in day-to-day operations.

16. What is the rationale for introducing roles such as Director of Events and Director of Partnerships, and how do they support the Club's objectives?

These roles have been introduced to strengthen focus on two areas that are increasingly important to the Club's sustainability, member experience, and long-term growth.

- **Director of Events** – provides oversight and coordination of the Club's events program, which plays a key role in member engagement, community connection, and revenue generation. This ensures events are planned strategically, aligned with the Club calendar, and delivered in a consistent and sustainable way.
- **Director of Partnerships** – focuses on building and maintaining strategic relationships, including sponsorships and external partnerships. This supports the Club's financial sustainability, creates new opportunities for members, and strengthens connections with the broader community.

Importantly, these roles are not intended to manage the day-to-day delivery of events or partnerships. Operational activity will continue to sit with relevant committees and volunteers. Instead, the Directors provide **governance, oversight, and strategic direction**, ensuring these areas are aligned with the Club's broader objectives and managed in the long-term best interests of the Club.

18. How will the balance between operational (lifesaving) and commercial responsibilities be maintained under the new structure?

Wanda is a life saving club and that is the requirement for the revised 2026 Constitution. The board composition has been designed to support the 2026 Constitution. The focus of the Club is not changing. The commercial responsibilities of the Club are to support the membership of the Club and support the commercial obligations that brings in funding to our members and the Club. Commercial activities assist provide the means to support the lifesaving capacity of the Club.

19. How will the effectiveness of the new Board structure be assessed after implementation?

The effectiveness of the new Board structure will continue to be reviewed through a combination of current and enhanced formal and informal measures to ensure it delivers improved governance and supporting the Club's strategic objectives.

This will include:

- **Board performance reviews** – periodic assessments of how effectively the Board is operating, including clarity of roles, quality of decision-making, and focus on strategic priorities
- **Committee effectiveness** – feedback on how well committees are supporting operational delivery and reporting into the Board
- **Delivery against strategic objectives** – whether the structure is enabling progress on key priorities such as member experience, financial sustainability, and major projects
- **Workload and capability balance** – ensuring responsibilities are appropriately distributed and Directors are able to focus on oversight and direction
- **Member and stakeholder feedback** – considering input from members and key stakeholders on how the structure is functioning in practice

The intent is to take a **continuous improvement approach**, with the ability to refine the structure over time if required. A more formal review point can also be scheduled (e.g. after the first 12 months) to assess whether any adjustments are needed based on practical experience.

Member Representation and Voting

20. How does the proposed Constitution affect voting rights across different membership categories?

Voting rights are more clearly defined in the proposed 2026 Constitution. By moving voting rights into the constitution Members right to vote are protected. We have addressed several historical challenges regarding voting rights of Members based on the pathway they entered Membership of the Club. The new member categories ensure alignment with SLSA and the right and obligations ensure alignment with our OneClub strategy.

21. How does the proposed structure ensure fair representation of all member groups?

The proposed 2026 Constitution fairly represents all activities of the club including lifesaving, education, sport, JAG, and general membership interests. This was further reviewed and improved based on Member Feedback.

22. Are there any changes to the influence or representation of active lifesaving members?

There are no changes. Active, Active Reserve and Award members who patrol can vote at general meetings. In addition, the representation of all member groups (e.g. Auxilliary and Life Members of the historical Ladies and JAG Sub Committees) have been retained, clarified and reinforced. The ratio of voting Associates has been aligned with changes in the membership base to maintain a similar voting ratio.

Process, Timing and Consultation

23. What consultation has been undertaken with members during the development of the proposed Constitution and how has member feedback been considered and incorporated into the final draft?

