National Federations Operations Manual

isasurf

a better world through surfing

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Message from The ISA President

For more than half a century the International Surfing Association (ISA) has given surfers from around the world the opportunity to come together in the spirit of aloha and fair competition, all with the help of National Federations (NFs).

NFs are an integral part of the ISA and absolutely fundamental to the continued growth and development of surfing globally.

The ISA National Federations Operations Manual has been developed to set the standard for all affiliated NFs around the globe, and provide them with a key resource to ensure they are running their federations efficiently and effectively. It would be a great help regardless of your NF being a very small recently founded, or a 50 year old already with solid foundations.

This manual is an extremely important document for all NFs to utilize and guide all areas of their operations. The manual has been produced as a practical tool for NFs, but can also be used when engaging and attracting new members or liaising with councils and regulatory bodies.

It is my distinct honor to be leading the ISA alongside each of our NFs into a very bright surfing future. We hope you find this National Federations Operations Manual beneficial in further developing current and future NFs as well as expanding our great sport to surfers around the world

Un fuerte abrazo,
Fernando Aguerre

President, International Surfing Association

ISA President Fernando Aguerre, Mexico, May, 2015

About this manual

The International Surfing Association (ISA) National Federations Operations Manual (NFOM) is a comprehensive document outlining the minimum standards required to run a healthy, vibrant National Federation (NF). While some of the information presented may be vital to your ongoing operations, there may be other information that is not as relevant to your circumstances. This document is therefore broken down into seven clearly defined sections, plus appendices, giving you the ability to easily navigate to areas of interest for your NF.

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

The main risk management "risk register" template can be found in the appendices which, are printed at the back along with a number of other generic templates, which should be of use to you on an ongoing basis.

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

To ensure this document remains relevant, we will be reviewing its contents on an annual basis. Feedback from NFs is vital to this process and we encourage you to let us know if you feel there are areas that need to be improved, added or deleted.

About The International Surfing Association

The International Surfing Association (ISA), founded in 1964, is recognized by the International Olympic Committee as the World Governing Authority for Surfing, StandUp Paddle (SUP) Racing and Surfing, Bodysurfing, Wakesurfing, and all other wave riding activities on any type of waves, and on flat water using wave riding equipment. The ISA crowned its first Men's and Women's World Champions in 1964. It crowned the first Big Wave World Champion in 1965; World Junior Champion in 1980; World Kneeboard Champions in 1982; World Longboard Surfing and World Bodyboard Champions in 1988; World Tandem Surfing Champions in 2006; World Masters Champions in 2007; and World StandUp Paddle (SUP) and Paddleboard Champions in 2012.

The ISA is a member of: Sport Accord, International World Games Association (IWGA), Association of IOC Recognized Sports Federations (ARISF) and a signatory to the WADA (World Anti-Doping Agency) code.

Along with its World Championship Series, the ISA works to develop global surfing by providing educational programs in the areas of Judging & Officiating, Coaching & Instructing, Surf School Accreditation, Adaptive Surfing, and also provides an ISA Individual Scholarship Program for Junior (under-18) surfers.

The ISA also supports environmental organizations such as Save The Waves Coalition and The Surfrider Foundation.

ISA members include the National Surfing Federations of more than 96 countries in the five Olympic regions across the globe. It's headquartered in La Jolla, California and is presided over by Fernando Aguerre (Argentina), first elected President in 1994 in Rio de Janeiro and re-elected seven times since. The ISA's four Vice-Presidents are Layne Beachley (AUS), Karín Sierralta (PER),) Barbara Kendall (NZL) and Casper Steinfath (DEN).

The ISA is a Member of:

WORLD ANTI-DOPING AGENCY

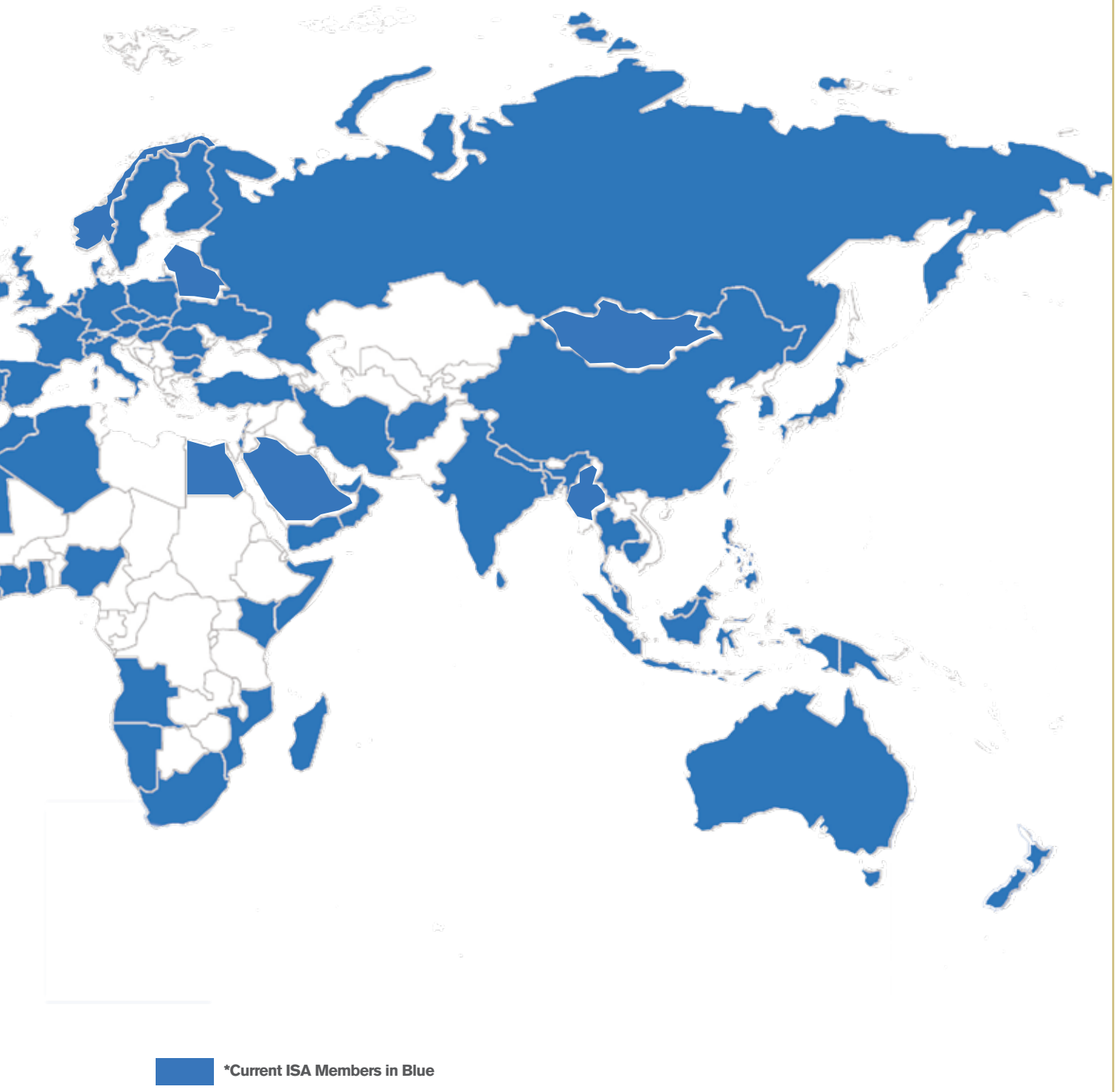
sportaccord INTERNATIONAL SPORTS FEDERATIONS UNITE & SUPPORT

ARISF

INTERNATIONAL WORLD GAMES ASSOCIATION

**Figures correct at time of printing*

ISA National Federation Members


*Current ISA Members in Blue

ISA National Federation Members

- AFGHANISTAN
Waveriding Association of Afghanistan

- ALGERIA
Club Des Sport de Glisse (CSG)

- AMERICAN SAMOA
American Samoa Surfing Association

- ANGOLA
Federação Angolana de Desportos Náuticos (FADEN)

- ARGENTINA
AsociaciÓn de Surf Argentina (ASA)

- ARUBA
Aruba Surf Association, Arusurf

- AUSTRALIA
Surfing Australia

- AUSTRIA
Austrian Surfing

- BAHAMAS
Bahamas Surfing Association (BASA)

- BAHRAIN
Waveriding Association of Bahrain

- BANGLADESH
Bangladesh Surfing Association

- BARBADOS
Barbados Surfing Association

- BELGIUM
Belgian Surfing Federation (BSF), A Branch of Vyf

- BRAZIL
Confederação Brasileira de Surf - CBSURF

- BRITISH VIRGIN ISLANDS
British Virgin Islands National Surfing Association

- BULGARIA
Bulgarian Extreme Water Sports Association

- CANADA
Csasurf Canada

- CAPE VERDE
Cape Verde Surfing Federation

- CAYMAN ISLANDS
Cayman Islands Surfing Association

- CHANNEL ISLANDS
Channel Islands Surfing Federation

- CHILE
Asociacion Chilena de Surf

- CHINA
Chinese Water Sports Administration

- COLOMBIA
Asociacion Colombiana de Surf (ACS)

- COOK ISLANDS
Surfing Cook Islands Association Incorporated

- COSTA RICA
FederaciÓn de Surf de Costa Rica

- CZECH REPUBLIC
Czech Federation of Surf And Stand Up Paddle

- DENMARK
Surf & Sup Denmark

- DOMINICAN REPUBLIC
Federacion Dominicana de Surf (FEDOSURF)

- ECUADOR
FederaciÓn Ecuatoriana de Surf

- EGYPT
Egyptian Surfing Association

- EL SALVADOR
FederaciÓn Salvadorena de Surf

- ENGLAND
Surfing England

- FIJI
Fiji Surfing Association

- FINLAND
Finnish Sup And Surf Federation

- FRANCE
Federation Francaise de Surf

- GERMANY
Deutscher Wellenreit Verband (DWV)

- GHANA
Ghana Surfing Association

- GREAT BRITAIN
British Surfing Union of Recognised Federations (B Surf)

- GREECE
Hellenic Surf And Standup Association (HSSA)

- GUAM
Guahan Napu, Inc.

- GUATEMALA
Guatemala Surfing Association (ASOSURF)

- HAITI
Surf Haiti

- HAWAII
Hawaii Surfing Association

- HONG KONG
Hong Kong Surf And Standup Paddle Association Ltd

- HUNGARY
Hungarian Surf Association

- INDIA
Surfing Federation of India

- INDONESIA
Persatuan Selancar Ombak Indonesia - PSOI (indonesian Surfing Federation)

- IRAN
I.r. Iran Surfing Association

- IRELAND
Irish Surfing Association

- ISRAEL
Israel Surfing Association

- ITALY
Federazione Italiana Surfing Sci Nautico E Wakeboard (FISSW)

- IVORY COAST
Cote D'ivoire Surfing Association

- JAMAICA
Jamaica Surfing Association

- JAPAN
Nippon Surfing Association

- KIRIBATI
Kiribati Surfing Association

- KUWAIT
Kuwait Surf Committee

- LATVIA
Latvian Surfing And Sup Federation

- LEBANON
Lebanon Surf & Sport (LSS)

- LIBERIA
Liberian Surfing Association

- LITHUANIA
Lithuanian Surfing Association

- MADAGASCAR
Madagascar Yachting, Rowing, Canoeing And Surfing Squadron Federation

- MALAYSIA
Persatuan Luncur Ombak Malaysia

- MALDIVES
Maldives Surfing Association

- MAURITIUS
Mauritius Surfing Federation

- MEXICO
Federación Mexicana de Surfing, A.c.

ISA National Federation Members

- MONGOLIA
Mongolian Surfing Federation

- MOROCCO
Federation Royale Marocaine de Surf Et Bodyboard

- MOZAMBIQUE
Tofo Boardrideirs de Moçambique (TOBAM)

- MYANMAR
Myanmar Yachting Federation

- NAMIBIA
Namibia Surfing Association

- NAURU
Nauru Surf Club

- NEPAL
Nepal National Surfing Association

- NETHERLANDS
Holland Surfing Association

- NEW ZEALAND
Surfing New Zealand

- NICARAGUA
Nicaragua Surfing Association

- NIGERIA
Nigeria Surfing Federation

- NORWAY
The Norwegian Board Sports Federation

- OMAN
Oman Surfing Association

- PANAMA
AsociaciÓn PanameÑa de Surf

- PAPUA NEW GUINEA
Surfing Association of Papua New Guinea

- PERU
FederaciÓn Deportiva Peruana de Tabla (FENTA)

- PHILIPPINES
United Philippines Surfing Association

- POLAND
Polski Związek Surfingu

- PORTUGAL
FederaÇÃo Portuguesa de Surf

- PUERTO RICO
Puerto Rico Surfing Federation

- RSF
Rsf

- ROMANIA
Federatia Romana de Surfing

- SAMOA
Samoa Surfriders Association

- SAUDI ARABIA
Saudi Surfing Federation (SSF)

- SCOTLAND
Scottish Surfing Federation

- SENEGAL
Federation Senegalaise de Surf

- SIERRA LEONE
Sierra Leone Surfing Association

- SINGAPORE
Surfing Association of Singapore

- SLOVAKIA
Slovak Independent Surfing Association

- SLOVENIA
Surf In Sup Zveza Slovenije

- SOMALIA
Somali Surfing Federation

- SOUTH AFRICA
Surfing South Africa

- SOUTH KOREA
Korea Surfing Association

- SPAIN
FederaciÓn EspaÑola de Surf

- SRI LANKA
Surfing Federation of Sri Lanka

- SWEDEN
Swedish Surfing Association

- SWITZERLAND
Swiss Surfing Association (SSA)

- SÃO TOMÉ AND PRÍNCIPE
Canoeing And Surf Federation of São Tomé e Príncipe

- CHINESE TAIPEI
Chinese Taipei Surfing Association

- TAHITI
Federation Tahitienne de Surf

- THAILAND
Thailand Surfing Federation

- THE GAMBIA
Gambia Swimming & Aquatic Sports Association

- TRINIDAD AND TOBAGO
Surfing Association of Trinidad And Tobago

- TURKEY
Turkish Developing Sports Federation

- U.S. VIRGIN ISLANDS
United States Virgin Islands Surfing Association

- UAE/DUBAI
Dubai Surfing Association

- UKRAINE
Ukrainian Surfing Federation

- UNITED STATES
Usa Surfing

- URUGUAY
Union de Surf del Uruguay

- VANUATU
Vanuatu Surfing Association

- VENEZUELA
FederaciÓn Venezolana de Surf

- WALES
Welsh Surfing Federation

ISA NATIONAL FEDERATION

MEMBER BASIC STRUCTURE

isasurf
a better world through surfing

Overview

To be a successful, well-run NF you need a clear understanding of leadership, planning, people and organizational performance while maintaining a strong member focus. It is important therefore to firstly outline what services and activities your NF offers then decide on an appropriate structure which can be realistically managed by your membership.

The following is a list of benefits for being an affiliated ISA NF that you, as an NF, can offer your State, Regional and Member Organizations:

- Organized competition structure
- Talent identification and development
- Education and training opportunities
- Member development
- Access to ISA Educational Programs
- Recognition by the ISA as the only National Federation for the sport of Surfing, SUP, and all wave-riding activities in your country
- Networking opportunities with other affiliated NFs
- Access to the ISA Scholarship Program
- Global visibility making it easier to obtain funds and sponsors as well as government support
- Pathways for national athletes to be recognized and excel on a global scale
- Regular communications from The ISA
- A voice in the future of Surfing
- General assistance, guidance and advice

Management

In order for an NF to be successful and efficient the NF must elect a Board of Directors which is made up of enthusiastic members of its subsidary organizations, or at times people with outstanding skills in business or government, who are passionat about pushing the NF into the future. All Board Members must have the ability to work in the best interest of the whole organization, and not take the place of a self-interested party representing the organization. The Board of Directors manages the NF on behalf of its members. The role of the Board of Directors can be seen below:

In a more formalized structure - the role of the Board of Directors is to:

Plan: Examine alternatives for action, and decide according to the purpose and philosophy of the organization.

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

Lead: Be enthusiastic and work from an informed and well-researched knowledge base which includes a working group structure, clear and concise reports and wide representation of interests and opinions available to the Board of Directors

Control: Be responsible for defining expectations and requirements, and for providing the support and resources needed for these to be achieved, monitored and then developed.

In summary the Board of Directors is responsible for:

1. Administration
2. Financial Management
3. Leadership

Management Structure

A Board of Directors that works as a group of individuals is one that will cease to function in the way that was intended. For any sporting team to be successful, all of the players must work together. Often NF Board Members are headhunted for their particular skills and contacts that can be applied to specific areas of the NF operations.

The key roles within the Board of Directors include:

- President
- Vice President
- Treasurer
- Secretary

As a general rule as an office bearer you must:

- Take all reasonable steps to monitor the management of the NF
- Acquire a working knowledge of the business of the NF
- Keep informed of the NFs activities and assess the safety of NF practices
- Be familiar with the financial status of the NF by regularly reviewing financial statements
- Make inquiry into matters revealed by financial statements where necessary or prudent.

At common law the office bearers' have the same duties as the directors of companies. In fact, many NFs have adopted the company structure as a more applicable way of doing business. Most beginning and developing NFs will be "incorporated as an Association" of members. These people are the governors of the NF. They each have responsibility for the NF management on behalf of the members. They each owe fiduciary and statutory duties to the NF. Breach of these duties can result in serious repercussions for the office bearer personally.

A number of key duties of office bearers are:

- Duty of good faith and honesty
- Duty to act for a proper purpose
- Duty of care, skill and diligence
- Duty to avoid conflict and to disclose interests

Organizational Structure

Most NFs will have a layered organization structure that will devolve downwards from the National level into a State or Regional level, then into a Club level. Many NFs require members to belong to their State or Regional Surfing Organization as an individual and this can also be done by becoming an affiliated NF Member.

