



By-Law Number 4: Establishment of Standing Committees and Sub Committees

By-law number	BL4	Version	02
Drafted by	Russell Rees/Brian Kirk	Approved by Committee on	22 July 2019
Responsible person	Shaun Mooney	Scheduled review date	July 2020
in accordance with Rule 24 of the Mentone LSC Constitution			

Establishment of Standing Committees and Sub Committees

Purpose To enable the establishment of standing committees and sub- committees in accordance with the arrangements described in Rule 24 and to set down the functions and delegations afforded to any committee by the Executive Committee of the Association

Details

I. Standing Committees

- i. **Disciplinary, Grievance and Hearing Tribunals.** The Executive Committee may appoint, from time to time, members of the Association (or other independent persons if appropriate) to fulfil the roles required in the management of any discipline or grievance matter arising as part of the approved SLSA Code of Conduct.

In making such appointments, the Executive Committee will have regard to matters of independence, conflict of interest, gender, experience and skills, including any special skills that may be of benefit in managing or resolving any matter.

The Executive Committee will ensure confidentiality is maintained as required in these processes.

Appointees will be formally advised in writing of their appointment and the terms and circumstances relating to any investigation or hearing under the Code of Conduct.

- ii. **Governance Committee** The Executive Committee may appoint up to three members of the Association to provide advice and direction in respect of good governance of the Association. The Governance Committee is advisory in nature, and all authority for change rests with the Executive Committee.
The functions of the Governance Committee will be prescribed by the Executive Committee from time to time (as required) but will cover the following general areas:



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1. Advice in respect to changes to the Constitution and By Laws of the Association
2. Advice on changes to the governance or operational arrangements of the Association following changes to policy or rules prescribed by SLSA, LSV or any other regulatory authority that impacts on the Associations operations.
3. Advice on operations of the Association where issues of Governance are in dispute.
4. Any other specific advice requested by the Executive Committee

iii. **Finance and Assets Committee** The Executive Committee may establish a committee of the Association to provide strategic oversight and advice to the Executive Committee on the management of finances and assets of the Association. The Finance and Assets Committee:

1. Will have membership that includes: The Treasurer the Assistant Treasurer, at least one other Executive Committee member and any other members appointed by the Executive Committee
2. Will provide advice to the Executive Committee to ensure systems and procedures are in place for the proper management of finances and assets of the Association
3. Provide oversight of any delegations being exercised by members or sub committees in the management of the Associations finances or assets
4. Make recommendations on any matter referred to it by the Executive committee of the Association

iv. **Awards Committee** The Executive Committee may establish an Awards Committee to consider and recommend to the Executive Committee honours and awards for various members. The Executive Committee will specify a list those awards to be considered and any qualification requirements related to each or any award.

v. The approved Terms of Reference for each standing committee will be attached to the minutes of Executive Committee meeting.

I. Sub Committees

vi. The Executive Committee will approve the establishment of Sub committees to assist with the efficient operations of the Association.

vii. For each subcommittee the Executive Committee will approve a Terms of Reference that prescribes:

1. The title and purpose of the subcommittee
2. The membership of the subcommittee, including the chair
3. The functions of the subcommittee, which may include
 - a. Developing strategy
 - b. Planning
 - c. Operations



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- d. Budget
- e. Asset Management
- 4. Administrative Matters including
 - a. Reporting and approval requirements
 - b. Any delegations afforded by the Executive Committee
 - c. Responsibility to maintain records and provide transparency.
 - d. Meeting frequency and procedures
 - e. A sunset clause if required
- II. The approved Terms of Reference for the five principle sub committees will be attached to this By Law. The Terms of Reference for any additional subcommittees will included in Executive Minutes.