Formal Member feedback commenced via a survey distributed in November 2024 by the 2024/2025 Constitution Subcommittee. Since then, further feedback has been received by;

1. A series of separate Board focused sessions on:
 - a. Member categories and sub-categories
 - b. Life Member and Distinguished Service alignment
 - c. Board composition
2. Director requested input on job/role descriptions
3. Director requested input on committee descriptions
4. Member FAQs
5. Member Information Session
6. One-on-one Member feedback to Constitution Committee members
7. Submission of written feedback
8. Informal feedback

All inputs have been reviewed and incorporated as appropriate. Changes made since the Member Information session have been marked with track changes so it is fully transparent to Members. We have provided this updated FAQ document so that Members have visibility of questions being asked by their fellow Members.

For a full list of changes to the Constitution and By-Laws refer to the end of this FAQ document which lists each of them.

27. Could the timeline be extended to allow for further consultation or consideration?

The review and update of the Constitution and By-Laws is part of an ongoing governance process rather than a one-off change. While the Club has not undertaken a full constitutional update since 2019, the intention is to return to a more regular and structured review cycle going forward.

Throughout the consultation process, member feedback has been actively considered. Where feedback has reflected broad support across the membership, those changes have been incorporated into the updated drafts of both the Constitution and By-Laws.

In some cases, as part of the latest consultation process, individual members have proposed additional new ideas or changes that represent a more substantial departure from the current or previously consulted position. These types of suggestions are not being dismissed; however, they require further detailed consideration and are being referred to the incoming Board and relevant Constitution Committees for review during the 2027 season.

On this basis, the current timeline reflects a balance between ensuring adequate consultation has occurred, incorporating feedback where there is clear alignment, and allowing more complex or material governance matters to be properly considered through future review cycles.

28. Why are the Special General Meeting and Annual General Meeting scheduled close together?

The Special General Meeting (SGM) and Annual General Meeting (AGM) have been scheduled close together for practical and administrative reasons rather than any constitutional requirement.

There is no rule in the Constitution or legislation that requires a minimum period between an SGM and an AGM. The timing in this instance is therefore coincidental and reflects the club's planning process rather than any governance constraint.

The scheduling allows sufficient time for two important considerations:

1. Proper notice to members to be provided in accordance with the current Constitution and relevant requirements.
2. If members approve the proposed Constitution at the SGM, it allows time for nominations and preparation for the 2027 Director appointments under the new governance structure.

In summary, the close timing is designed to ensure proper process is followed, provide clarity to members, and support a smooth transition should the proposed Constitution be adopted.

By-Laws and Supporting Documents

29. Why are the By-Laws being approved separately from the Constitution?

There is no change from what happens today. By-Laws are being approved separately from the Constitution to reflect the different roles each document plays in the governance of the club.

The Constitution is the club's highest governing document and can only be changed by members through a Special Resolution at a Special General Meeting or Annual General Meeting. This ensures that members retain direct control over the club's core governance framework.

By-Laws, on the other hand, deal with operational and procedural matters that are more likely to need updating over time. For this reason, it is standard practice for the Board to be responsible for approving and maintaining the By-Laws (which are currently referred to as Regulations). This allows the club to respond efficiently to operational needs without requiring a full member vote for every adjustment.

While it is not required, and not standard practice for all organisations, the Board has provided draft By-Laws alongside the proposed Constitution to improve transparency and help members understand how the governance framework would operate in practice.

In summary, members approve the Constitution, while the Board maintains and updates the By-Laws to support effective day-to-day operation of the club.

Following member feedback, both the proposed Constitution and the draft By-Laws have been reviewed and updated to ensure they are aligned and reflect input received during consultation.

30. How do the By-Laws interact with the Constitution, and what level of detail do they contain?

There is no change from what happens today regarding the interaction between the By-Laws and the Constitution other than the By-Laws are currently called Regulations. The Constitution is the club's primary governing document. It sets out the fundamental rules for how the club operates, including its objects, membership categories, general governance structure, the role of the Board/Management Committee, voting rights, meeting requirements, and how decisions such as constitutional change are made. It is relatively high-level and is designed to provide a stable framework that does not need frequent amendment.