The function of an NF is to provide the flagship for the sport in the country, providing premium profile, premium events and National Member benefits. State or Regional Organizations and affiliated NFs prepare competitors and Officials for the National level by creating a solid State or Regional level event structure that tests their skills and provides solid competitive experience. Likewise, the State or Regional level structure is the interface generally with the surfing community and should deliver the programs under that National umbrella for Member benefits and promotions.

REEF
Claro

NF President

Role: The NF president is the principal leader of the NF and has overall responsibility for the NF's administration

Reports to: NF members

Responsibilities:

- The "face" of the NF and represent the NF at all relevant presidents' conferences, national meetings and international meetings as required
- Overall responsibility for the NF's administration
- Responsible for chairing Board of Directors meetings and executive committee meetings
- Responsible for calling all executive committee meetings where necessary
- Coordinate with all NF officers on a regular basis

Knowledge and skills required:

Ideally the NF president is someone who:

- Possesses high degree of leadership skills
- Should be well informed of all NF and organization activities
- Is aware of future direction and plans of members
- Has a good working knowledge of the constitution, rules and duties of all NF office holders and sub-committees

NF Vice President

Role: The NF Vice President[s] is/are part of the advisory group for the President and are members of the Board of Directors of the Association.
Often VPs have special skills and are appointed by the President to manage Special Purpose Committees or business.

Reports to: The President

Responsibilities:

- To attend to Board of Directors business as required
- To represent the President at ceremonial and other functions as required
- Responsible for chairing committee meetings and Board of Directors meetings under the President's direction

Knowledge and skills required:

Ideally the NF vice president is someone who:

- Possesses high degree of leadership skills
- Should be well informed of all NF and organization activities
- Is aware of future direction and plans of members
- Has a good working knowledge of the constitution, rules and duties of all NF office holders and sub-committees

Treasurer / Financial Manager

Role: The treasurer/financial manager has the overall responsibility for the management and reporting of NF finances

Reports to: NF President

Responsibilities and duties:

- To ensure money is received, banked and receipted appropriately
- Provide statements of receipts and expenditure for the month immediately preceding
- Maintain records of current income and expenditure
- Prepare and present regular accounts for approval and payment by the committee of management
- Prepare budgets for the forthcoming year, in consultation with all NF managers
- Prepare annual financial accounts for auditing and provide the NF's auditor with information as required
- Prepare annually an income and expenditure account for that financial year together with a balance sheet setting out the NF's assets and liabilities, the foregoing statements to be presented to the members at the annual general meeting together with annual report
- To be the signatory (with other nominated committee of management members) on NF checks, financial instruments, contracts, and agreements.
- Prepare a schedule of assets and liabilities of the NF when required
- Manage NF investment programs where applicable
- Manage tax returns and income tax payments for employees and the regular filing of business activity statements with the relevant authorities

Knowledge and skills required:

Ideally the treasurer/financial manager is someone who:

- Is able to keep good financial records
- Is able to work in a logical orderly manner
- Possesses knowledge of and/or awareness of state and federal tax legislative requirements
- Has an awareness of information and financial requirements for the annual audit
- Is able to allocate regular time periods to maintain the accounts and associated records

Secretary

Role: The secretary is responsible for the general routine administration and record keeping of the NF

Reports to: NF President

Responsibilities and duties:

- Receive, disseminate and record all correspondence relating to the NF in a timely manner, paying close attention to closing deadlines
- Circulate relevant information to all members
- Prepare and maintain records of correspondence, agendas, minutes and notices of motions for NF meetings
- Where applicable, act as registrar and maintain records of all members, including competition performances of the NF and its members
- Be responsible for the correspondence of the NF committee and sub-committees
- Prepare NF annual reports
- Authorise NF orders, invoices, receipts and payment of funds in conjunction with the treasurer
- Maintain NF constitution, by-laws and rules
- Act generally in the best interests of the NF
- Keeper of the NF seal and official documents

Knowledge and skills required:

Ideally the secretary is someone who:

- Is able to organize and delegate tasks
- Has a sound knowledge and/or understanding of NF governance
- Possesses good organizational and time management skills
- Is able to allocate consistent weekly time periods for the preparation and maintenance of NF correspondence and records

Handover Procedures

In many NFs there is a high turnover of committee members. Without proper procedures in place, years of hard work can simply walk out the door with the outgoing position. It is essential, therefore, that NFs manage this process appropriately to ensure that valuable information and knowledge is not lost every time someone moves on.

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

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

Governance

The role of management committees can sometimes be difficult to define as NFs can vary so drastically in size and capacity. The committee is the key agent of strategic management and is responsible for steering the NF through changing circumstances. However, the broader purpose of the NF committee is essentially a role of general oversight and control, this is usually termed governance.

Governance can be defined as:

'The overall guidance, direction and supervision of the NF'

Good governance allows:

- Better management - Good governance encourages better managed and more efficiently organized NFs or associations.
- Improved communication - A well-run NF facilitates better informed subsidiary organizations, members and volunteers.
- Sustainability and growth - Careful business planning and implementation of policies and procedures helps sustain and develop your NF and the sport.
- Attracting sponsors - Sponsors are more likely to link up with efficiently run organizations.
- Appealing to insurers - Generally insurers have a higher regard for NFs with good governance practices. This may result in reduced premiums.
- Increased membership - Subsidiary organizations are more likely to enrol to an NF that is being well managed.
- Enhanced reputation - Through satisfied members the profile and reputation of your NF can be raised.

Meetings

Nearly all NFs are governed by voluntary members and operate through committees and meetings. Any meeting of more than two people needs a structure. Meetings can be effective tools for planning, communicating and evaluating. A well-run meeting can be of immense value, far better than a telephone conversation or the written word and helps to solve problems and explain new policies and ideas.

Why should you have a meeting?

There is no better way to generate a team atmosphere than by consulting everybody at a meeting. They will feel involved with and committed to the decisions taken. This applies particularly to voluntary bodies like sports NFs.

A good meeting will:

- Motivate
- Remove suspicions and mistrust
- Help forge a good relationship between colleagues and members

An unnecessary or non-productive meeting will be:

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

Is your meeting necessary?

If people feel a meeting is pointless they will not contribute, or simply won't attend, so always ask yourself, 'is this meeting really necessary?' before calling it. Unnecessary meetings make people feel negatively towards the ideas being discussed. However, if everybody feels a meeting is essential they will be more alert and interested. They will feel their ideas and comments are not only welcome, but vital to the success of the project. Do not allow a meeting to last an hour when there is only five minutes' of business to transact, and do not have a meeting at all if there is no business to discuss or no decisions to be made.

In these times, with communication options such as "Skype conference" available, the cost of NF meetings can be selectively cut, but worthwhile results obtained. Effective management of such meetings is essential for best results.

Often a meeting lasts much longer than is necessary simply because some members have travelled a long way and want to feel the journey was worthwhile; fewer meetings with longer agendas may be the answer. If a topic does not require detailed discussion, hand out a printed report rather than giving a verbal one. Better still, attach the report to the agenda and circulate it in advance of the meeting. The impact of the written word is stronger than the spoken word, carries more authority and everybody goes away from the meeting with the same message.

Do not have a meeting:

- To explain something to one person
- To avoid writing a memorandum or report that could have been sent to those concerned
- That will cost hundreds of dollars, to solve problems costing only a few cents. Give someone the responsibility to make the decision. Even if they make the wrong decision it will be cheaper than calling a meeting to make the right one
- When you need a quick decision. A meeting will almost certainly cloud the issue and cause delays
- To solve a problem for an individual. The person concerned must take responsibility and make a decision. The people consulted will probably know less about it than the person whose problem it is, and they are more likely to misdirect than to reach the right decision
- When a memo could be sent inviting people's approval or comments. Stipulate a 'reply by' date after which you can proceed even if some of the members fail to reply, but do give them a reasonable length of time after receipt of the memo.

Effective NF meetings

Successful meetings are the secret of a successful Board of Directors. The ability to engage the Board Members and ensure that their valuable time is well utilized is a skill only achieved by considerable planning. If you are inexperienced in chairing formal meetings, such as the NFs Annual General Meeting (AGM) or the monthly NF meetings, this section provides some helpful hints. Even if you are experienced it doesn't hurt to be reminded of meeting protocol. Meeting management should be promoted down to the lowest levels of your subsidiary organizations, in the interest of efficiency.

The Chairperson

The chairperson's role is to control the meetings, accept motions and amendments, rule on points of order and see that the wishes of the meeting are carried out correctly and expediently. Meetings do not have to be run formally all the time and it is up to the chairperson to decide how formally the meeting will be run. However there are times when you, as leader, must know the essential rules in order to:

- Give everyone a fair go
- Cut out 'waffle'
- Reach a decision

Agenda

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

(Refer to Appendices for Meeting Agenda Template)

The Quorum

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

The Minutes

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

(Refer to Appendices for Meeting Minutes Template)

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

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

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

Motions

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

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

The motion must be proposed and seconded and then discussed by the Board of Directors. A vote is carried out to decide if the motion is accepted or defeated. Voting may take the form of:

- By voices
- By show of hands
- By members standing
- By secret ballot
- By a division

Unless specified otherwise in the constitution a simple majority vote by voices is often enough to cause the chairperson to declare the result. The constitution should provide for voting power of the chairperson who may have:

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

General business

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

Next meeting

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

Annual General Meeting (AGM)

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

A sample Agenda for your NF AGM should look something like this:

<<Insert Name of NF/Association>>

ANNUAL GENERAL MEETING

- Time, Date & Venue
- Opening of Meeting
- Apologies
- Confirmation of Minutes of previous Annual General Meeting
- Presentation of Annual Report
- Adoption of Annual Report
- Presentation of Treasurer's statement
- Election of New Executive and appointment of Auditor
- Vote of thanks to outgoing Executive

- Determination of Annual Membership Fee
- Notice/s of Motion
- Urgent general business
- Closure

Elections

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

Special meetings

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

The Chair

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

10 tips that make effective meeting groups

1. There is plenty of discussion but it's mainly on the point.
   If discussion strays, someone brings it back quickly, not necessarily the chair or leader.
2. The members understand their task clearly.
   They may have had to spend some time working this out but then they are committed to it.
3. The members actively listen to each other. They do not just keep silent.
   They give each idea a fair hearing and don't jump onto unrelated ideas.
4. The group does not evade disagreement. When there is a disagreement, or problem, the group uses its energy to focus on the problem, not the person.
5. Members are encouraged to reveal their opposition. Don't 'bottle it up' until after the meeting, which is a common fault in a weak group.
6. There is no personal attack either openly or by veiled suggestion. Members are inclined to give positive respect and recognition. They focus on overcoming obstacles.
7. The leader does not dominate. 'Leadership' shifts from time to time. The group uses different leaders for their specific abilities.
8. There is little evidence of power struggles and no posturing or point scoring.
   Control is not an issue; it's the job and the sense of teamwork which is important.
9. The members are conscious about their effectiveness as a team.
   They are very aware of their clients and are not self-serving as a group.
10. The group is capable of analyzing a weakness in performance.
    They are also capable of going about 'fixing it fast'.

PLANNING

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Planning

Planning can be a time consuming process and is often neglected at a NF level. However, done properly, planning can provide NFs with the necessary framework to undergo long-term viability and growth.

Planning helps to:

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

Planning the business of your organization is an integral part of the role of your board, committee and management to provide the strategy direction necessary for long-term growth and prosperity of the organization.

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

Benefits of a strategic plan

- It establishes a decision making framework for management,
- Can foster cohesion amongst members of the organization,
- Sets out a clear path to help the organization take opportunities you have identified to match goals and objectives,
- Allows decision-makers within your organization to anticipate future events and to identify any pitfalls in advance,
- Allows you to communicate clearly and concisely the organization performance and priority expectations to all levels of the organization,
- Identifies the strengths, weaknesses, opportunities, and threats for the organization,
- Can educate and motivate key personnel,
- Allows for more effective interaction with external bodies,
- It should provide information required by financial institutions when finance is being sought, and
- Allows potential sponsors, and government funding agencies to see that you know your business.

What's in a strategic plan?

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

1. Vision - its is essential for a NF to have a vision. Without vision, the organization has nothing to strive towards.
2. Commitment - the organization needs to be committed to its vision, otherwise it is unlikely to succeed. Commitment is also required from both the organization and its members.
3. Timelines - every organization needs to have timelines, which indicates when particular milestones will be achieved.
4. Objectives - an aim or set of goals to be achieved.
5. Reporting - organizational reports should focus on organizational performance and trends and help in determining change.
6. Contingencies - every contingency cannot be anticipated, however, it is possible to account for the risks that may be faced and to work out a contingency plan.
7. Change - it is important that any major changes affecting the organization are reflected within the business plan.

How to produce the plan

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

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

Step 2: Analysis

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

Step 3: Strategy formulation

There are three parts that make up a comprehensive plan:

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

Remember:

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

Checklist

- Leadership from the board/committee chair is essential
- Participation at all levels in the planning process is vital
- The collection of data and market research is an important 1st step
- SMART, goals, objectives, strategies, performance indicators, action plans and financial analysis needs to be documented in draft form and communicated for feedback
- Designate responsibilities to the implementation of strategies and actions is critical
- Designate realistic timelines for the implementation of action plans
- Monitoring, reviewing and reporting progress and up dating the plan are considered best practice
- The entire plan should be evaluated and updated annually, preferably just prior to the budget setting process. However, regular evaluation of your entire plan is always beneficial
- Targets should be evaluated quarterly
- Financial plans should be evaluated monthly
- Action plans should be evaluated monthly, weekly and daily
- The sooner you identify that you are deviating from your plan, the sooner you can take corrective action before great damage is done, and
- Routine time for planning and evaluation should be built into your calendar

{*Please refer to Appendices for Strategic Planning Template*}

Operational Plan

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

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

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

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

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

Operational plans should contain:

- clear objectives
- activities to be delivered
- quality standards
- desired outcomes
- resource requirements
- implementation timetables
- a process for monitoring progress.

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

National Federation							
Strategic Intent	Objective	Strategy	Performance Indicator	Budget	Timeline	Responsibility	Progress
Participation/ Membership	To increase the number of junior surfers by 25%.	Place information about junior surfing in local primary schools newsletter.	Promotional brochure produced Junior surfers increased by 25%	$1,000	End of the year	NF Captain	Completed

Marketing Plan - Email • Digital • Social Media

The purpose of marketing is to leave a lasting impression of your brand that will ultimately lead to a sale. It is more than just advertising, publicity or sponsorship and involves:

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

Sport marketing for National Federations (NF) includes driving digital awareness, endemic and non-endemic advertising and on-site event activations. However, members and officials are always marketing for their NF whenever they take on their roles - often without being aware of it. For example, a team in uniform playing fairly contributes to the good image of your NF, as does a director who provides information about membership over the phone.

Benefits of marketing

Proper marketing techniques can lead to an increase in membership base as well as sales — the overall goal. Well-planned, effective marketing will help you understand your customer and the marketplace. Tangible results will lead to informed marketing decisions, and ultimately help boost your membership.

Enhances reputation

Your NF's image is one of your most valuable products or assets. A good image, created through effective marketing, attracts new members, appeals to potential sponsors and encourages people to participate.

Responsibly Returns Value

Rather than the 'shotgun' approach of printing flyers and delivering to every home in the neighborhood, planned marketing helps you to identify the most appropriate and cost-effective approach for your needs.

Creates opportunities

Through strategic networking and relationship building with members and the community, your NF could access new markets, sponsorship opportunities and form long-term alliances.

Raises awareness

Smart marketing increases your NF's credibility within the community and helps potential members, parents and sponsors make better decisions on signing up or contributing funds and services to the NF.

How to develop a simple marketing plan?

A marketing plan does not need to be particularly difficult to develop or overly expensive to implement. There are many different ways to develop a marketing plan. A simple plan for a small NF would contain some basic elements including:

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

Strategies: These can be developed around the marketing mix and must be targeted towards the specific target markets. Target marketing is the practice of designing and directing specific services at specific individuals or groups of customers. For example, if your NF or group was trying to attract new junior members you would need to develop strategies to specifically attract juniors.

Budget: A realistic marketing budget within the NF's/group's capabilities and focussing on low-cost or no-cost strategies would be recommended.

Evaluation: Make sure strategies are put in place to see if you have met your objectives. Some activities are easy to monitor, such as a membership drive, others will not be able to be evaluated until after the event. Collect copies of press clippings or media coverage, records of attendances at functions or competitions and any feedback your group receives whether it's positive or negative.

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

Target marketing is the practice of designing and directing specific services at specific individuals or groups of customers. For example, if your NF or group were trying to attract new junior members you would need to develop strategies to specifically attract juniors.

A realistic marketing budget within the NF's/group's capabilities and focusing on low-cost or no-cost strategies would be recommended.

Make sure strategies are put in place to see if you have met your objectives. Some activities are easy to monitor, such as a membership drive, others will not be able to be evaluated until after the event. Collect copies of press clippings or media coverage, records of attendances at functions or competitions and any feedback your group receives whether it's positive or negative.