Attachments

Terms of Reference

Sub committee	Life Saving Operations
Sub committee	Aquatic Sports
Sub committee	Club Operations
Sub committee	Membership Development and Member Services
Sub committee	Community Development and Sponsorship



Appendix 1: Terms of Reference for principle sub committees

Sub committee 1	Life Saving Operations
Sub committee 2	Aquatic Sports
Sub committee 3	Club Operations
Sub committee 4	Membership Development and Member Services
Sub committee 5	Community Development and Sponsorship

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Terms of Reference	
Sub committee 1	Life Saving Operations
Purpose	<p>To develop and provide arrangements for the Mentone Life Saving Club (the Association) to fulfil its lifesaving responsibilities, including:</p> <ul style="list-style-type: none"> • The provision of patrol services • The provision of water safety services at carnivals and events • The provision of support to the broader emergency management sector • The provision of a training, assessment and skills maintenance regimes for members • The provision of training for members of the public in water safety • The provision of equipment and resources to enable services to be provided
Chair	<p>The Chair is the General Manager Life Saving Services. In the absence of the Chair, or if the Chair is unable to fulfil this responsibility, then the subcommittee will elect a Chair from the members present.</p>
Membership	<ul style="list-style-type: none"> • General Manager Life Saving Services • Patrol Captain • Chief Instructor • IRB Captain* • Equipment Manager* • First Aid Officer* • Up to 3 other members appointed by the sub committee • The President (ex officio) <p>*appointed positions</p>
Functions	<p>Strategic</p> <ul style="list-style-type: none"> • Develop strategic plans for future life saving operations, including adopting new technologies and services (to be approved by the Executive Committee Committee)
	<p>Planning</p> <ul style="list-style-type: none"> • Plan for the provision of patrols during the summer period, including rosters, teams, team captains and other key positions (to be approved by the Executive Committee) • Determine via a training needs analysis or other process a training and assessment program for awards, and provide a training program to meet club needs, including a skills maintenance program (to be approved by the Executive Committee) • Develop and maintain a pool of qualified instructors and assessors to meet club needs • Develop plans for provision of operational support for special events and for broader support within the emergency management sector (to be approved by the Executive Committee)
	<p>Operations</p> <ul style="list-style-type: none"> • Develop for approval Club operational standing orders in line with procedures required by LSV and SLSA (to be approved by the Executive Committee) • Oversight and manage as required patrol services in support of the patrol captain

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		<ul style="list-style-type: none"> • Oversight and manage as required training programs in support of the Chief Instructor • Organise and provide training for the public in water safety as requested or planned • Organise and provide water safety for carnivals and special events
	Budget	<ul style="list-style-type: none"> • Develop a budget for capital and operating based on the Clubs Strategic Plan, and on identified operational needs. Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. • Ensure extraordinary items of expenditure are brought to the Executive Committee for attention.
	Asset Management	<ul style="list-style-type: none"> • Maintain assets in a fit state of operation. • Ensure assets are regularly serviced in line with agreed or required standards • Ensure consumables are readily replaced as required. • Regularly reviewed the condition of large capital items and propose a replacement plan in line with the club's Strategic Plan
Administration	Reporting	<ul style="list-style-type: none"> • The Chair will provide to Executive Committee Meetings a written report on the activities of the subcommittee which will include any items for approval, and any exercise of delegations. Where appropriate and of sufficient detail, the minutes of subcommittee meetings may be the substantive report. • The Chair will report to the Executive Committee on any matter relating to the Terms of Reference as requested • The Chair will provide a report on the sub committees activities for inclusion in the Association's Annual Report • The Chair will provide to the Treasurer regular reports on expenditure and budget management and specifically on request.
	Meetings and Procedures	<ul style="list-style-type: none"> • Meetings will be held as required, but generally at least six times per annum • The general procedure and operations of the subcommittee is to be consistent with the Association's Constitution, the rules and operations of the General Committee, and of any other By Law of the Association. • At least 7 day's notice is to be given of meeting dates, times and locations, except when emergency business needs to be enacted. • The Chair will approve and manage the agenda in line with the purpose and functions of the subcommittee • A record of the meeting will be maintained, including any resolutions made • A quorum is more than 50% of the membership, that is half the number of members plus one • Proxys are not allowed

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		<ul style="list-style-type: none"> Members other than those on the Sub committee may attend on request and approval, and be heard at the chairs discretion. Executive Committee members may attend subcommittee meetings at any time, and be heard, but not vote.
	Specific Delegations	<ul style="list-style-type: none"> Expenditure of funds in line with approved budget Develop positions in response to LSV or SLSA relevant policy proposals
	Term of Operation	Approved for ongoing operation
Approved by Executive Committee		