The By-Laws sit underneath the Constitution. They provide the practical, operational detail needed to run the club on a day-to-day basis. While the Constitution establishes "what must happen" and the authority for decisions, the By-Laws explain "how things are done in practice".

Importantly, By-Laws must always be consistent with the Constitution and cannot override it. If there is any inconsistency, the Constitution takes precedence. The By-Laws are made and amended more easily than the Constitution and is done by the Board. This allows the club to adapt operational procedures without requiring a full member vote each time a change is needed.

In terms of level of detail, By-Laws typically cover practical matters such as:

- Roles under the Directors
- Committees that the Board determines are needed to operate the Club.
- Patrol operations and rostering expectations
- Use of club facilities and equipment
- Member conduct standards and behavioural expectations
- Competition and training arrangements
- Internal administrative procedures (e.g. award maintenance, uniform requirements, delegation of responsibilities)

In summary, the Constitution provides the structural foundation of the club, while the By-Laws provide the flexible operational detail needed to keep the club functioning effectively and consistently from season to season.

Committees and Operations

32. How will committees be formed under the new Constitution?

Under the new Constitution, what were previously referred to as sub-committees will now generally be referred to as Committees.

The structure has been strengthened by formally recognising key Standing Committees within the Constitution itself. This means the Board is required to ensure these core Committees are established and operating. This change provides greater clarity and consistency in how essential areas of the club are governed and delivered.

In addition to these Standing Committees, the Board has the flexibility to establish additional Committees where needed to support the operation of the club. These additional Committees are typically documented in the By-Laws, allowing the structure to remain responsive to the club's needs without requiring frequent constitutional change.

This approach balances stability and accountability—by embedding key Committees in the Constitution—while also allowing flexibility for the Board to create or adjust other Committees as operational requirements evolve over time.

33. What role will members have in the appointment or election of committees?

There is no change in how most Committees are formed.

Members continue to play an important role in shaping the people who are involved in committees, even though committees are appointed by the Board.

Under the proposed model, committees are appointed by the Board in line with standard SLSNSW governance practice. This is consistent with how many clubs already operate, and it ensures committees are formed with the appropriate mix of skills, experience, and availability to effectively carry out their responsibilities.

To broaden participation and make involvement more accessible, an expression of interest (EOI) process is used for committee roles. This allows any member who is interested in contributing to a committee to put themselves forward at any time, rather than being limited to AGM nominations or requiring formal nominators and seconders. This is intended to reduce barriers to participation and encourage a wider pool of candidates.

The Board then considers expressions of interest when forming committees, taking into account relevant skills, experience, balance, and the needs of each committee. This approach helps ensure committees are both open to member participation and structured to function effectively.

In summary, members influence committees by putting themselves forward through the EOI process, while the Board is responsible for final appointments to ensure committees are appropriately constituted and capable of delivering their responsibilities.

34. Should certain committees (such as Constitution or Life Members committees) be elected by members rather than appointed by the Board?

In most surf clubs operating under the SLSNSW template, committees are appointed by the Board rather than directly elected by members. This approach reflects standard governance practice and is intended to ensure committees are formed based on the skills, experience, and availability required to perform their specific function effectively.

The Board remains accountable to members for the overall performance and governance of the club. As part of that responsibility, it is best placed to establish committees that have the right mix of expertise, continuity, and operational understanding. This helps ensure committees are capable of delivering outcomes in areas such as governance review, member recognition, finance, lifesaving operations, or competitions.

If committees were elected directly by members, there is a greater risk that composition may not align with the specific technical or operational requirements of the committee's role. Appointment by the Board allows for a more structured approach to capability matching, succession planning, and maintaining continuity across seasons.

That said, committees remain accountable within the broader governance framework of the club. Their role is to provide advice, develop recommendations, and support delivery in their area of responsibility, while operating within the policies, budget, and direction set by the Board and endorsed by members through the Constitution.