Example Simple Marketing Strategy – Junior NF Open Day

1) Arrange date and time of Free Junior NF Open Day

2) Arrange activities/games at Open Day

- free coaching
- games/activities
- information desk
  (need welcoming volunteer and forms to record names/phone numbers of those attended)
- BBQ (need volunteer)

3) Develop a flyer advertising Open Day

- Colored paper
- Photocopying costs
- Place flyer on local community notice boards including local shopping centres, library, swimming pool, etc

4) Other promotion

- Contact principals of local primary schools to place information in the school newsletter
- Place information in the NF newspaper offering a free soft drink for those who bring a friend who is not a member to the open day
- Write an article and provide a photo for the local newspaper focussing on local junior who joined up at an open day and is now representing the State
- Consider signage in your local area

5) Conduct Free Junior NF Open Day

6) Follow up those who attended but did not join up at Open Day

Cost:

Burgers	$25	Photocopying costs	$10
Buns	$10	Soft drinks	$25
Sauce	$5	Sign writing	$70
Colored paper	$5	Total cost	$152.50

Website – www.isasurf.org

The ISA website attracted more than 300,000 unique visitors during 2013/14. Of those visitors, 60 percent represented new users and continued growth of the platform's reach. ISA World Championship event websites receive more than eight times the amount of daily traffic when active, and 65 percent of the ISA Website visitors also become event website visitors. The value of being linked to this site is enormous.

FINANCIAL MANAGEMENT

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Budgets

The budget is essentially a planning tool that will help you effectively apply your financial resources to running an efficient NF day-to-day while working towards the larger goals of the organization.

Creating a budget may not sound like the most exciting thing in the world to do, but it is vital in keeping your financial house in order. Before you begin to create your budget it is important to realize that in order to be successful you have to provide as much detailed information as possible. Ultimately, the end result will be able to show where your money is coming from, how much is there and where it is all going.

The responsibility of preparing the Budget is usually left to the Treasurer alongside one or two other NF officials. The finished budget should then be reviewed with the NF's Managing Committee for modifications before approval.

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

Record all of your sources of income. This should usually come in the form of memberships, sponsorships, grants etc. Be sure to only record income that has been confirmed, not "anticipated". Record this total income as a monthly amount.

Create a list of monthly expenses. Write down a list of all the expected expenses you plan on incurring over the course of a month. This may include rent, equipment, regular NF events, resources, member training, travel expenses and essentially everything you spend money on. Some of these items can be calculated accurately, while others will need to be estimated. It is wise not to over estimate income and not to under estimate expenditures.

Break expenses into two categories: fixed and variable. Fixed expenses are those that stay relatively the same each month and are required parts of your NF operations. They include expenses such as your mortgage or rent, salaries, utilities, credit card payments and so on. These expenses for the most part are essential yet not likely to change in the budget.

Variable expenses are the type that will change from month to month and include items such as gas, entertainment, functions and equipment to name a few. This category will be important when making adjustments.

Total your monthly income and monthly expenses. If your end result shows more income than expenses you are off to a good start. This means you can prioritize this excess to other areas of your budget such as NF savings accounts or paying more on credit cards to eliminate that debt faster. If you are showing a higher expense column than income it means some changes will have to be made.

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

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

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

Example Budget Template:

	ACTUALS	BUDGET
INCOME	LAST YEAR $$	PROJECTED $$
Membership fees		
Event income		
Merchandising		
Sponsorship		
Interest received		
Grants		
Other income		
TOTAL INCOME		
EXPENSES		
State Affiliation Fees		
Accountancy fees		
Bad debts		
Bank charges		
Capital expenditure		
Electricity		
General expenses		
Insurance		
Interest		
Leasing		
Legal fees		
Motor vehicle expenses		
Newsletter		
Printing and stationery		
Promotions		
Purchases (merchandising)		
Entry Fees		
Rent		
Repairs and maintenance		
Salaries and wages		
Staff training		
Competition Team expenses		
Subscriptions		
Superannuation		
Telephone and fax		
Travel and accommodation		
TOTAL EXPENSES		
NET INCOME		

Record Keeping

It is important that all NFs keep accurate and up-to-date financial records and the Treasurer or Finance Manager is the person assigned this responsibility.

The Treasurer's role includes reporting on actual finances and seeking out the best ways to use available funds. They are represented on the NF's Board or committee, where they will work closely providing annual budgets and regular financial reports in order for the Board to make informed decisions and monitor performance against the budget. The Treasurer is a key person in the NF's management and the size of this job will depend on how big the NF is.

The Treasurer or Finance Manager must perform the following duties:

Manage all Income

- Invoice and collect all membership fees and money owed to the NF
- Ensure that all cash and checks collected are deposited promptly to the NF's bank account
- Issue receipts for all moneys received using a cash receipt book

Manage all Expenses

- Pay all NF's bills in an organized and timely manner, recording all payments made
- Monitor expenses against annual budget

Maintain NF Records

- Maintain Member's Subscription records in a database format listing all members, including name, contact details and their subscription payment details.
- Maintain Asset Register. This should include both current and fixed assets. Current assets include cash, materials, accounts receivable (e.g. money that is owed to the NF) and prepaid expenses. Fixed assets include land, buildings, equipment etc.
- **Maintain Liability Register.**

This indicates the total funds owed by a NF and includes both current and non-current liabilities. Current liabilities include bank overdrafts, short-term loans and accounts payable while non-current liabilities include long-term loans**.**

- Contracts including Leases are legal agreements that commit the NF to fulfilling certain requirements or obligations, often financial. It is advisable to maintain a record of contracts, including such details as commencement date, term, and frequency of payments, amount to be paid and any other special conditions that need to be fulfilled.
- Maintain and monitor NF Bank accounts. A checking account is necessary for a well-run NF and it should be reconciled at least once a month. You can ask your bank to forward statements weekly, fortnightly or monthly. It is up to you and will depend on the average number of transactions your NF has.

Income and Expenditure

Cash book

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

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

The cash book balance remaining at the end of the month (the closing balance) becomes the opening

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

Receipts

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

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

Payments

As with receipts, each column may be drawn up to reflect items of NF payments as identified in the expenditure side of the NF budget. Every time a check is issued the details should be entered in the amount column. The amount column will operate as an indicator of total NF expenditure. Then write the amount in the appropriate expenditure column. At the end of each month the columns should be tallied for presentation to the NF committee. At this stage, comparisons can be made against the budget to see whether expenditure is proceeding as planned.

All accounts received are required to be paid strictly according to their terms, usually between seven and 30 days of receiving an invoice or claim from a supplier. It is usually the NF treasurer's responsibility to prepare checks for approval and signing at NF meetings.

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

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

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

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

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

When writing checks remember the basics:

- Write in the payee's name in full
- Be sure to cross out 'or bearer' if you want the check to be paid only to the payee
- Write in the correct date. Post-dating checks is illegal
- Write in the total amount in both written and numerical forms
- Make sure you cross the check 'not negotiable'
- Put the NF's postal address on the back and the invoice or account number
- Fill in the check butt. This is a cross check for your monthly bank statements
- Sign the check after all details have been completed. Never sign blank checks.
- Never sign a check without an accompanying bill or docket from the supplier.
- For control purposes pay on invoice only as payment on photocopied invoices may lead to some invoices being paid twice

Some NFs find that authorization can be easily verified by using a check requisition form. This form contains all details of payment, similar to those on the check butt, including the signatures of those NF members authorized to

make payments on the NF's behalf. Alternatively, you may find having the signatories initial the check's butt just as effective. Remember, complete the check butt, and make sure there are two authorized signatures on the check.

Check requisitions, if used, are best kept in monthly files, by check number. Once they have been presented as confirmation of checks issued they are required by law to be kept for future reference. They are required to be presented for audit. Be sure to attach paid creditors invoices to the check requisition. A labeled archive box, expandable file, lever arch or manila folder is best for this.

Income and expense summary

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

Balance sheet

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

Bank reconciliation statements

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

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

The budget related report

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

Petty cash

Petty cash is for small amounts paid by cash. A cash check is drawn on the NF account for a small amount and all expenditure from this is recorded and receipts retained. Records of petty cash expenditure should be recorded in a petty cash book, not the NF cash book. Combined petty cash vouchers and register type books can be purchased from your local news agency or stationer. Items bought out of petty cash are for small amounts (e.g. less than $20.00). Items purchased on petty cash may include water, pens, fuel, band-aids, etc. NFs normally carry a petty cash float to handle these payments.

It is best to calculate how much cash should be kept on hand and kept in a safe place. It is advisable to try to minimize the size of the float and to include it in your NF's contents insurance policy. Petty cash can be issued in exchange for a receipt as a means of reimbursing NF members who have used their own money to purchase small items. Checks drawn to reimburse petty cash should be entered in the cash book. Petty cash should be reconciled monthly and included in the NF expenditure for the month and ratified by the management committee.

Reporting

Annual returns

At the end of the NF's financial year, the treasurer will need to prepare a set of statements to be presented to the members at an annual general meeting (AGM). These statements will act as a summary to the financial performance and position or net worth of your NF. Before presenting these to the members at the AGM These statements will need to be audited based on the figures recorded in the NF's cash book and budget. If an organization is incorporated, it is required to lodge an annual return (copy of the annual accounts with the prescribed fee) usually within one month after the annual general meeting with their relevant state consumer affairs body. The statements are to be accompanied by a certificate stating that they have been approved by the members at the AGM on a particular date. An officer of the organization must also sign these documents.

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

- A statement of income and expenditure, together with the annual totals from the previous year, if available.
- A balance sheet as of the last day of the year. This statement of assets and liabilities will show you what the NF is worth at a particular point in time. This account statement also includes the previous year's figures.

Auditing

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

The auditor will need to be provided with:

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

The auditor also needs to sight books of unused receipts:

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

Consult with your government's tax authorities to find out the NF's legal responsibilities for reporting and payment of taxes for the use and sale of goods and services

Depreciation

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

Payroll

If your NF has paid employees it is important to maintain correct financial records of their contract, pay conditions and all other relevant information. NFs are encouraged to contact their government's tax authority for expert advice on how to handle payroll transactions.

Insurance

Insuring the NF's assets is essential. Ensuring the NF's assets are adequately secured is just as important as purchasing insurance. Reviewing the NF's security regularly is a good idea. Insurance is a specialist area so the best person to consult is an insurance expert. Before doing so, have a good idea of the value of assets you wish to protect. Whatever the insurance, make sure you are getting the right cover for what you want. Don't just go for the cheapest premium. It may not buy the appropriate coverage.

Cash vs. Accrual

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

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

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

Financing & Investing

From time to time the Treasurer may be called on to provide advice or make recommendations to the management committee about financing the purchase of a major asset (e.g. a new NF Headquarters facility) or how to invest surplus funds. Financial institutions offer such a wide range of loan and investment products and services, the management committee should seek independent financial advice about such matters before making firm recommendations about how the NF should proceed. Decisions about financing major

asset purchases or investing large amounts of money do not occur very often but have significant long-term implications for the financial performance of NFs. Financing and investing activities are regulated to some extent in incorporated associations consult a professional if needed.

Incorporated NFs have a legal existence in and of themselves. In financial terms this means that it can:

- Sue and be sued in its own right
- Own land and other property
- Make contracts and enter into tenancy agreements in its own right
- Receive a bequest or gift from a will
- Borrow money
- Perpetually exist, that is, remain in existence no matter who is a member until it is disbanded by direct operation of the law.

Further, the office bearers and members are not personally liable for the debts of the NF, or the negligent acts or omissions of other office bearers and members, unless the rules specifically provide otherwise. Liability of members to contribute toward the payment of debts and liabilities of the organization or the costs and expenses of winding up the NF is limited to a sum provided in the rules (usually $1.00). However, incorporation does not protect the individual from liability for their own negligence.

Incorporated associations may not be formed for the purposes of trading or earning profit for members. If the organization earns a profit from commercial activity, this profit may not be distributed among the members. It must be used for the objectives of the organization as stated in its constitution. NFs that frequently review their financial position can make investment decisions to ensure that they carry minimal levels of surplus cash in their check accounts. When surplus funds are invested the two key factors to consider are the level of risk and return. In general, investments with higher returns tend also to have higher levels of risk.

Dealing with reputable financial institutions when making investment decisions minimises the risks associated with investing funds. Borrowing funds exposes NFs to a degree of risk. If a NF defaults on its loan repayments, the financier may move to appoint an administrator to conduct the affairs of the NF (e.g. the management committee loses control) or may have the NF wound up and its assets sold to cover any outstanding debt.

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

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

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

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

Summary

The application of financial resources has a significant bearing on the success of NFs. NFs need to be able to account for their financial resources, but also need to look at ways to effectively use their financial resources. The financial manager/treasurer has a key role to play in the effective management of financial resources, but it is the management committee or board which has ultimate accountability for how funds are used by NFs.

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

FUNDRAISING

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Overview

A NF must plan a fundraising strategy, a strategy aimed at convincing funding sources - the public, private companies (sponsorship) and the agencies that handle grant funds that you are an efficient and worthy organization which will use funds wisely. The NF must be sold as if it is a product.

Part of that planning process is in establishing the links between the various components of the NF plan and the fundraising strategies. The committee responsible for fundraising and sponsorship should be aware of, and involved in, the development of the whole NF marketing plan, so it can relate its own needs to their committee.

Fundraising is usually required to fund special activities such as:

- Buildings;
- innovative events or projects;
- new programs.

Generally resources raised through fundraising should not be used for operational expenditure, such as Executive Salaries or office expenses.

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

At a club level, raffles, stalls and special functions such as dinners, lunches and dances can be successful ways for groups to raise money, particularly if they are for specific projects. However, they can be labor intensive, and there is a lot of competition from a huge number of community groups all making calls on people's generosity.

At an NF level, events are generally the biggest revenue earners, with corporate sponsorship of the NF at varios levels and over various programs, plus state/regional association affiliation fees, national insurace scheme commissions and media rights fees also contributing.

In some cases, Government funding is a major source of overall revenue for an NF and this is taken for granted at your peril. A wise NF will allocate considerable time to liaison with its Government funding department and representatives, promote the association through all its programs, and provide reporting on performance of programs to the same level as any other corporate sponsor.

Top 10 fundraising principles

1. The 80/20 rule applies to fundraising – 80% of your income usually comes from 20% of your supporters. Identify who they are and develop a long-term relationship with them.
2. People give to people. Make sure that your potential donors know the faces behind the names, understand your cause, and can relate to the purpose of your project. Can you identify some patrons who would be prepared to become the public face of your project? Patrons may be high profile and respected sports people, business people or other public figures in your community.
3. Always say 'thank you'. Acknowledge donors in numerous ways – honor boards, annual reports, certificates of appreciation, phone calls and letters from your members.
4. Always let people know how much you would like them to give. It makes them feel comfortable and makes you look competent.
5. Explain what the donor will receive for his or her donation (e.g., a tax deduction and knowing that they are helping sport).
6. Until you try something, you won't know whether it will work. Be prepared to test an idea on a small scale, assess if it works before you go to a lot of expense.
7. Try something different. All products go through cycles. Fundraising activities need modifying from time to time. Look at how you can make some simple changes. Your idea might be good, but a little tired.
8. KISS – Keep It Simple, Stupid. It is an old saying but it definitely works. Do not confuse the donor; keep everything simple, clear and easy to understand.

9. Fundraising is not easy. Gather some committed volunteers who will support the project through to the end.
10. Always tell the truth. Don't be tempted to make your case stronger than it is.

The most traditional and successful means of raising funds for a NF has been through the running of surfing events. A National Championship is an example of a high profile event that can be developed and conducted by grassroots NFs Events may vary in size, but all NFs can and should run National Championship events, which can be a great revenue stream. Other ideas include: NF raffle, selling chocolates, hosting a dance, BBQ, meet-a-celebrity party, rent a movie theatre for an evening and sell tickets, car rally, gala, fair, garage sale, painting, washing cars, sponsored walks, selling wrapping paper, or a mass participation community event.

Sponsorship

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

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

Types of sponsorship

- **Marketing sponsorship** - This sponsorship will have a direct and positive effect on the sponsor's bottom line. Primarily, this type of sponsorship promotes products and services to very specific target markets, or niche markets.
- **Corporate sponsorship** - The provision of cash or contra by a company for an independent activity not directly related to the company's normal business. Often companies sponsor in this manner to reinforce a positive public perception, to communicate to a defined target market or to build or maintain a desired image.
- **Philanthropic** - This is a donation or a gift with the sponsor wanting little or no return.

Preparation

Before embarking on a sponsorship drive an organization should identify:

- what type of support they are seeking e.g. cash or in kind;
- the types of businesses that could provide appropriate support;
- what benefits could be offered to sponsors; and
- whether members of the organization have links with any potential sponsors.

Proposal

At some stage in an organization's life, there will be a need to prepare a sponsorship proposal. A proposal of this nature can take on a variety of formats. The sponsorship proposal is an offer to do business. It is extremely important that it is a well presented and concise business document, which contains enough information for a company to gain a thorough understanding of what they are being offered.

- **Stand out from the rest:** Due to the enormous number of sponsorship requests by companies, you need to make certain your sponsorship proposal stands out. Tailor the proposal to individual needs of the company being approached. Prior to constructing your proposal acquire some background information on the company e.g., their desired image, products and services, its corporate objectives.
- **Allocate resources:** Writing proposals, contacting companies and making your approach is time-consuming. It is important, early on, to decide how much tailoring of the proposal will take place to meet the specific requirements of potential sponsors. Be aware of how much time is required per proposal.

Proposal outline

Below are examples of typical outline headings for sponsorship proposals:

- Cover letter – address the proposal to the most appropriate person in the sponsor's organization.
- Overview – provide an outline of the project and/or the organization seeking support. What are you asking to be sponsored (event, organization description)? What and where does it happen? The use of relevant statistical information in sponsorship proposals can help the assessor get a picture of your organization or event and identify cost benefits. Market demographics are important to define your membership, public and audience. Identify niche markets your organization can deliver to. It then becomes easy to match a product or company to a particular audience.
- Objectives – outline the objectives of the project and/or the organization seeking support.
- The investment – outline the funding amount or in-kind support being sought (what is it going to cost the sponsor) and the period of time for the agreement.
- Sponsorship benefits – include benefits such as naming rights, promotion strategies, signage, media, brand awareness opportunities, articles in newsletters or websites etc. For 99% of companies, media exposure is an important factor of sponsorship. Wherever possible provide some or all of the following elements – radio, TV, print and community access - in a sponsorship package.
- Target market – outline who the project is aimed at or provide a membership profile. Identify how it matches the target market of the proposed sponsor or how it could increase their market share. By taking the time to tailor the proposal to a specific sponsor, a successful outcome is more likely.
- Exclusivity – detail other sponsors and/or supporters of the project or organization. Make sure that sponsors are not in competition with each other.
- Servicing the sponsor's needs – outline how you will cater for the sponsor's needs. Identify a designated employee or volunteer to be the point of contact for the sponsor.
- Evaluation strategy – outline how you plan to evaluate and measure the success of the agreement.
- Conclusion – summarize the proposal, identify a follow-up procedure and supply contact details.

Other issues to consider

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

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

Grants

Successfully attracting grants

Organizations that are successful in attracting grants usually:

- Prepare a yearly calendar of closing dates for all funding sources;
- Request application forms well before the closing date;
- Prepare the application in advance;

- Pay careful attention to the details required and presentation of application;
- Clearly outline the goals and objectives of the project;
- Describe why the project is needed and support this with facts and figures;
- Detail the methods used to conduct the project;
- Indicate the expected outcomes of the project;
- Consult advisory officers;
- Submit applications before the closing date.

Sourcing grants

A number of different grant sources are relevant to sport and recreation organizations.

The most common grant agencies include:

- Government;
- Charitable Trusts and Foundations;
- Corporate/Businesses.

Government

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

Government grants often require matching contributions from the organization receiving the grant. (For example, for a $20,000 grant the organization may have to commit $40,000 to a project). Ensure that your include cost of "management" at an appropriate level in your applications.

National governments can help groups at the NF level.

State government grants and subsidies are available for local and State sport and recreation organizations. Grant programs vary considerably between Nations. Organizations should contact their National sport and recreation department for information.

Any government needs to have the confidence that their grant investment in your NF is a safe one. Your NF must demonstrate good Executive Board governance, updated codes of conduct for all staff, sub-contractors and volunteers, efficient reporting to management, and monitoring of key performance indicators.

Charitable Trusts and Foundations

Most charitable trusts and foundations provide financial assistance to sport and recreation organizations that can offer the trust or foundation a tax deduction and which helps disadvantaged groups, such as "sporting organizations for people with a disability."

Check online for directories of philanthropic trusts in your country. You can determine whether there is a match between the interests of your sport and the funding agency, check the funding guidelines and application details.

Corporate/Business

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

Preparing an application

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

Although specific criteria may vary with each grant scheme, most grant applications require similar types of information:

- contact information;
- program/project description;
- brief description of the organization applying;
- program/project budget;
- amount of assistance requested;
- all other sources of funding for the project;
- how the applicant organization meets the grant criteria;
- guarantee that the program will proceed and funds received will be spent on the purpose for which the money was given;
- copies of the latest annual report and a copy of the audited financial statements.

MEMBERSHIP

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Members

Members are the essential ingredients for any NF. The successful NFs are those with lively, active memberships. Members should be motivated to become actively involved in the NF which exists for their enjoyment. Members should be more than a list of names and addresses. It is the responsibility of NF officers to get to know each of the members personally.

Each member has a skill or interest which may benefit the NF and, if the NF is welcoming and supportive, they may be willing to lend their specialized talents. For example, a lawyer might look after contracts with coaches or other professionals, a journalist may be able to write press releases for the NF.

The Basis for NF Membership

Different levels of membership are devised to suit each NF and each State Association.

Membership fees (subscriptions) will be calculated according to the budgeted expenditure. All members should be aware of what they get for their membership fees and how these fees will be used by the NF. The qualification for membership will depend on the NF.

Termination of Membership

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

Register of Members

Affiliated NFs are legally required to keep a register of all members.

Membership categories include, but are not limited to:

- Life Membership
- Social
- Honorary
- Senior
- Junior
- Family

Key considerations for NFs in inducting members

When introducing new members to NFs you need to consider the following:

Who is responsible for inducting new members?

Some NFs do not allocate anyone to undertake the role of inducting new members and therefore the task is either not done or is unprofessional in its approach.

Does the person inducting new members to the NF have access to the required information? NFs need to set up systems and procedures for inducting new members to the NF. This includes developing resources, such as information kits, background material on the NF and a job description (if necessary).

Does the NF have a job description?

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

Clarify any queries or concerns

Make sure the member has understood what you have covered in the induction process and answer any questions or queries that they may have. It is also important to make sure that you follow up your induction process as the member may have some concerns that they didn't consider initially. These provide the basic considerations that the NF needs to have in place when inducting a new member. The following provides a more detailed list of tips for inducting new members.

Tips for inducting a new member:

- Introduce people around the NF
- Tour the facilities (if necessary)
- Explain the role
- Explain the expectations
- Provide necessary information
- Explain emergency procedures
- Explain the NF's day to day operations

The key to implementing a successful induction program is to develop a systemised process for delivering these key requirements. Once the system has been established it can be replicated by other members of the NF, which is vital in the case that your NF's induction representative leaves the NF. By establishing the volunteer induction system "up front" NFs will be better prepared and will be far more likely to leave a good impression of the NF with the member.

Retention

The NF now has to work hard at making the member feel an integral part of the NF community. Make sure the volunteers are properly inducted, trained and rewarded. Offer them lots of support and encouragement.

Retaining existing members is vital to the growth and sustainability of NFs and is far cheaper and less time consuming than recruiting new ones. NFs that are able to successfully retain a large portion of their membership from year to year have less reliance on recruiting new members as their source of income. In addition, NFs that keep their existing members happy are likely to not only retain them but increase the likelihood that these members will recruit friends and family. This section outlines some of the key components of membership retention and provides tips and strategies to assist NFs to improve their success at retaining existing members.

Tips for retaining existing members

Identify what your members want from their time in the sport/activity and/or with your NF and identify what changes need to be made to your NF to meet those needs. You need to ask them, as you may think you know, but often they have a different idea!

Consult with every member about;

- How they are doing
- Their needs
- Changes they would like to see at the NF

Note: this may involve allocating a committee member to the role of membership officer with the duty of member satisfaction. It should be scheduled, but can be an informal chat. However some basic notes of feedback are critical to identify trends that appear within your NF. Otherwise, you can utilise a questionnaire.

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

Recognition

Guidelines for volunteer recognition

- Be immediate—recognize volunteer effort soon after it is given.
- Be specific—give personal recognition.
- Be consistent—recognize everyone's achievements; avoid showing favouritism.
- Be sincere—mean what you say.
- Be enthusiastic—being positive and up-beat will build enthusiasm in others.

There are literally hundreds of volunteer recognition and reward ideas. An important aspect of recognition and reward systems is that differences in individual needs and benefits sought by volunteers need to be taken into account. Some volunteers seek opportunities for public adulation for their efforts, whereas other volunteers feel uncomfortable under such circumstances. It is important for the Volunteer Coordinator to get to know something about each individual volunteer and find out how best to recognize and reward them.

For the most part, the rewards for volunteering are intrinsic and derived from the act of volunteering itself, making it difficult for sport and recreation organizations directly motivate higher levels of performance through extrinsic reward systems. Many volunteers will publicly say that they do not seek recognition or rewards for their efforts. However, equity theories of motivation suggest that individuals who perceive that the amount of effort they put into an organization exceeds the rewards that they receive will not perform as well as those who perceive that reward systems are equitable. These problems are compounded when a volunteer feels as though others volunteers who have put in less effort are rewarded equally. Recognition and reward programs do not have to be complex to establish and administer, but they are an essential component of effectively retaining the services of volunteers in sport and recreation organizations.

Tips for Recognizing Volunteers

- Smile, say hello and thank you to your volunteers regularly
- Send welcome letters when volunteers are first recruited
- Include volunteers in organizational charts
- Write letters and post cards of thanks to volunteers
- Write letters of reference and include details of service
- Provide identification pins, badges, shirts or caps
- Provide discounted memberships to volunteers
- Acknowledge and profile volunteers in newsletters

- Present volunteer awards at annual general meetings
- Feature your volunteers at special events throughout the year (e.g., state championships, family days)
- Provide complimentary tickets to volunteers for special events functions
- Send get well, birthday and Christmas cards to your volunteers
- Arrange discounts at local sport stores or restaurants for your volunteers
- Have a volunteer-of-the-month award
- Name events or facilities after long-serving volunteers
- Award life memberships for long-serving volunteers
- Reimburse out-of pocket expenses for volunteers
- Acknowledge the efforts of volunteers during committee meetings
- Hold special "thank you" or social functions in honor of volunteers
- Present volunteers with a special memento recognizing their service to the organization
- Farewell volunteers when they move away from the area or leave the organization
- Provide meal and gas vouchers to volunteers
- Arrange for free or discounted use of facilities
- Present special awards for 1, 3, 5, 10, 15 and more years of service

Member Protection

Harassment or abuse in sport can have devastating effects not only for the individuals involved, but also for your NF. It can result in legal liability, low morale, higher turnover of volunteers and long-term damage to the NFs image and reputation. To prevent these destructive and harmful outcomes from occurring, your NF needs to implement and maintain practices and procedures which:

- protect your NFs members – including athletes, office bearers, coaches and officials - physically and emotionally from harassment
- endeavor to get the right people involved in your NF i.e. good recruitment
- protect your member's personal information.

Member protection is also about effective risk management of two of the biggest risks to your NF – losing participants and harming members.

Privacy - Privacy in NFs is about how your NF keeps personal information secure and protects it from misuse, loss and unauthorized disclosure.

Selection - NFs ideally provide a supportive, nurturing, rewarding and enjoyable experience to all. But there are times when it's tough for some members, particularly those who miss out during a sporting selection process. Occasionally an athlete may question their non-selection.

If your NF selects athletes or teams, it is good practice to develop a selection policy that defines the selection criteria and process. That way athletes, coaches, managers and officials clearly understand the basis for selection.

All NF office bearers should become familiar with ISA's official Member Protection Policy. This policy should act as a reference when coordinating all NF activities and events to ensure a safe and welcoming environment for all members. The complete policy can be viewed on the ISA website and in the Appendices and contains the following sections:

1. ISA's Core Values
2. Purpose of Policy
3. Who this Policy Applies To
4. Code of Conduct
5. Organizational Responsibilities
6. Individual Responsibilities
7. Policy Position Statements
8. Complaints Procedures
9. What is a Breach of this Policy?
10. Forms of Discipline
11. Dicionary

Gender Equity in NFs and Affiliated Organizations

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

- Activities should be accessible to women and girls at appropriate times; men shouldn't be given preferential access just because they are men or because of historical precedence
- NFs should link to local schools and youth NFs to ensure that girls who enjoy the sport in other settings, feel comfortable in joining the NF
- NFs should provide gender, age and skill-level appropriate coaching to enable all women and girls to develop their skills
- NFs should provide the opportunity to socialize in a safe and comfortable environment
- Changing rooms and restrooms should be pleasant environments, which are reliably clean and functioning and separate from the men's changing areas
- NFs should be as flexible as possible in allowing women and girls to decide when they want to play, considering time and frequency
- NFs should provide gender, age and skill-level appropriate competition to allow all women to reach their competitive potential
- NFs should be family friendly. This may mean that families can participate together or separately in the knowledge that children are being engaged with positive activities
- Avoid making women sign up for extended periods at the first visit. Women often do not feel comfortable making long term commitments without knowing what they are getting into
- The first contact is crucial. NFs should be welcoming to new comers. Welcoming can include: an up to date, user friendly website which gives the new participant a true reflection of the NF
- a friendly, reliable and supportive first point of contact, usually via email or telephone
- a friendly, pleasant and reassuring first experience when the new participant arrives at the NF and the use of a buddy system for new members
- NFs should have good links to their affiliated National Federation (NF), to ensure that talented girls and women are identified and put on appropriate talent pathways
- NFs should ensure that women are involved at all levels of the NF including coaches and leadership committees
- NFs should ideally be in an accessible location which can be reached in a safe and sustainable way
- NFs shouldn't advertise for new members if they don't really want them. New members will quickly leave if NFs seem cliquey and unfriendly to newcomers or beginners
- Coaches at the NF should adapt their styles to ensure that women and girls are encouraged and supported
- Coaches and appropriate volunteers should be approved for "Working with Children"
- Sexist attitudes and behaviour should be challenged and not tolerated
- The NF should be properly affiliated with their IF

**Sourced from the Women's Sport and Fitness Foundation*

Inclusive NFs

Surfing is a sport with incredible youth appeal that transcends all barriers of wealth, status, race, creed, gender, and physical ability. Surfers ride waves for their innate love of the sport, the thrill of competition, and the bond they share with fellow surfers and the ocean.

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

Information to help you understand the issue:

- Countries often have many cultures. For example, the United States is a culturally diverse nation in which people from more than 200 different countries live, work and study.
- People from multi-cultural backgrounds have a significantly lower level of NF participation than those from English speaking cultures.
- The structure of NFs across are unique and it may take time for people from other cultures to understand the sporting system, practices and expectations (e.g., arriving at practice on time, questioning the umpire's decision).
- Each sporting NF determines its own culture, which means it has the opportunity to be flexible and supportive of people from a diverse range of backgrounds.

Adaptive Surfing: The ISA has taken an active roll in the development of Adaptive Surfing across the globe and encourages all NFs to create opportunities for surfers with disabilities. By growing Adaptive Surfing Programs, NFs will make the sport of Surfing more accessible to a vast audience of surfers with disabilities and create a platform for these surfers to express themselves in the ocean.

Key areas of Adaptive Surfing Development are the following:

· Set standards for safety and quality for surf schools, instructors, and volunteers so that they are equipped to work with surfers with disabilities

· Adaptive Surfing Competitions – create a platform for surfers with disabilities to display their talents in competition and qualify for the ISA World Adaptive Surfing Championship

The ISA has also created an Adaptive Surfing Advisory Board with the world's leading Adaptive Surfing athletes, experts, and enthusiasts to provide guidance while further developing Adaptive Surfing. If your NF has any questions about developing Adaptive Surfing in your nation please feel contact the ISA.

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

- **Information to help you understand the issue:**
- Given sport's popularity, it's to be expected people from different religious groups will want to join NFs and participate in sporting activities.
- People's religious practices will vary from individual to individual e.g., attitudes to dress and religious observations, so it's important not to generalize or stereotype.
- Each sporting NF determines its own culture, which means it has the opportunity to be welcoming and provide support to individuals or groups whose needs may differ from other members of the team.

Education

As the International Federation, recognized by the International Olympic Committee (IOC) for the sport of Surfing, StandUp Paddle (SUP), and all other wave riding activities, the ISA proudly presents the proper development pathway for Educational Programs in the sport.

The ISA offers its Educational Programs as a benefit to all National Federations and strongly encourages them to take an active role in the development of Surfing in their nation. The aim is to establish an international standard of safety, quality, and efficacy through these globally standardized and highly professional Educational Programs.

The ISA offers the following Educational Programs:

- Coaching and Instructing Program
  - Surf Level 1
  - Surf Level 2
  - Flat Water SUP
  - Open Water SUP
  - Surf SUP
  - Bodyboarding

- Judging and Officiating Program
  - International Judging and Officiating Course
  - Bodyboard Judging and Officiating Course

The ISA Educational Programs are a proven model utilized by NFs to gain government support. The ISA Educational Programs are accredited by the Australian Government, the Australian Sports Commission and recognized by the Ministries of Sport and Local Governments in many ISA Member Nations.

The ISA accreditations are the only internationally recognized accreditations and are designed to develop the skills, knowledge, and abilities of individuals who wish to obtain a scientific approach to the coaching and judging of Surfing.

Surf Coaching and Judging courses are run regularly throughout the year by ISA Official Course Presenters around the world. Most ISA Official Course Presenters are linked directly with the NF in their territory and work hand in hand to promote and deliver the courses. If an NF does not have a recognized Course Presenter, the ISA will provide a Course Presenter to other regions to work on education al development and training programs. Every NF should have a constant link with an ISA Course Presenter who can deliver education and training in their country, and work towards having their own staff trained for this delivery.

Level 1 Surf or Water SUP Level 1 Coaching Accreditation courses must be delivered by authorized ISA Course Presenters.

To become an ISA Level 1 Coach/Instructor an individual must adhere to the following accreditation requirements:

1. Attendance at two day ISA Level 1 Instructing Course
2. 20 hours practical coaching (beginner level) guided by supervisor coach
3. Coach competency checklist, completed then signed off by designated supervisor coach
4. Understand and sign 'Coach's Code of Ethics' agreement
5. ISA NF membership
6. Complete government required checks, such as those for "working with children."
7. Hold a recognized ocean rescue/ lifesaving Award including CPR that is recognized in your country for work.

Highly Recommended by ISA (compulsory for operation in some countries)

- Current First Aid Certificate – Note this is a requirement by some state governments and municipal councils. ISA recommends that all coaches should have a current first aid certificate.
- Professional Indemnity Insurance

Process for Qualification

Once the ISA Presenter has received the appropriate information and it has been checked and signed off, the instructor is considered qualified. A registration list will be sent to the ISA Membership Department, who will place the name into the online register under the appropriate Award and then prepare and send the ID Card and/or Award Certificate to the Coach concerned.

Renewing qualifications

It is compulsory for all active coaches to update their qualification every year and renew their Ocean Rescue / Safety Award as required. To successfully update a coach must:

1. Be a financial member of an NF member of ISA.
2. Hold a current nationally recognized Ocean Rescue Award or certificate.