In summary, Board-appointed committees are the standard model under the SLSNSW framework because they provide greater flexibility, capability alignment, and governance consistency, while still ensuring accountability to members through the Board.

35. How will operational responsibilities be distributed between the Board, committees, and volunteers?

Operational responsibilities are distributed to ensure the club is governed effectively at Board level while still being run efficiently by committees and supported by volunteers.

The Board holds overall accountability for the club. It is responsible for strategic direction, financial oversight, risk management, compliance with Surf Life Saving requirements, and ensuring the club is meeting its legal and governance obligations. In practice, the Board focuses on "what needs to be achieved" and ensures the club remains well governed and sustainable.

Day-to-day operational delivery is typically delegated to committees, appointed position holders and volunteers. These groups focus on "how things get done" across key areas such as lifesaving operations, education and training, competition, youth development, facilities, and member services. Committees develop plans, coordinate activities, and make recommendations within their area of responsibility, usually in accordance with Board-approved policies and budgets.

Volunteers play the central role in delivering the club's activities. This includes patrolling beaches, supporting training and education programs, assisting with surf sports, maintaining equipment, and contributing to events and administration. Volunteers are the operational backbone of the club, and their efforts are coordinated through patrol rosters, committee structures, and appointed roles.

In summary, the structure is designed so that the Board provides governance and direction, committees coordinate and manage operational areas, and volunteers deliver the practical work that enables the club to function and serve the community effectively.

Life Membership and Recognition

36. Are there any proposed changes to Life Membership criteria or nomination processes?

There are no changes to the Life Membership nomination process. Structure has been put in place to assist committees, the board and members to ensure a consistent interpretation of the requirements of life membership. This respects historical precedence and allows for modernisation as required.

37. Should eligibility requirements for Life Membership or other honours be amended?

This has not been the intent of this review. Proposed changes are focused on aligning to our OneClub strategy, aligning Life Member and Distinguished Service members based on feedback that Members do not feel they are given the same standing as intended.

At least one Member has suggested increasing eligibility criteria (i.e., lifting the bar). These suggestions are being referred to the 2027 Board and Constitution Committee to review and determine how to progress with Members.

Membership and Club Structure

39. Are there any changes to membership categories or eligibility requirements?

The Membership categories and eligibility reflect the membership categories (and subcategories) prescribed by Surf Life Saving. In effect there has been no change to what currently exists other than to move some membership requirements from the current Regulations to enshrine them into the Constitution and clarify and reinforce the rights and obligations of each membership category. In addition, the representation of member groups that are unique to Wanda SLSC (e.g. Auxiliary and Life Members of the historical Ladies and JAG Sub Committees) have been retained, clarified and reinforced in the Constitution of the Club.

40. How will the Constitution support inclusivity across different member groups (e.g. auxiliary, junior activities, long-term members)?

Inclusivity is supported with the inclusion of all existing and anticipated Club member groups into the proposed new Constitution. In addition, the Club and surf lifesaving policies and procedures provide a framework for member protection and development opportunities for all members.

41. Should specific roles, beyond Directors, or requirements be formally defined within the Constitution?

The Constitution is a legal document and as such, other than the membership categories are included, only the Director roles (as Club Officers) should be included. All other specific roles are detailed in the By-laws. This follows the standard SLSNSW template.

Financial and Operational Matters

42. Should membership fees or key financial principles be defined within the Constitution?

Historically, some aspects of membership fees have been included in the Constitution. However, contemporary governance practice is to avoid embedding detailed financial settings in the Constitution, as these require flexibility and regular review. The SLSNSW template explicitly outlines that membership fees should be determined by the Board and not embedded in the constitution, nor should they be subject to annual member votes.