Important: Coaches who fail to complete updating requirements within the designated period will be required to be reassessed or complete the requirements of the course subject to an application to the ISA. Re-registration can be done the ISA Website (www.isasurf.org) or with your National Federation.

Coaches Non Compliance

All coaches must sign a ISA Instructor Code of Ethics form.

Any breach in this conduct can mean the instructor has his or her accreditation revoked by the ISA and/or NF.

Instructor courses

LEVEL 1:

ISA Course Presenters conduct regular Surf and SUP Instructor Accreditations Courses throughout the year. For details on these courses and course schedules check out the ISA development page http://www.isasurf.org/development-programs/programs/

The Competency Standards required of a Level 1 [Surf / SUP] Instructor are:

- Understand the role of an Instructor
- Identify the qualities and skills required to instruct effectively
- Understand the instructor's role in the community
- Understand the need to educate surfers in the rules of the sport
- Understand and comply with the instructor's code of ethics
- Understand the importance of protecting the ocean environment
- Understand 'Duty of Care' obligations
- Understand surf / SUP lesson safety guidelines
- Understand location and weather conditions
- Effectively manage individuals and groups
- Identify and manage risks in the ocean / flat water environment
- Select a safe surfing / SUPing venue

- Understand the process for the teaching of skills
- Understand the need to adapt and modify to cater for the needs of the individual
- Understand the requirements of presenting the lesson in an outdoor environment.
- Be an effective instructor during the lesson.
- Identify the qualities and skills required to instruct effectively.
- Understand the need to educate surfers / SUPers in the rules of the sport.
- Identify characteristics of a beginner and an advanced surfer / SUPer.
- Recognize the core skills required for the beginner surfer / SUPer.
- Understand the elements of core skill development.
- Identify common errors and develop correction methods.
- Understand the need for further education regarding the teaching of intermediate surfing / SUPing skills.
- Develop a lesson plan to suit the beginner surfer / SUPer.
- Adapt and modify the lesson plan.
- Identify appropriate equipment for beginner and intermediate surfers / SUPers.
- Understand equipment regulations required by local government under permit rules.
- Instruct the beginner surfer / SUPer regarding equipment requirements, parts and functions.

LEVEL 2:

To obtain the Level 2 Surf Instructor Accreditation, you need to have held the Level 1 Surf Instructor Accreditation for at least 12 months [exceptions by application to course Organizer]. For details on these courses check out http://www.isasurf.org/development-programs/programs/ development page for all the courses being conducted around the world.

The Competency Standards required of a Level 2 surf instructor are:

- Plan and prepare training sessions appropriate to the needs of surfers of developing skills and entry level of competition
- Plan and implement 40 hours of face to face coaching practice at novice or developing surfer level
- Organize and conduct training session appropriate to the needs of these athletes/surfers
- Demonstrate an understanding of the rules and requirements of competition
- Provide surfers with the information and tools to observe all aspects of the ocean environment
- Plan and organize theory sessions for surfers
- Observe all safety precautions needed when coaching in the ocean environment
- Set surfer safety obligations when coaching
- Provide for the enjoyment of surfers with a variety of activities in the program
- Adjust activities, drills and skills to suit the need of individuals
- Design individual programs
- Ensure safety of self and others and manage the risks effectively
- Identify and implement the appropriate modifications in future sessions and competitions
- Demonstrate knowledge of the Judging criteria
- Understands and applies two or more components of the training factors involved in surfer development
- Conduct basic fitness and skill evaluation tests (monitor progress)
- Demonstrate knowledge of sport specific training principles
- Demonstrate a basic knowledge of anatomy and bio-mechanics relating to the surfer/athlete
- Facilitate learning of the early surfing skills
- Demonstrate an understanding of the technique of the core maneuvers
- Demonstrate a level of skill in analyzing technique faults and strategies for correcting faults

- Communicate effectively with surfer's parents and others involved in the program
- Provide appropriate feedback on performance
- Identify and correct six fundamental surfing maneuvers
- Understand and display ability to access fundamental skill levels of a surfer

StandUp Paddleboard

The Competency Standards required of an SUP module accredited instructor are:

- Identify conditions required for safe beginner SUP instruction
- Identify appropriate equipment for SUP beginner
- Instruct the SUP beginner regarding equipment requirements, parts and functions
- Identify the characteristics of a SUP beginner
- Recognize the core skills required for a SUP beginner
- Identify common errors and correction methods
- Understand the need for further education regarding the teaching of SUP surf skills.

INTERNATIONAL SURFING ASSOCIATION STAND-UP PADDLE BOARDING COACHING PATHWAY

SUP FLAT WATER
Coaching Accreditation

- Lesson conducted in enclosed flat water locations such as lakes, rivers, creeks, estuaries and lagoons
- No breaking waves are present
- Not in Open Ocean
- Lesson is no more than 400m distance from the shore line
- Conduct lessons in under 12 knots of wind

SUP SURF
Coaching Accreditation

- A half day coaching course, including a practical skills assessment
- 10 hours of work experience with a National Federation/ISA affiliated SUP school
- Coach in surf conditions up to 3ft

SUP OPEN WATER
Coaching Accreditation

- A half day coaching course, including a practical skills assessment
- 10 hours of work experience with a National Federation/ISA affiliated SUP school
- Coach in exposed waters, downwind and racing conditions for a distance of 5km

Gain employment in a
NATIONAL FEDERATION/ISA
Affiliated SUP School as a
Qualified Coach

International Judging and Officiating

The ISA is committed to the success of Surfing as a worldwide sport and recognizes the importance of Surf Judging as a critical part of its development. The ISA Judging and Officiating Program is a comprehensive program that has bee identified as the worlds' best educational practice in the development of quality accredited Surfing Officials.

The "International Judging and Officiating Accreditation Courses" are regularly being conducted in many major surfing areas. These courses are also being conducted throughout the world with countries that are licensed partners in the global Judging and Officiating development program.

The "International Judging and Officiating Course" is the first step in becoming a professional Surfing Judge and Official. The ISA is committed to providing a clear development pathway for our aspiring and, dedicated officials.

The education of our sport's officials is paramount to the direct success of the competition system at both national and international levels. The role of a Judge in a surfing contest is to decide which surfer performs closest to the judging criteria in a particular heat. It is therefore essential that the judge's have the knowledge, confidence and experience to obtain the correct results.

For information on courses visit the education section of the ISA website at

http://www.isasurf.org/development-programs/judging-officiating/

The ISA Judging and Officiating Program unifies the development of Surf Judges and Officials and creates a valuable economic opportunity for ISA National Federations.

ISA NF members are strongly advised to approach the ISA and become a partner in delivery of this judging program within your territory. Very advanced course material is available in both DVD and course documentation that will allow a professional presentation of the judging function and its associated details by your selected Judging Course Presenter. ISA will mentor your Presenter to provide the best outcome for your Association.

Surf and SUP School Accreditation

A Surf School Accreditation system for Surf and SUP Schools will empower your NF to accredit "Best Practice" Surf and SUP Schools in your nation that are meeting requirements for safety and quality and using accredited instructors. This not only creates a valuable economic benefit but it also gives the NF greater control over developing and monitoring what is happening on the ground with Surf and SUP Schools in your country.

For more information about Surf and SUP School Accreditations and and requirements please visit:

http://www. isasurf.org/development-programs/surf-school/

EVENT MANAGEMENT

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Event staffing

Event staffing is a very important aspect of a successful event. One person cannot do everything and the most successful events are those where the responsibilities are shared evenly throughout the crew, though it is necessary to have one person to overlook all of the proceedings.

Please note below are job descriptions for a state or national level event, therefore not all positions will need to be covered in a local club or regional title event. A suggested list of roles is included below.

Event coordinator

To create and control the event mood as decided on by the event sponsors, prepare the event format and schedule and ensure that everyone is contributing towards the event and are doing their assigned tasks. Reports directly to the event sponsors and coordinates with the Event Director.

Contest director

To ensure the surfing aspect of the event runs on schedule and according to the rules and that staff are not making any errors. Reports to the Event Coordinator and works with the Head Judge. Director to post daily event schedule on official notice board.

Head announcer

Primary job is to bring the event concept to the spectators in an entertaining and instructive fashion and to lead the Assistant Announcer in getting the surfing information from the bio sheets and computer scoring system to the spectators and surfers. Reports to the Event Coordinator and Contest Director.

Assistant announcer

Works on the computer, where applicable, and keeps the scoring and biographical information coming, on cue with the Head Announcer. Reports to the Head Announcer.

Head judge

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

Local judging panel

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

Beach marshall

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

Tabulator

In all manually judged heats the Tabulator receives the score sheets from the judging panel and tabulators them in accordance with the ISA rules. Reports to the Contest Director.
Always try to use different color ink to the judges if possible.

Tabulators must do their job in the following order:

1. In heats that the computer is used they must check that the judge's scores have been entered correctly.

2. In non-computer judged heats they must do the following:

   a. Check wave count.

   b. Check for any missed waves, i.e. "M's" and if either of the two above occurs, call the Head Judge.

   c. Check for interference. If there is a majority, then it counts and any judge's sheet which does not have it marked, must have a triangle placed on that wave.

   d. Circle or highlight scoring waves.

   e. Tally scoring waves.

   f. Give placing.

   g. If applicable transpose placing onto master sheets. Lowest place points equalling the top place competitor.

Assistant tabulator

Works with the Tabulator to speed manual calculation of results and the checking of the computer results. Reports to the Tabulator. Must check Tabulator in the same order with emphasis on 2 d. Most mistakes occur because one of the surfer's best waves is missed. Whenever a mistake is found and the adjustment is made, make sure that the placing are changed if necessary.
Always try to use different colored ink to the judges if possible.

Work force

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

Security

To keep the competition and official areas free from unauthorized entry by non-competitors and spectators and to keep the site secure overnight. Reports to the Contest Director.

Event checklist

The event checklist is to be used as a guide for you to check off all relevant information for your event, once you have attended to the task it can be crossed off the list.

Please note these are listed in alphabetical order. The timing and order of each task will be relevant to the event being conducted.

Task	Due Date	Completed	Task	Due Date	Completed
Accident report booklet on site			Modify local authorities – police, ambulance		
Accommodation			Music/PA System		
After party			Notify Local authorities		
Alternate Beaches			Local Maritime Authority		
Amenities			Parking		
Booking fee			Permits		
Budget			Personal (Judges, Workcrew)		
Catering			Post Event Evaluation		
Commentators			Power		
Contact list of event organizers			Presentations		
Government contacts			Press release		
Council permission			Print media		
Directions			Promotions surrounding the event		
Emergency Call Out			Public Notification		
Emergency Services			Public Transport		
Emergency vehicle			Radio		
Entertainment			Risk Management Policy and Plan		
Entry Fees paid			Security		
Entry Forms (posted, sent out, available)			Signage		
Equipment Hire (PA, generator etc)			Site Lay out		
Equipment List (see equip list)			Site set up		
Event Activation Reports			Sound System		
Event Set Up			Sponsors		
First Aid			Task Completed		
Insurance			Thankyou letters (sponsors, council etc.)		
Coordinate with sponsor			Transport		
Liaising with goverment			Waste removal		
Liaising with lifeguards			Water Safety		
Mail outs			Website information up to date		
Maps			Work crew numbers		
Media					

Budget example

Event title

	Budget	Actual		Budget	Actual
Direct Sponsor investment Total			Equipment		
Entry fees Total			Vehicle Hire Total		
Sponsorship and entries Total			PA/Generator Total		
Total Revenue Total			Computer Hire Total		
			Essential Items		
Expenditure			GST Total		
Personnel			Officials Catering Total		
Contest Director Total			Officials accommodation Total		
Judges Total			Trophies Total		
Head Judge Total			Banners Total		
Beach Marshall Total			T-Shirts Total		
Site Crew Total			Fuel Total		
Media/Communications			Insurance Total		
Media Director Total			Administration Total		
Communications (phone/fax/internet) Total			Contingency (local permits etc) Total		
Camera Hire/Crew Total			**Total expenditure Total**		
Commentators x 1 Total			**Total revenue Total**		
			Outcome Total		

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

ISA Judging Criteria

What makes an excellent score?
The standard Short/Long Board Judging Criteria:

A surfer must perform radical controlled maneuvres in the critical sections of a wave with power, speed and flow.

Innovative and progressive surfing as well as the combination and variety of repertoire (of major maneuvres) will be taken into consideration when rewarding points for a surfers performance. The surfer who performs to the criteria above, exhibiting the maximum degree of difficulty and commitment on the waves shall maximize his/her scoring potential.

Forms

The following templates are available in the Appendix:

- Event Checklist
- Event Budget Template
- Event Entry Form
- Participant Waiver Form
- Incident Report Form
- Judges Score Sheet
- Tabulators Tally Sheet

National Event Program

Every NF should aim to set a balanced program providing a pathway for all its athletes from Club introductory events, through Regional Championships, then State Championships and on to National Championships, where national teams are selected to then represent at ISA World Championship events.

A structure of layers of events, each requiring increasing performance levels, will provide a model skill development pathway for competitors.

All competitors need to have an aspirational goal ahead of them at each level of their contest structure.

The ISA sets the global scale by providing a number of World Championship events for a select group of disciplines and various age groups of surfers. Access to these World Championship events is ONLY as a member of a national surfing team of an ISA member country. This ISA event structure provides each NF with the opportunity to meet the competitive goals of it's national champion athletes.

In a similar way each NF should provide national championship events for all ISA disciplines. In turn State Associations should follow this same format, down to their Regional and selection events.

Age divisions and disciplines are set out in the ISA Rulebook and are there to be adopted by NFs to ensure standards and consistent practices are in place to both conduct events and to ensure that the final winners are eligible to compete in higher events.

A complete National Event Schedule should include the following divisions and disciplines:

- Junior Surfing Games
- Open Surfing Games
- Masters Surfing Championship
- StandUp Paddle and Paddleboard Championship
- Longboard Championship
- Bodyboard Championship
- Kneeboard Championship
- Kneeboard Championship

International Age Categories for Events- applies to all ISA Disciplines

- Open Men- Male of any age
- Open Women- Female of any age
- U18 Junior: Boy or Girl 18 years and younger
- U16 Junior: Boy or Girl 16 years and younger
- Senior: Male or Female 28 years and older
- Master: Male or Female 35 years and older
- Grandmaster: Male or Female 40 years and older
- Kahuna: Male or Female 45 years and older
- Grand Kahuna: Male or Female 50 years and older

Special note: Ages are taken from January 1st in the year of participation.
Example: A Master surfer must be 35 years or older ON JANUARY 1ST IN THE YEAR OF COMPETITION.
An Under 18 competitor may not turn 19 between January 1st and December 31st of the year in which they are competing in this Division and an Under 16 surfer may not turn 17 between January 1st and December 31st of the year in which they are competing in this Division. Proof of the age of Under 18 and Under 16 competitors must be submitted with team lists (a copy of passport or birth documentation is required).

The ISA Rulebook provides rules for the conduct of all disciplines [shortboard, longboard, SUP, kneeboard, bodyboard and Adaptive Surfing]

The ISA's Aloha Cup rules are included in the rulebook to enable NFs to adopt this format to train their team members from early ages in team surfing. Team events are often conducted at National or State championships, as an additional event. Team surfing can of course be conducted as its own League in a stand alone competition.

The final objective is to have your surfers competing under consistent accepted event rules from a young age, as they work their way progressively through a contest system that finally leads to the ISA World Championships

GENERAL INFORMATION

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General Information

In order to gain affiliation with your National government, NFs will be obliged to acquire an Association of Incorporation and become an incorporated organization.

Incorporation

Incorporation means that members of a NF are not personally liable for its debts. Any organization that owns goods or land, enters into contracts, holds a liquor license, borrows money or charges fees for non-members to participate should consider being an incorporated society.

The legislation governing incorporation is different in each nation/state/territory and is subject to regular updating so you should check the Act to be sure of the current regulations. If legal advice is required, seek out a competent professional, preferably someone who has been personally recommended to the NF.

Why incorporate?

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

This means that an unincorporated NF cannot:

- sue and be sued in its own right
- own land and chattels in its own right
- enter into tenancy or lease agreements in its own right
- enter into contractual agreements in its own right
- receive a bequest or gift from a will

Another disadvantage is that incorporation may be a prerequisite to obtain a grant from a State or Federal Government. The most serious problem in any NF is the potential liability of the committee and the members.

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

The advantages of incorporation

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

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

Further, members are not personally liable for the debts of the NF, or the negligent acts or omissions of other office bearers and members unless the rules of incorporation specifically provide otherwise.

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

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

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

It would be advisable for a member of the NF (preferably the Treasurer) to obtain a copy of the Incorporation guidelines and familiarize themselves with the requirements.

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

NF Constitution

All NFs should set out their basic structure and methods of operating in writing. The product of this process is called a constitution. A NF's constitution should:

- Outline the NF's purpose;
- List all of the rules of operation; and
- Set out the members' rights and responsibilities

Not-for-profit sport and recreation NFs generally incorporate under State or Territory legislation.

To become incorporated a NF must, among other things, lodge a set of rules, commonly referred to as a "constitution". The model rules are not identical in each State or Territory. The model rules are intended as a guide only and NFs can adopt, or change the rules to suit their needs so long as the basic requirements are met.

You should refer to the relevant legislation in your Nation, State, or Territory. Information on the relevant legislation is usually available from departments of fair trading or their equivalents in each State and Territory.

What is a Constitution?

A constitution is a basic set of rules for the daily running of your NF or group. It details for your members and others the name, objects, methods of management and other conditions under which your NF or group operates and generally the reasons for its existence. It also regulates the relationship between members by setting out the basis for working with other co-members.

Why do we need a constitution?

Constitutions:

- Explain to members and non-members what your group is about.
- Provide guidelines for the daily running of your group.
- Help to sort out internal problems.
- Are a legal necessity if your group wishes to become incorporated.
- Can help in seeking resources from other organizations, such as a government agency.

What level of detail should you include?

A constitution can be extremely simple, containing only the basic outline to explain who you are, what you are set up for and important management matters. The extent to which you add detail in the rules depends on the needs or formality at the time of setting up the group, and on your group's thoughts about the projected needs of the group as it grows. Many details relating to minor management matters are best included within by-laws or regulations thus keeping your constitution flexible and easy to operate within.

What to avoid

A constitution can be made up of two parts; the rules which include the basic principles of the group and can be changed only by a General Meeting; and the regulations or by-laws which can be changed by the committee. You can place almost anything within a constitution. However many aspects of your NF's operation are more easily handled outside the formality of the rules.

For instance, you would not include the membership charges or NF colors in the rules. The rules in your constitution should relate to the administration of the NF. They should not relate to the conduct of the activities of the NF. Additional non-administrative rules should appear in regulations and by-laws. A clause in the rules empowering the committee to make, alter or delete regulations or by-laws should appear in the constitution.

Negligence

It is accepted in modern legal approach to litigation to describe negligence as the rule that you must not injure your neighbour. This means that reasonable care must be taken to avoid acts and omission which could be reasonably foreseen as likely to injure a person close to the situation. The key term in any negligence case is duty of care.

Legal liability

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

Insurance

Public liability insurance is a very important form of insurance for an NF and all its affiliated bodies, as it protects the employees and members of the organization. This insurance aims at providing indemnity to the Organization against legal liability to pay damages arising from accidental injury (including death) and accidental damage to property. This covers claims arising from negligence of the Organization or one of its employees, and claims based upon the condition of the premises. It is also provided for payment and legal costs related to such claims. The insured must be defined as "all the committee and members of the Organization", and should be extended to provide cover for any goods sold or supplied to customers. Professional Indemnity can also provide coverage for Organization or coaches and officials who may find themselves in this situation as a result of their sports participation.

Other insurances that should be considered:

Directors and Officers Liability - protection for negligent acts of the Board and staff.

Asset Insurance - building and equipment coverage for theft and accidental damage.

Travel insurance - staff travel coverage whilst on business.

Insurance Liability Claims Suggestions

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

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

1. All reasonable steps should be taken following an occurrence to protect the person or property from any further injury.

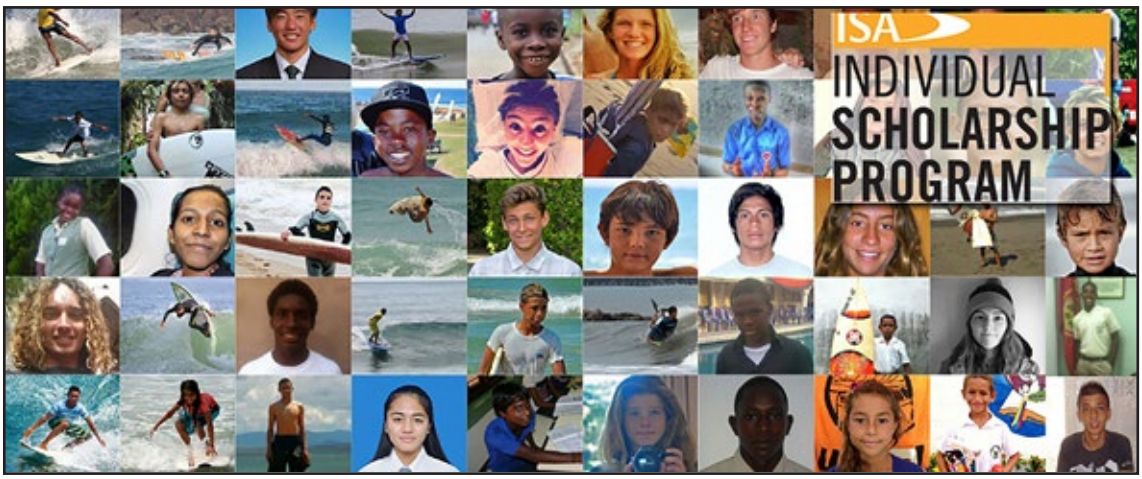
2. Obtain all details you can –

- **a.** of the incident
- **b.** of the third party
- **c.** of the witnesses

Be Discreet - Ensure all relevant information is noted regarding the incident, however do not complete the Incident Report in front of the injured person. This may signal that an insurance claim may be possible.

Be Specific - Remember, the report you write will be forwarded to your insurer for assessment and evaluation purposes and may be admitted as evidence in Court. Be specific and comprehensive in your detail.

Provide Full Details - Detail (no matter how trivial it may seem at the time), is the most essential component of your report. In most instances, if the claim ever reaches the courtroom stage, it may be many years down the track. Nobody will then remember the specifics unless you write them down at the time of the report.



ISA Scholarship Program

The ISA is proud to continue to award ISA Individual Scholarships to under-18 year old, junior surfers from all over the globe. The ISA Individual Scholarship Program was established in 2007. Since then it has awarded 267 individual scholarships from over 40 countries, and a total of $228,500.

The objective of the ISA Individual Scholarship Program is to provide financial support to young surfers, many from developing countries, in order to facilitate their experience in surfing while instilling them on the importance of education. The money must be used to further the junior surfer's education, pay for travel to surf contests, contest fees, or to upgrade their surfing equipment.

"The ISA Scholarship Program is one key initiative that supports our mission of developing Surfing globally," said ISA President Fernando Aguerre, who created the ISA Scholarship Program in 2007. "It is a special honor for the ISA to be able to help young surfers fulfill their dreams. This is one of the most important programs of the ISA, one that is especially close to my heart, so I would strongly encourage every young surfer in the world to take advantage of this great opportunity that can be a game changer in their lives, as it has done every year since its inception."

ISA Individual Scholarship recipients are inspirational individuals, who strive to succeed in both surfing and education. These "ISA Ambassadors" are selected based on their interest in surfing, commitment to education, and their family's financial need. The ISA Ambassadors are positive role models for other young surfers in their communities.

All ISA Individual Scholarship Program Ambassadors can be viewed online at www.isasurf.org

ISA World Championships

1. ISA WSG (World Surfing Games) Team Size

- Men's Open Division 4
- Women's Open Division 2

2. ISA WJSC (World Junior Surfing Championships) Team Size

- U18 Boys 4
- U18 Girls 2
- U16 Boys 4
- U16 Girls 2

3. ISA WMSC (World Masters Surfing Championships) Team Size

- Master's Division 2
- Grandmaster's Division 2
- Kahuna's Division 2
- Grand Kahuna's Division 1
- Women's Masters 1

4. ISA WSUPPC (World StandUp Paddle and Paddleboard Championship)

- Team Size Men 8, Women 4
- Competitors Per Category

  —SUP Surfing: Men (2), Women (1)

  —SUP Racing Technical: Men (2) Women (1)

  —SUP Racing Distance: Men (2) Women (1)

  —Paddleboard Racing Technical and Distance: Men (2), Women (2)

  —SUP & Paddleboard Racing Distance: 5-6 km Technical Race

  —SUP & Paddleboard Racing Distance: 18-20 km Distance Race

5. ISA WLC (World Longboard Surfing Championships) Team Size

- Open Men 2
- Open Women 1
- U18 Junior [Open] 1
- ISA Aloha Cup 4

6. ISA WORLD BODYBOARD CHAMPIONSHIP Team Size

- Open Men 3
- Open Women 1
- U18 Junior Boy 1
- U18 Junior Girl 1
- Drop Knee Open 1

7. ISA WORLD TANDEM CHAMPIONSHIP

Team Size: Refer to Official Event Information

8. ISA WORLD KNEEBOARD CHAMPIONSHIP

Team Size: Individual entry through Official Entry Form.

VISSLA
Ministerio del Deporte

Surf Clubs and Organizations within an NF

The development work of an NF is varied but it revolves around an ongoing supply of skilled officials and athletes. In a small NF, the organization structure will perform much like a "big club" in a major surfing country, although many aspects will involve national scope.

The resources, manpower and finances, of your NF is limited, so it is in the interests of development to create a "base" for your operations that will:

a. provide experienced officials

b. provide a "learning area" for judges and athletes

c. increase membership numbers, and provide ongoing promotion of the sport on the beach.

Every Government these days wants to see both performance and participation activities in all its sport NFs, especially if it is providing funding.

National standards:

Possible Model Roll-out: Steps

1. The NF can create a package for a club organization [model constitution and aims, roles and responsibilities of office bearers, typical financial model, event management]. ISA can help with this and most of the material is provided in this booklet.
2. NF reviews its competition register for the location of groups of junior surfers and also locations of prominent surfschools where affiliations exist. A mix and match decision is made to establish a club network, managed by either a. groups of parents/ coaches in a specific area or b. surfschool coaches and managers. All aimed at a regional spread of locations.
3. Support Club organizers to promote club sign-on and first events
4. Work with Clubs to ensure NF events offer some seeding advantages for Club champions, etc. and that all Club disciplines are covered at the national level, except possibly the youngest age groups.
5. Create junior event circuits and interclub events to maintain elite focus for the Clubs
6. Overall the NF must require accredited judges and coaches to work with Clubs, athletes and on events, so that this culture is embedded in your structure.

The community level introduction to Surfing will be most easily introduced by Clubs and surfschools rather than the NF. As this becomes embedded in coastal communities, then many opportunities will also appear supporting expansion, coming from local government and local business interests.

The key is for the NF to nurture this level of its organization as there will be a turnover of interested parents as their children move on through the system. Surfschools will have a more stable existence as their interests are based around local activity. Interested parents of junior surfers will be a fertile source of club and event officials and the NF must be supportive and search them out.

The benefit to NFs of effective and prolific surfing activities at local beach community level, that is linked into the national structure cannot be underestimated. From a National organization perspective, a Club structure with activities that support the National event and promotional Agenda, is a major asset.

National certification of Event Officials, Judges and coaches is available through the NF and the ISA, so recognized standard operational practices are well understood and implemented at every event. This

consistency is essential if coaches and athletes are to have the proper information base on which to make their decisions as they move up the event pyramid.

Anti-Doping

The ISA is unequivocally opposed, on ethical and medical grounds, to the practice of doping in sport and fully supports the position of the International Olympic Committee and World Anti-Doping Agency (WADA) against the use of banned substances and methods.

The use, possession and/or trafficking of banned substances, methods, or the encouragement or counseling to use banned substances, or methods, and/or taking measures to mask the use of banned substances, or methods by any participant in competitions over which the ISA has jurisdiction is unacceptable and will not be tolerated.

As a signatory to the World Anti-Doping Agency (WADA) Code, the ISA implements a strict adherence to the Code as a way to ensure a clean, healthy and fair sporting atmosphere for all athletes. By conducting both in-competition and out-of-competition testing, the ISA confirms proper testing and results management methods are administered throughout the sport.

The rules and regulations of ISA's Anti-doping Policy aim to:

- Promote Surfing as a drug-free sport;
- Uphold and preserve the ethics of Sport;
- Ensure that all athletes have an opportunity to compete equally;
- Safeguard the physical health and mental integrity of the athletes;
- Establish consistent standards of anti-doping policy and testing;
- Encourage Member Federations execute similar regulations with their athletes.

In addition, the ISA strives to continuously educate and monitor the National Federations' yearly activities regarding their self-implemented policies to members. It is of the utmost importance that the ISA member federations accept and promote an anti-doping policy within their national events, camps and championships.

The ISA is available and willing to assist any member federations with the implementation and organization of a strong anti-doping plan.

Please contact surf@isasurf.org to discuss bettering the drug-free future of your athletes.

GET EDUCATED

The ISA encourages you and your NF to become familiar with the following resources and programs:

2015 ISA Anti-Doping Code

WADA Prohibited List

Therapeutic Use Exemption (TUE) form

World Anti-Doping Agency (WADA) Website

ISA Anti-Doping In Competition testing

ISA Anti-Doping Out of Competition testing

National Olympic Committee Recognition

ISA has forged ahead with its relationship to the IOC over a long period and it is in its most productive phase at present. As a "Recognized Federation" of the IOC and a member of Olympic affiliated organizations, the ISA is working hard to bring Surfing and SUP into the Olympic Calendars.

Success has already been achieved with participation in the Asian Beach Games, Bolivarian Games and the Pan American Games, which are regional events hosted by their respective Regional Olympic Committees. The opportunity to compete as part of a Regional Olympic Team is an amazing experience for our surfers. The relationship of the various National Surfing Federations to their National Olympic Committees [NOC] is an important part of the whole ISA / IOC program as this will ensure that your NF is the connection of your NOC to your surfers when selection for any IOC event comes around.

Every NF is requested to establish recognition by their NOC as part of their membership responsibilities to the ISA. For many NFs this also provides access to funding for their operations and teams.

Contact the ISA Headquarters for information regarding the contacts for your NOC now.

RISK MANAGEMENT GUIDE

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Introduction

The National Federation (NF) system provides an important pathway for the development of surfing internationally.

National Federations are operated by Executive Committees, paid staff, and/or volunteers and it is through their hard work and commitment that the NFs succeed. Success can be measured in many ways, however the common aim is to provide an environment that is safe and enjoyable for members where we minimize risks and maximize the benefits that the NF provides.

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

The process of risk management is one such method.

The International Surfing Association (ISA) is committed to helping all NFs achieve these standards and has developed this Risk Management Guide to help. This Guide seeks to support NFs to meet this challenge as the management of risk is expected by the community, local authorities, state surfing associations and the Federal Government.

Overview

This Guide provides assistance with:

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

Background

What is Risk Management?

Risk management is an important discipline in any organization. Organizations that do not manage risk well ultimately do not survive. In broad terms: 'risk management equals good management.' By applying common sense and good ethical standards, NFs can go a long way to minimizing their risks.

The collective expertise of the NF's Committee helps set the culture in the way risk is managed. While the Committee helps to establish what is right and wrong, there are a number of industry standards and laws that require more attention to risk management than just applying common sense.

This Guide will help to establish what these are and offer practical ways of addressing them.

What Risk Categories apply to NFs?

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

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

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

These categories reflect the possible consequences should a particular type of risk actually occur.

Risk Assessment is covered later in this Guide under:

- How can you Assess Risk? • Risk Assessment Definitions

NF Risk Management Policy

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

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

The Policy should be:

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

Why does your NF need to adopt Risk Management?

Duty of Care - Safety

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

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

This duty extends to people affected by NF activities during contests.

In particular, this duty applies in:

- Surf safety
- Public safety; and the
- The welfare of minors (children)

Most significant risks that affect NF contest activities are likely to fall under these areas.

The NF should adopt a proactive risk management approach to managing these risk categories. This Guide can assist in applying this process.

Incorporated Associations

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

Obligations placed by your Insurer

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

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Occupational Health and Safety

Occupational Health and Safety (OH&S) also commonly referred to as occupational health and safety (OHS) or workplace health and safety (WHS) is an area concerned with the safety, health and welfare of people engaged in work or employment. Many nations have Occupational Health and Safety (OH&S) legislation, which applies to normal NF activities.

The laws and supporting regulations do set out legal requirements for managing certain safety hazards; and therefore may have some legal standing in terms of the standard of care required. This may apply for example in areas such as when working at height or the use of electricity. It is a good idea to be aware of the intent of OH&S laws in your NF's Committee and also to understand what situations they may apply.

Ultimately there are many reasons why risk management is important. While those mentioned above suggest legal reasons due to common law, statute and insurance contracts, another motive is the potential reputation damage that your NF and the sport may sustain from a serious incident should it occur.

Contest Safety

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

This includes:

- Assessment of surf and weather conditions and forecasts
- Understanding the hazards that may affect surfer or public safety
- Providing appropriate Pre-Contest Briefings
- Providing appropriate contest equipment
- Providing adequate medical care including equipment and qualified first aiders
- Ensuring all surfers are competent and not placed in situations beyond their skill level
- Providing adequate supervision in the water and on land
- Keeping appropriate records

These are explored in more detail below:

Assessment of Surf and Weather Conditions and forecasts

The surf and weather conditions undoubtedly present some of the biggest challenges to surfer safety. While we need good waves to compete; as swell, sea, wind and water currents increase; so can the safety risks to surfers. It is very important that the Contest Director and Head Judge document the conditions observed and the surf and weather forecast before the contest starts. In particular, if the conditions are unsuitable for some standards of surfer. All agreed mitigating actions taken should also be recorded.

These contest officials are responsible for ensuring that the event only occurs under appropriately safe conditions, and that those conditions are monitored closely throughout the contest. Appropriate action should be taken if the contest conditions deteriorate and the welfare of surfers is likely to be compromised.

It is advisable that this assessment of sea and weather conditions be documented as part of the Pre-Contest Readiness Inspection.

Understanding the Hazards that may affect Surfer & Public Safety

Another facet of a pre-contest risk assessment includes identifying what can cause harm to NF members or the public resulting from NF activities. In risk management this is called hazard identification. There are numerous hazards that may be encountered.

These may include:

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

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

Providing appropriate Pre-Contest Briefings

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

Items to cover might include:

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

Junior Briefings

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

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

There are significant responsibilities set out under child protection laws and supporting Guidelines for people working with or around children. The issues of Child Protection are covered later in this Guide.

It is expected that contest organizers use the Pre-Contest Readiness Checklist to identify which hazards apply prior to a contest and then the Hazard Briefing Register for suggested points to be covered in the pre-contest briefing.

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

Providing appropriate Contest Equipment

Your NF will typically have a standard 'guide' of equipment used for hosting contests.

This equipment should be well maintained and provided in good working order for every contest.

Some of this equipment helps to operate the contest while others provide valuable safety protection.