Directors have a legal responsibility to act in the best interests of the Club, including maintaining **financial sustainability and solvency**. This includes:

- Ensuring the Club remains solvent
- Setting appropriate fee levels to support operations and future obligations
- Managing financial risk and long-term sustainability

These responsibilities sit with the Board in its executive function. The Constitution should establish the **framework and authority**, not prescribe detailed financial settings.

Locking fees or detailed financial principles into the Constitution can reduce the Board's ability to respond to changing conditions and may ultimately undermine good governance.

Spending financial limits that are contained in the current constitution have been retained in the new constitution.

43. How does the proposed Constitution support the Club's financial sustainability?

The proposed Constitution strengthens the Board's ability to actively manage the Club's financial position, both now and into the future, in line with Directors' fiduciary duties and current regulatory obligations.

It does this by:

- Reinforcing Director responsibilities – including the obligation to act in the best interests of the Club, ensure solvency, and exercise due care and diligence
- Supporting compliance with regulatory frameworks – aligning with obligations under ACNC and other governance requirements, particularly around financial oversight and risk management
- Giving the Board the right level of authority – to set fees, manage financial risk, and respond to changing conditions
- Aligning key portfolios to financial drivers – such as facilities, partnerships, and commercial activities
- Removing unnecessary rigidity – avoiding prescriptive financial settings that can limit the Board's ability to act

Importantly, it enables the Board to meet its fiduciary obligations and make timely, informed decisions to support ongoing operations, major projects, and long-term sustainability.

44. Are there any implications for staffing, volunteers, or existing operations (e.g. events, facilities, programs)?

No material changes to staffing, volunteers, or day-to-day operations are proposed as a result of the new Constitution.

The intent is to better align how work is governed and overseen, not to disrupt how it is delivered. In practice:

- Operational activities (events, facilities, programs, education, etc.) will continue to be delivered through existing teams, volunteers, and committees
- Committees and volunteers remain central to how the Club operates, with clearer alignment to Board portfolios
- Staffing levels and responsibilities are not intended to change

Clearer Director roles and reporting lines will, however, better support staff in assisting members, the Board, and the Club more broadly.

Technical and Clarification Questions

45. Are all clauses and drafting elements (e.g. clause references, wording) accurate and internally consistent?

We have run checks over the documents to check for accuracy and consistency.

46. How are specific roles or functions (e.g. honorary positions, contractors, coaches) defined and governed?

This does not change from the way it works today. Specific roles and functions are defined in the by-laws (currently referred to as Regulations) and governed by the Board. The Board has provided a draft of the By-Laws they intend to implement should Members approve the new Constitution by way of a Special Resolution.

47. Are all Directors expected to meet the same attendance and governance requirements?

Yes.

Based on Member Feedback, the proposed By-Laws have been updated to clarify this.

48. How are insurance and liability considerations addressed for volunteers and appointed roles?

Volunteers are covered by SLSA Insurance as defined by their member sub-category which is outlined in rule 8.3. Employees are covered by the legislated Workers Cover Insurance requirements.

Based on Member Feedback, the proposed By-Laws have been updated to clarify this.

Changes since the Member Information session and Member Submissions

49. What changes have been made to the proposed constitution since the member information session and member submissions?