The standard operational equipment might include:

- Marquees
- Chairs
- Wax
- Benches
- Flags
- Club Trailer
- Tables
- Contest Signage
- Timing Siren

The recommended contest safety equipment might include:

- Rashguards
- Sunscreen
- Mobile phone
  (It is recommended that contests only be held in areas with mobile phone coverage).
- Water
- Public address/megaphone (loud speaker)
- First aid guide (including spinal board and basic resuscitation equipment)

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

Providing adequate Medical Care including Equipment & Qualified First Aiders

First Aid

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

Ambulance Access

There should be adequate vehicular access to every contest site in the event of a medical emergency requiring ambulance attendance.

Water Safety/Lifeguard Certified

It is advisable that the Committee identifies NF members who possess current water safety certifications. Like first aid officers, it is recommended that people with these qualifications are encouraged to attend surf contests.

In the absence of water safety certified persons, NF contests should be held near lifeguarded beaches to provide speedy access to local Council lifeguards &/or Royal Lifesaving Society volunteers in an emergency.

Ensuring all Surfers are Competent & not placed in situations beyond their skill level

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

NFs have a duty of care to their members that requires that they do not place them in situations that may cause harm to their welfare. Most surfers have been in a situation at one point or another where their leg rope has snapped and they have been forced to swim to shore. It is suggested that NFs formally ask members to disclose their swimming ability as part of their membership application.

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

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

Keeping Appropriate Records

A useful defence in demonstrating that your NF has carried out its duty of care is by maintaining records of risk treatments and of incidents that have been reported. It requires a judgement of balancing what gets documented against operational needs of the contest, however maintaining a high standard of record keeping is important.

These records might include:

- Equipment maintenance
- Training and first aid qualifications
- Working with children

- o WWC Certificates
- o Contest Attendance records - Junior sign in/out
- Pre-contest checklists
- Incident/accident report forms

Equipment Maintenance Records

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

Training and First Aid Qualification Records

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

Working with Children and Background Checks

A big part of an NF's system is the development of junior surfers. It is incumbent upon contest organizers to uphold their duty of care toward all members, but a special duty applies to people working with minors under the age of 18.

These duties relate to:

- Background checks for people working with children
- Supervision of children; and
- Briefing under 18's at contests on contest rules and guidelines

Background Checks

In most nations any person who has been convicted of an offence against children (in any country) is prohibited from child-related work, including volunteering. Anyone who is registered under relevant child protection legislation is also prohibited from working with children within the Committee of an NF.

Each country has different requirements for people volunteering to work in any organization with children. In Queensland, Australia, for example, there is the Blue Card system that is implemented by the Commissioner for Children and Young People and Child Guardian.

In other states there are differing Working with Children (WWC) background checks to be met. All NFs are advised to ensure that they are fully aware of all WWC requirements and that that they are being fully met.

Supervision of Children

NFs need to ensure that people under the age of 18 are closely supervised while at contests and NF functions while under their care. It is preferable that younger surfers are accompanied by their parent or guardian while competing. If young surfers attend NF contests unaccompanied, then the following strategies are recommended:

- No leaving contest area alone throughout the day
- Attending public toilets only in groups
- Maintaining a Contest Attendance Record with sign in and out of minors
- Children to notify officials when leaving the contest site at end of contest
- Providing surf 'spotters' on boards during contest
- Restricting or cancelling junior competitions in heavy surf and sea conditions
- Providing adequate shade and cover from the elements
- Providing adequate water and sports drinks to maintain fluid levels
- Providing a pre-contest briefing to all minors setting out rules of the day

Contest Attendance Records for Juniors

While NFs usually record who has competed in each competition, it is suggested that NFs also maintain a 'sign-in and out' roll of attendance covering all juniors competing.

Pre-Contest Contest Checklists

Pre-Contest Checklists can provide a valuable tool for documenting how risks that may affect a contest are being addressed. By completing these before the Contest it can help ensure that the NF's Committee has demonstrated an appropriate level of due diligence in the Contest's Planning and state of risk management 'Readiness.'

Completion of these Checklists can include:

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

Accident and Incident Reports

The NF should document any incidents involving personal injury or with the potential for further legal action against the NF. It is good practice to document any incidents and near misses as soon as possible after they have occurred. Consideration should be given to the causes of the incident and what preventative action could be taken to ensure it does not recur.

How Long should you Keep Records?

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

Insurance

Public liability (PL) insurance typically indemnifies your NF (the insured) against financial losses resulting from costs and damages relating to personal injury or damage sustained by members of the public. In the case of your NF's policy, such a claim will have been caused by the actions of your NF or its members during NF activities.

Personal injury cover typically indemnifies your members against loss that they may personally incur resulting from injuries they sustain while involved in NF activities. This cover may be in place for your NF's members.

The terms under which members are covered vary between policies. NF Committees and their members should be aware of the conditions that govern their insurance policies.

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

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

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

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

Communications

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

Website

Your NF's website offers an important means of communicating with your members on areas such as:

- Safety information for juniors wanting to compete: (i.e. Parent/guardian consent requirements)
- Membership forms and waivers
- Contest rules and equipment
- Basic insurance information – (Public liability and personal accident)
- Incident report forms
- NF code of conduct

Contest Public Address

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

Communications where the use of public address may be warranted:

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

Contest Signage

We share our beaches with many people including other organized groups, surf life saving groups, professional life guards, surf schools and the general public.

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

Indemnity, Compliance and Other Considerations

Entry Form Waivers

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

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

Permits

It is possible that your NF contests do occur on land managed by a local Council. The rules for operating organized activities on public beaches vary from Council to Council. In some cases an official permit may be required that allows such activities to take place. The permit may stipulate certain conditions and require an annual application fee.

Your NF's Committee should contact the local authorities where your contests are held and ensure that you carry the appropriate permits.

Food Safety

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

These include:

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

Alcohol

The sale of alcohol carries significant compliance responsibilities. To sell alcohol, the NF must hold a valid liquor license and comply with responsible service of alcohol conditions in your nation. Each license may vary depending upon the type of venue where alcohol is sold. Failure to meet these conditions can incur heavy fines and penalties.

The safest option is to not sell alcohol at NF functions and hire public venues that carry an existing liquor license for official NF functions where alcohol is to be enjoyed by members (of legal drinking age).

Civil Liability

Given NFs often use volunteers, it is important to note that in most nations civil liability legislative reforms provide some protection for people operating in volunteer positions against legal action taken against them while acting in good faith. These changes to the law may limit the legal liability of volunteers in the event that injuries are sustained that may have resulted from their actions or omissions while they were diligently discharging their responsibilities for the NF.

Pre-Existing Medical Conditions

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

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

Major Events

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

Larger contests can introduce risks involving:

- Structural integrity failure from wind and weight loadings affecting scaffold and other temporary structures
- Increased contractor liability due to the engagement of contractors (or 'unofficial' work in kind arrangements with suppliers)
- Crowd safety planning, crowd control and security
- Detailed emergency management planning and coordination with emergency services
- Additional permit requirements with Council
- Electrical safety for temporary power installations

- Working from height considerations for installers of audio towers
- Additional environmental considerations from waste management on beach and coastal areas
- Increased traffic and transport

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

- Risk Assessment Definitions
- Risk Evaluation
- Risk Register

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

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

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

Hazards and Risks

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

A. Identified systematically; and

B. Addressed diligently

This Guide has identified some of the generic hazards likely to be encountered while conducting a NF surfing contest. NF contest organizers are encouraged to identify these prior to each competition and document appropriate controls. In some cases the most appropriate course of action is to provide information about the hazard to all surfers competing during a Pre-Contest Briefing.

NF officials should use the Hazard Identification Checklist (as part of the Pre-Contest Readiness Checklist - Appendix B) in this Guide to identify any hazards that may apply, and then use the Hazard Briefing Register for the corresponding pre-agreed 'Briefing' notes for each hazard identified (Appendix C).

How Can You Assess Risk?

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

There is however some occasions where we need to supplement our experience and intuition with some tools to ensure we can demonstrate that we have thought through the risks and that something is being done about the major ones.

This is done by:

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

Risk Management Standard

There is an International Standard for Risk Management known as ISO 31000.
This is a guidance standard that sets out a process for managing risk.

It involves:

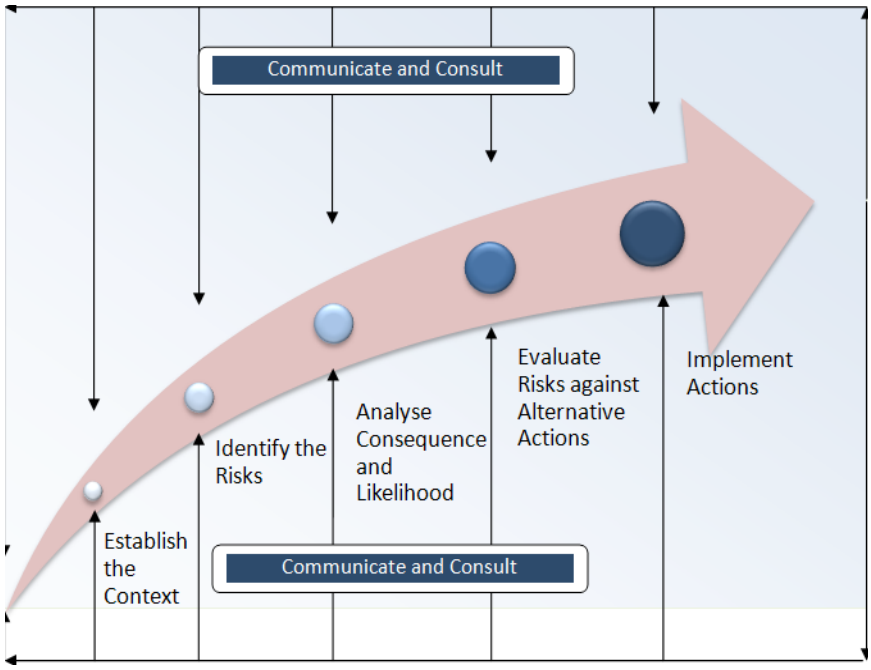
- Establishing the context of the risk assessment
- Identifying the risks (or hazards for safety risks)
- Analysing the risks in terms of consequence if the risk happens and the likelihood that it will occur
- Evaluating alternative actions for addressing the risk against a pre-defined criteria; and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

Throughout this process the risk assessor should:

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

Risk Assessment

This process is reflected below:



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

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

The ISA has developed a Risk Register for the context of NFs. This is supported by a spreadsheet that you should customize to the environment of your NF.

The following section explains each part of the risk assessment process in the context of your Risk Register provided.

Establish the Context

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

It considers risks with a consequence that could be:

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

Identify the Risks

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

They might include:

- Workshops
- Industry magazines or news media
- Newsletters from ISA, other surfing associations, Surf Life Saving Associations; and/or surf forecasting websitesr
- Inspections and observations

REEF

Risks might involve:

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

When documenting risks in your Risk Register describe them in enough detail so another person who reads the risk can understand what it is and assess it objectively.

For example describing a risk as:

"spinal injury to surfer"

From this it is difficult to assess consequence and likelihood as we don't know to what activity it applies.

If however the risk is described as:

"Serious spinal injury sustained by surfer from hitting head on sandbar during contest heat at low tide"

This helps you do the risk analysis.

Analyse Consequence and Likelihood

These are a set of definitions that will help you to analyze risks. They involve simple definitions for Consequence and Likelihood. When analyzing any risk you should consider:

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

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

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

Define the Risk Score based upon either:

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

Risk is typically measured as the product of Consequence and Likelihood

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

For example:

25 (Risk) = 5 (Consequence) x 5 (Likelihood)

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

Select an Appropriate Course of Action

Pick the appropriate course of action or actions based upon the level of risk. Define the person who is responsible for that action and when that action will be implemented. Actions can be known as controls or treatments. These terms are used interchangeably.

Implement the Action

A big failure with Risk Registers is that the risks get documented and then they don't get implemented. Ensure all risk controls that get documented in the Risk Register are fully implemented.

When to Conduct a Risk Assessment?

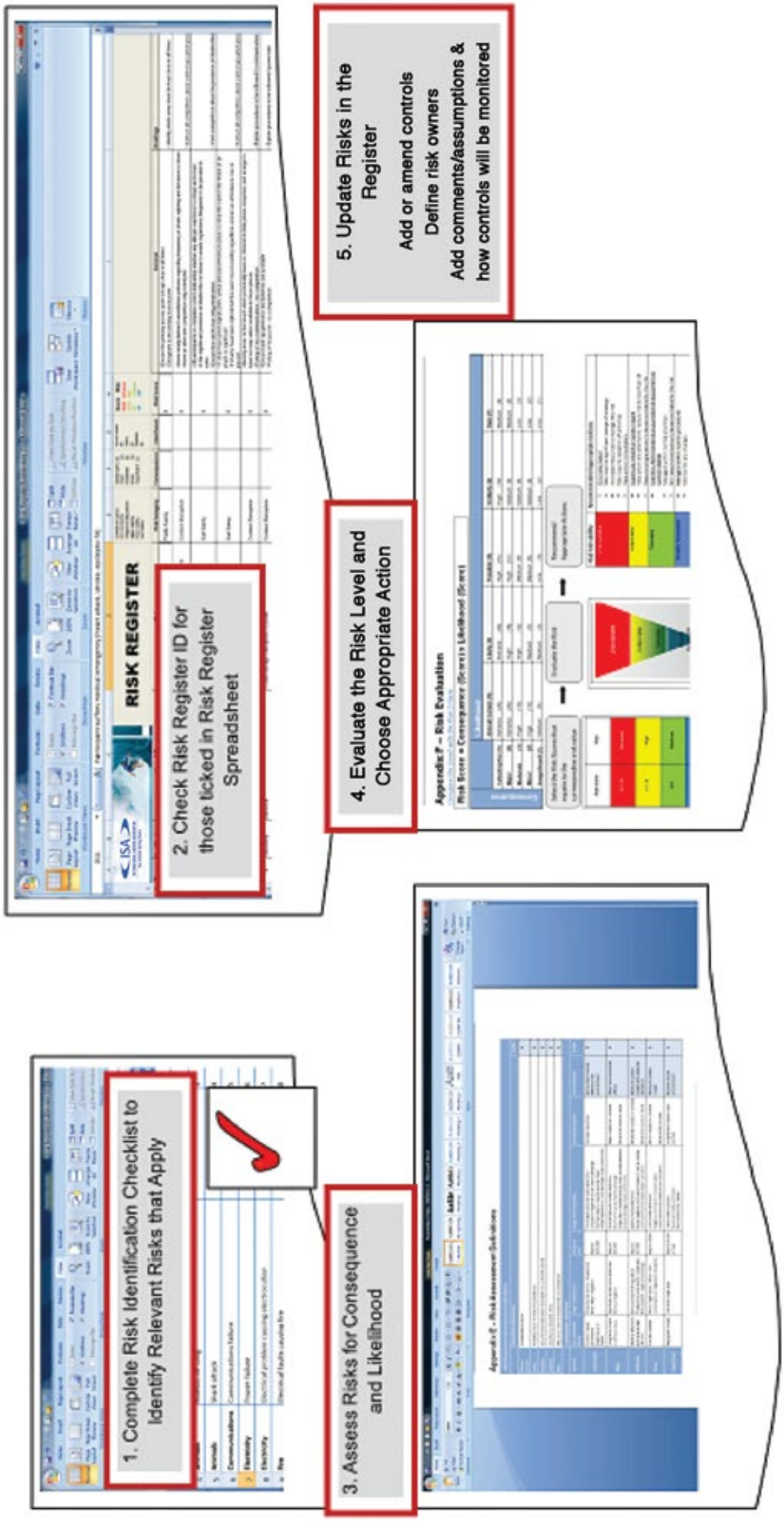
The Pre-Contest Readiness Checklist is a risk assessment and recording tool. The Risk Register is a more formalized form of risk assessment than checklists. It is recommended that this assessment be:

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

Pre-Contest Readiness Checklists are also a form of risk assessment.
These should be completed prior to every NF contest.

How to Use Your Risk Register Spreadsheet

The Risk Register is supported by a Risk Register Spreadsheet.
To use your Risk Register Spreadsheet follow these instructions:



NF Risk Management Policy

As a registered NF with the ISA, this NF aims to:

- Promote the grass roots of surfing, SUP, bodyboarding, and all other waveriding activities
- Teach the skills required to pursue a competitive career in the sport, and
- Introduce surfers to the support and friendship offered by being a member of our NF

To achieve this we will:

- Uphold high ethical standards in the way we operate our NF's administration
- Protect our members, and particularly those under the age of 18, by adopting appropriate risk minimization strategies at all times
- Comply with the terms of all permits and insurance conditions required for us to operate
- Run our contests in line with the rules set out by the International Surfing Association (ISA)
- Take all necessary action to provide a safe and enjoyable place to surf for everyone

In pursuing these strategies we acknowledge there are however risks that may be unacceptable.