1. Order of precedence with legislation, SLSA, SLSNSW and SLSS has been clarified and strengthened to ensure we remain affiliated with higher SLS bodies. Refer rule 7.2(d), rule 8.9(c) and rule 25.1(a).
2. Flexibility has been added to Award membership so that Board can add future requirements if needed to manage and unforeseen impacts on the ratio of patrolling members with and without bronze medallions. Refer rule 8.3(6).
3. Club Captain has been added to the Board Composition. See rule 18.2(a).
4. Director of Education has been added to the Board Composition. See rule 18.2(a).
5. Director of Lifesaving Services has been renamed Director of Lifesaving. See rule 18.2(a).
6. Club Captain has been added to the list of Director roles that must have a Bronze Medallion. See rule 18.2(b)(i).
7. Lifesaving and Education have their own standing committees created rather than being combined into one. Refer rule 22.4(a).
8. The limits imposed on the Board regarding how much they can spend without member approval has been brought over from the existing constitution. See rule 27(e).
9. The limits imposed on the Board regarding what they can invest the Club's monies in has been brought over from the existing constitution. See rule 27(f).
10. A transitional rule has been created to clarify how Life Member nominations will be managed up until the next AGM. See rule 36(p).
11. A transitional rule has been created to clarify how Distinguished Service Member nominations will be managed up until the next AGM. See rule 36(q).
12. A transitional rule has been created to clarify the operation of the Club between the time the constitution is passed by Special Resolution and its registration with NSW Fair Trading. This allows for the smooth conduct of the upcoming AGM and associated Director nominations. See rule 36(r).
13. Clarification that Pool Rescue does not qualify for Championship Cap Numbers has been added. See rule 37.3(b)(i).
14. Delegate rules described in Rule 6.3(g) were moved to rule 18.5. There is no change in the effect of the move.
15. The limits imposed on the Board regarding borrowing of monies has been brought over from the existing constitution. See rule 26.1.
16. The limits imposed on the transfer of individuals from another club has been brought over from the existing constitution. See rule 8.12.
17. Board approval procedure for transfers of individuals from another club has been brought over from the existing constitution. See rule 8.5(e).
18. Restriction on Members interaction with the media has been brought over from the existing constitution. See rule 8.9(a)(vii).

50. What changes have been made to the proposed by-laws since the member information session and member submissions?

Note: Members do not vote on By-Laws (currently called Regulations).

1. Flexibility has been added to Award membership so that Board can add future requirements if needed to manage and unforeseen impacts on the ratio of patrolling members with and without bronze medallions. Refer by-law 2.4.
2. Clarification that each Director has the same requirement to attend Board meetings. See by-law 4.2(j).
3. Addition of the Club Captain role including job description. See by-law 4.3(a).
4. Addition of the Director of Education role including job description. See by-law 4.3(d).
5. Removal of unique requirement for Director of Finance to attend Board meetings. This is covered in the broader obligation on all Directors. See by-law 4.3(f) and by-law 4.2(j).
6. Renaming of the Director of Lifesaving Services to the Director of Lifesaving. See by-law 4.2(h).
7. Removal of job role items from the Director of Lifesaving where they now align to either the Club Captain or Director of Education roles. See by-law 4.2(h).

8. Addition of job requirement for Director of Surf Sports to liaise with Council for beach matters related to training and competition. See by-law 4.2(k).
9. Adjustment of Coordinator of Education to align with the Director of Education (vs Director of Lifesaving). See by-law 5.3(g).
10. Adding that the Gear Steward must liaise with the Director of Education. See by-law 5.3(o).
11. Clarifying liaison points for the Patrol Captain Representative. See by-law 5.3(v).
12. Clarification that paid employees cannot vote on Committees. See by-law 7.4(a).
13. Addition of an Education Committee. See by-law 7.6(d).
14. Adjustments to Executive Committee to ensure each functional area of the Club is represented. See by-law 7.6(i).
15. Setting the Life Member and Honours Committee back to the current Committee Position structure. See by-law 7.6(k).
16. Creating a separate standalone Lifesaving Committee. See by-law 7.6(l).
17. Clarifying voting rights on the Selection Committee for paid coaches. See by-law 7.6(q).
18. Clarifying that paid office staff do not hold "Honorary" level status in the club. See by-law 9.11.
19. Clarification that paid office staff cannot be on committees. Further clarification that if they are on a committee by virtue of holding a non-club officer role that is a named committee position that they are not paid for committee attendance nor can they vote. See by-law 9.11(h).
20. Clarification for paid office staff when Workers Compensation vs SLSA Insurances apply. See by-law 9.11(i) and by-law 9.11(j).
21. Conduct authority changed from President to Club Captain. See by-law 11(b).