We are committed to:

- Understanding the range of risks that apply to our NF
- Making informed risk-based decisions to minimise threats; and
- Explore ways to seize opportunities within the parameters of our constitution as an incorporated body

To achieve this we will:

- Ensure that people's safety is our highest priority
- Take a practical approach to the management of risk
- Ensure adequate resources are available to identify and manage risk appropriately
- Provide relevant instruction and supervision to our members during contests
- Foster a positive risk management culture that encourages safe behaviours and discourages excessive risk-taking

National Federation President

_____ / / _____ _____ / / _____

NF Contest - Readiness Checklist

	NF Name	Contest Date / /
	Contest Location	Contest Start Time am/pm

Contest Organizers Name	Contest Director Name	Head Judge Name

Sea and Weather Conditions

	Tide (Time)	**Low:**	**High:**
	Swell Conditions	Observed:	Forecast:
	Sea Conditions	Observed:	Forecast:
	Weather Conditions	Wind	Temperature

Contest Safety and First Aid

	Topic	Step	Confirmed
	Legal	All competitors have signed in	
	Safety	Contact lifeguards (if possible) and confirm appropriate contest locations Check first aid guide and medical equipment	
	Contest Numbers	Confirm competitor numbers, times and water safety	
	Briefings	Brief competitors on forecasts and preferred contest locations Brief any additional safety hazards for the day	

Equipment Checklist

	Equipment	Comments	Confirmed
	Boards		
	Leashes		
	Rashguards		
	First aid guide		
	Sunscreen		
	Fold out tables		
	Chairs		
	Benches		
	Wax		
	Drinking water		
	Hats		
	Trailer		
	Marquee		
	PA/Loud Speaker		
	Timing Siren		

Hazard Checklist

	Keyword	Hazard / Cause	Risk Register Id See Risk Register &/ Or Briefings Register For Controls
	Access	Lack of ambulance access to site	1
	Animals	Sharks sighting	2
	Animals	Bluebottle sting	3
	Animals	Shark attack	4
	Communications	Communications failure	5
	Electricity	Power failure	6
	Electricity	Electrical problem causing electrocution	7
	Fire	Electrical faults causing fire	8
	Medical	Pre-existing medical conditions of competitors	9
	Objects	Sharp objects	10
	Objects	Trip hazards	11
	Public	Public surfers encroaching on competition area	12
	Public	Large crowd causing damage to environment	13
	Public	Roads and parking - increased traffic	14
	Public	Other surfers (public) becoming aggressive	15
	Sea Conditions	Swell size / conditions (including rips, currents, tides)	16
	Sea Conditions	Collisions in surf	17
	Sea Conditions	Underwater obstacles (reefs / sandbars / drains)	18
	Weather	Exposure to sun	19
	Weather	Wind	20

Emergency Planning

Emergency Element	Description	Record of Response
Location	Is the NF activity at an easily identifiable location?	
Assembly Areas	Have safe assembly areas been arranged for different types of emergencies?	
	Where?	
	Urgent beach evacuation (tsunami alert) Urgent water evacuation (shark alert) Fire /bushfire NF facilities/functions	
Roles and Responsibilities	**Who is in charge?**	
	An evacuation on land An evacuation from the sea An evacuation from NF facilities/a venue	
Communications	**How will the emergency be communicated?**	
	Word of mouth Public address Siren/alarm Flag system Hand signals Whistle	
Equipment	**What equipment must be taken in an emergency?**	
	First aid guides Contest roll Mobile telephone Megaphone	

CONTEST PROCEEDING APPROVAL

Decision Time of Approval:

Comments

Hazard Briefing Register

HAZARD / CAUSE	BRIEFINGS
Lack of ambulance access to site	• Identify which areas must be kept clear at all times
Sharks sighting	• Instruct all competitors about water evacuation procedures
Bluebottle sting	• Warn competitors about the presence of bluebottles and ask if any known allergic reactions exist
Shark attack	• Instruct all competitors about water evacuation procedures
Communications failure	• Explain procedures to be followed if communication systems fail
Power failure	• Explain procedures to be followed if power fails
Electrical problem causing electrocution	• Warn competitors about the increased risk of electrocution
Electrical faults causing fire	• Instruct all competitors about fire evacuation procedures
Pre-existing medical conditions of competitors	• Ask all competitors whether they have a pre-existing medical condition
Sharp objects	• Warn competitors about the presence of sharp objects, and encourage them to wear footwear while on the shore
Trip hazards	• Warn competitors about any obvious trip hazards
Other surfers (public) encroaching on competition area	• Explain to competitors that public surfers may enter the competition zone, and to be aware of their surroundings at all times
Large crowd causing damage to environment	• Identify rubbish bin locations and warn competitors about any known environmental issues
Roads and parking - increased traffic	• Identify public transport options, if available
Public surfers becoming aggressive	• Instruct competitors about what to do if confronted by aggressive public surfers
Swell size / conditions (including rips, currents, tides)	• Explain to competitors what to do if caught in a rip
	• Identify where known unsafe locations are
	• Explain emergency evacuation procedures, should conditions worsen
	• Explain to competitors the system in place to determine the conditions under which the event will be cancelled
Collisions in surf	• Remind competitors about correct surf etiquette, and to be aware of their surroundings at all times
Underwater obstacles (reefs / sandbars / drains)	• Warn competitors about the presence of any known underwater obstacles
Exposure to sun	• Remind competitors about the necessity to protect themselves against sunburn, as well as the need to remain hydrated
Wind	• Instruct competitors to alert a staff member if they see a fixture detaching

Accident/Incident Report Form

ALL ACCIDENTS/ INCIDENTS MUST BE REPORTED – IMPORTANT – PLEASE READ

PRINT or TYPE all details. If there is insufficient space please attach additional information, sketches etc.
This report must be completed, signed and sent to any concerned parties or organizations within 24 hours of incident occurring.
Details of injured person are to be completed by instructor/ first aid officer / witness.

First Name: Last Name:

Residential Address:

Gender: Male Female

Date of Birth:

Home Phone: Work Phone:

Date Occurred: Time Occurred:

Location:

Nature of Accident/ Incident or Injury (eg laceration, sprain, kicked, punched):

Area of Damage/ Part of Body Injured (eg none, right leg, knee, ankle):

State exactly how accident/ incident occurred:

Returned to Session:	First Aid:	Attended Doctor:	Attended Hospital:
Yes No	Yes No	Yes No	Yes No
If No - Time Stopped :	Name of Officer:	Name of Doctor:	Name of Hospital:

Details of Treatment (eg ice applied):
(Should the illness/ injury worsen please forward an updated Accident/ Incident Report Form)

Witness/s: **Person Completing Report (print name):**

Name: Name:

Address: Signature:

Phone No: Date:

Comments

Risk Assessment Definitions

Likelihood and Consequence Definitions

	LIKELIHOOD DEFINITIONS	SCORE
Almost Certain	Is expected to occur	5
Likely	Probably occur in most circumstances	4
Possible	Occurrences have been recorded in a 12 month period	3
Unlikely	Could occur at some time	2
Rare	May occur only in exceptional circumstances	1

	CONSEQUENCE DEFINTIONS						
Severity	Surf & Public Safety	Legal Compliance	Financial Loss	Image and Reputation	Contest Disruption	Environmental	SCORE
Catastrophic	Killed or cause permanent disability or ill health	Potential jail terms. Substantial fines. Major litigation	Approx $10,000	Prolonged national media attention Long term negative social media campaign Multiple days in media causing major embarrassment to Club amongst local community	Contest cancelled	Serious detrimental effects to the environment	5
Major	Long term illness or serious injury	Significant prosecution and fines. Serious litigation	Approx $5,000	One-off national media attention Short term social media campaign Single day in media causing major embarrassment to Club amongst local community	Major impact on contest Delay of 4 hours or more	Major environmental effects	4
Moderate	Medical attention and several days off work	Serious breach of regulation. Prosecution and and/or moderate fine possible. Legal proceedings	Approx $1,000	State based media attention Some negative comments hosted in social media Local community raises major concerns	Moderate impact on contest Delay of 2 hours or more	Ability to contain impact with external assistance	3
Minor	First aid needed	Minor legal issues. Minor non-compliance or regulatory breaches	Approx $500	Local media attention. Negative comment in social media Local community raises minor concerns	Minor impact on contest Delay of 30 minutes	Ability to contain impact	2
Insignificant	Negligible impact	Low level legal issue	Approx $100 or less	Little media concern No social media comment Few community issues	Insignificant impact upon contest	No harm to the environment	1

Risk Evaluation

Compare the Level with the Risk Criteria

Risk Score = Consequence (Score) x Likelihood (Score)

Consequence	Likelihood				
	Almost Certain (5)	Likely (4)	Possible (3)	Unlikely (2)	Rare (1)
Catastrophic (5)	Extreme (25)	Extreme (20)	High (15)	High (10)	Medium (5)
Major (4)	Extreme (20)	High (16)	High (12)	Medium (8)	Medium (4)
Moderate (3)	High (15)	High (12)	Medium (9)	Medium (6)	Low (3)
Minor (2)	High (10)	Medium (8)	Medium (6)	Medium (4)	Low (2)
Insignificant (1)	Medium (5)	Medium (4)	Low (3)	Low (2)	Low (1)

Select the Risk Scores that equate to the corresponding risk value

Risk Score	Risk
20-25	Extreme
10-16	High
4-9	Medium
1-3	Low

Evaluate the Risk

- Unacceptable
- Undesirable
- Tolerable
- Broadly Acceptable

Risk Tolerability Recommended Appropriate Actions

Unacceptable
- Eliminate hazard
- May require significant change of strategy
- Increased resources to manage this risk
- May require cessation of activities
- Take action immediately

Undesirable
- Substitute, modify or isolate hazard
- Take action and attempt to reduce risk to less than 10
- Requires single person to be accountable for the risk

Tolerable
- Engineer administrative plus protective equipment to control hazards
- Managed within normal priorities
- Still requires someone to be accountable for the risk

Broadly Acceptable
- Managed within routine procedures
- Monitor for any changes

Risk Register

ID	Key Word	Hazard/Cause	Risk	Risk Category	Consequence	Likelihood	Risk Score	Control	Briefings	Comments/ Monitoring
1	Access	Roads and parking	Lack of ambulance access during an emergency	Public Safety			0	• Ensure the primary access point is kept clear at all times • Designate a secondary access point	• Identify which areas must be kept clear at all times	• Check emergency access point to ensure there are no obstructions
2	Animals	Sharks	Shark sighting, leading to event cancellation / postponement	Contest Disrup-tion			0	• Have clearly defined contest cancellation policies • Have an alternate competition day scheduled	• Instruct all competitors about water evacuation procedures	• Check with lifeguards for shark sightings
3	Animals	Bluebottle sting	Choking / serious allergic reaction	Surf Safety			0	• All participants to complete a form indicating whether any allergic reactions to stings are known • If the significant presence of bluebottles is known to event organisers, lifeguards to be present in water • Ensure first-aid guide has sting medication	• Warn competitors about the presence of bluebottles and ask if any known allergic reactions exist	• Check with lifeguards about the presence of bluebottles • Observe shoreline for presence of bluebottles
4	Animals	Sharks	Shark attack	Surf Safety			0	• A clear evacuation signal (siren, verbal announcement) in place, to clear the water if the threat of an attack is significant • If sharks have been sighted but the event is proceeding regardless, ensure an ambulance crew is present	• Instruct all competitors about water evacuation procedures	• Check with lifeguards for shark sightings
5	Communica-tions	Communication	No mobile phone reception	Contest Disrup-tion			0	• Identify areas of the beach which potentially have no / limited mobile phone reception, and arrange to have two-way radios available in those places • Policy of 'no communication - no competition'	• Explain procedures to be followed if communication systems fail	• Check that alternative communication system is available
6	Electricity	Electrical	Power outage / disruption to power	Public Safety			0	• Ensure back-up generator and batteries are available	• Explain procedures to be followed if power fails	• Check that alternative power source is on-site

Risk Register

ID	Key Word	Hazard/Cause	Risk	Risk Category	Consequence	Likelihood	Risk Score	Control	Briefings	Comments/ Monitoring
7	Electricity	Electrical	Electrocution	Public Safety			0	• Ensure electrical sockets are waterproof • Cordon off area in which electrical equipment is present, and prohibit entry to anyone who is not completely dry	• Warn competitors about the increased risk of electrocution	• Check all electrical apparatus to ensure competitor access is limited
8	Fire	Electrical	Fire	Public Safety			0	• Ensure a fire safety guide is kept close to all fire hazards • Place signs on all plastic bins warning patrons not to dispose of cigarette butts / hot liquids in them	• Instruct all competitors about fire evacuation procedures	• Monitor all fire hazards and ensure a fire safety guide is available
9	Medical	Pre-existing medical conditions	Participant suffers medical emergency (heart attack, stroke, epileptic fit)	Surf-Safety			0	• All participants to complete a form indicating any known medical conditions • Close monitoring by lifeguards of participants with known conditions • Ensure some event organisers are trained in the administration of first-aid for all known conditions	• Ask all competitors whether they have a pre-existing medical condition	• Check competitor entry forms for any known medical conditions
10	Objects	Sharp objects	Direct injury (cut) / disease contraction	Public Safety			0	• Event organisers to walk around the event area prior to commencement to look for sharp objects • Ensure a first-aid guide is on-site	• Warn competitors about the presence of sharp objects, and encourage them to wear footwear while on the shore	• Check sand for any sharp objects
11	Objects	Trip hazards	Injury to public	Public Safety			0	• Event organisers to walk around the event area to look for trip hazards • Any object posing a significant trip threat to be cordoned off / marked	• Warn competitors about any obvious trip hazards	• Check site for any obvious trip hazards

ID	Key Word	Hazard/Cause	Risk	Risk Category	Consequence	Likelihood	Risk Score	Control	Briefings	Comments/ Monitoring
12	Public	Other surfers (public)	Public surfers accidentally / intentionally encroaching on designated contest area	Contest Disrup-tion			0	• Use clear signs and buoys indicating competition and public zones • Have lifesavers in the water ensuring no public enter the competition zone	• Explain to competitors that public surfers may enter the competition zone, and to be aware of their surroundings at all times	• Check that competition zones have been clearly identified in the water
13	Public	Large crowd	Patrons cause damage to local environment	Environ-mental			0	• Provide additional portable rubbish bins • Ensure the area is a no-smoking zone • Cordon off areas which may be vulnerable to damage or potentially dangerous to participants	• Identify rubbish bin locations and warn competitors about any known environmental issues	• Check with lifeguards or club members for any known environmental issues
14	Public	Roads and parking	Local motorists angry at increased traffic	Image and Reputa-tion			0	• Encourage use of public transport prior to the event • Place signs in the vicinity of the event in advance, warning locals of expected increased traffic	• Identify public transport options	• Ensure public transport is operating on competition day
15	Public	Other surfers (public)	Aggressive surfers (surf rage)	Surf Safety			0	• Schedule competition for times when fewest members of the public will present • Place signs in the vicinity of the event in advance, indicating the competition date and time • Close off a section of the beach to the public	• Instruct competitors about what to do if confronted by aggressive public surfers	• Observe the vicinity of the competition zone for any potentially aggressive groups
16	Sea Conditions	Swell size / conditions (including rips, currents, tides)	Event cancellation / postponement	Contest Disrup-tion			0	• Schedule event for the time of day when tide will be safest • Move competition location as close as practicable to area with the least dangerous conditions • Schedule alternate competition day	• Explain to competitors the system in place to determine the conditions under which the event will be cancelled	• Inspect conditions prior to start of competition • Check forecast surf conditions
17	Sea Conditions	Swell size / conditions (including rips, currents, tides)	Participant drowning	Surf Safety			0	• Different authorities (senior club member, competition organisers, senior lifeguards) to determine whether competition should go ahead • Lifeguards in the water • A clear evacuation signal (siren, verbal announcement) in place should conditions worsen after the competition has started	• Explain to competitors what to do if caught in a rip • Identify where known unsafe locations are • Explain emergency evacuation procedures	• Inspect conditions prior to start of competition • Check forecast surf conditions

ID	Key Word	Hazard/Cause	Risk	Risk Category	Consequence	Likelihood	Risk Score	Control	Briefings	Comments/ Monitoring
18	Sea Conditions	Swell size / conditions (including rips, currents, tides)	Lost participant	Surf Safety			0	• Establish a 'sign out / sign in' system for competitors • Lifeguards in the water	• Explain to competitors what to do if caught in a rip • Identify where known unsafe locations are • Explain emergency evacuation procedures, should conditions worsen	· Inspect conditions prior to start of competition · Check forecast surf conditions
19	Sea Conditions	Collisions in surf	Participant injury	Surf Safety			0	• Attempt to maximise the competition area as much as practicable • Ensure a first-aid guide is on-site	• Remind competitors about correct surf etiquette, and to be aware of their surroundings at all times	• Monitor competitors for potentially-dangerous activity while competing
20	Sea Conditions	Underwater obstacles (reefs / sandbars / drains)	Participant injury	Surf Safety			0	• Identify all known permanent underwater obstacles and position competition area appropriately • Lifeguards to identify sandbars pre-competition, and if possible, relocate competition area	• Warn competitors about the presence of any known underwater obstacles	• Consult lifeguards about any known underwater obstacles
21	Weather	Exposure	Sunburn	Public Safety			0	• Consistently remind patrons to "slip, slop, slap", visually through signs,and audibly through the PA system • Ensure the first-aid guide has sufficient sun cream and after-sun cream	• Remind competitors about the necessity to protect themselves against sunburn, as well as the need to remain hydrated	• Check weather forecast • Monitor competitors who may show signs of dehydration / sunburn
22	Weather	Exposure	Dehydration	Public Safety			0	• Ensure water stations are sufficiently available	• Remind competitors about the necessity to remain hydrated	• Check weather forecast • Monitor competitors who may show signs of dehydration / sunburn
23	Weather	Wind	Fixtures (marquees, tents) becoming detached	Public Safety			0	• Peg down any temporary fixture as securely as possible	• Instruct competitors to alert a staff member if they see a fixture detaching	• Check that all temporary fixtures are firmly attached

Disclaimer summary

All reasonable attempts have been made to ensure that the information contained herein is accurate, relevant and current at the date of publication. Whilst all care has been taken in the preparation of this publication, no responsibility is accepted by the authors or ISA for any errors, omissions or inaccuracies. The information in this publication is current as at July, 2015. The publication is of a general nature only and is not intended to be relied upon nor as a substitute for detailed professional advice. No responsibility can be accepted by the authors or ISA for loss occasioned to any person as a result of the material in this publication.

Published 2015 by ISA