Terms of Reference							
Sub committee 2	Aquatic Sports						
Purpose	To plan and provide an aquatic life saving sporting program for club members – juniors, youth, seniors, and masters, across all disciplines. Programs will be supported by effective training and development programs based on participation and development of excellence. Programs will provide effective coaching and management structures leading to participation in competitions at club, local, state, national and international level.						
Chair	The Chair is the General Manager Aquatic Sport. In the absence of the Chair, or if the Chair is unable to fulfil this responsibility, then the subcommittee will elect a Chair from the members present.						
Membership	<ul style="list-style-type: none"> • General Manager Aquatic Sport • Junior Sport Manager • Senior Sport Manager • Junior Program Manager • Membership Manager • Boat Manager* • Youth Programs Manager* • Masters Sports Coordinator* • Up to 3 other members appointed by the sub committee • The President (ex officio) <p>*appointed positions</p>						
Functions	<table border="1"> <tr> <td>Strategic</td> <td>Develop strategic plans for the delivery of aquatic sports programs, including the development of capital programs for equipment and craft for members use in support of these programs. (to be approved by the Executive Committee)</td> </tr> <tr> <td>Planning</td> <td> <ul style="list-style-type: none"> • Develop an annual training and development plan across all disciplines and age levels, that supports participation and staged development from beginner to elite • Develop a coaching and management plan to ensure members are supported in their sporting activities • Approve coaches and managers for the various age levels and disciplines (as determined) • Develop policies and procedures for team selection and participation in carnivals and other sporting events. (to be approved by Executive Committee) • Develop and provide input into planning by LSV for aquatic sports matters, including development of the carnival calendar. • Develop a club participation plan from the approved carnival calendar, and a schedule of fees for members participation (to be approved by Executive Committee) • Develop plans for sports uniforms for input to others </td> </tr> <tr> <td>Operations</td> <td> <ul style="list-style-type: none"> • Regular review of training and development programs to ensure programs are meeting participants needs • Oversight of carnival participation and operation, including managing variations to program and event schedules. </td> </tr> </table>	Strategic	Develop strategic plans for the delivery of aquatic sports programs, including the development of capital programs for equipment and craft for members use in support of these programs. (to be approved by the Executive Committee)	Planning	<ul style="list-style-type: none"> • Develop an annual training and development plan across all disciplines and age levels, that supports participation and staged development from beginner to elite • Develop a coaching and management plan to ensure members are supported in their sporting activities • Approve coaches and managers for the various age levels and disciplines (as determined) • Develop policies and procedures for team selection and participation in carnivals and other sporting events. (to be approved by Executive Committee) • Develop and provide input into planning by LSV for aquatic sports matters, including development of the carnival calendar. • Develop a club participation plan from the approved carnival calendar, and a schedule of fees for members participation (to be approved by Executive Committee) • Develop plans for sports uniforms for input to others 	Operations	<ul style="list-style-type: none"> • Regular review of training and development programs to ensure programs are meeting participants needs • Oversight of carnival participation and operation, including managing variations to program and event schedules.
	Strategic	Develop strategic plans for the delivery of aquatic sports programs, including the development of capital programs for equipment and craft for members use in support of these programs. (to be approved by the Executive Committee)					
	Planning	<ul style="list-style-type: none"> • Develop an annual training and development plan across all disciplines and age levels, that supports participation and staged development from beginner to elite • Develop a coaching and management plan to ensure members are supported in their sporting activities • Approve coaches and managers for the various age levels and disciplines (as determined) • Develop policies and procedures for team selection and participation in carnivals and other sporting events. (to be approved by Executive Committee) • Develop and provide input into planning by LSV for aquatic sports matters, including development of the carnival calendar. • Develop a club participation plan from the approved carnival calendar, and a schedule of fees for members participation (to be approved by Executive Committee) • Develop plans for sports uniforms for input to others 					
Operations	<ul style="list-style-type: none"> • Regular review of training and development programs to ensure programs are meeting participants needs • Oversight of carnival participation and operation, including managing variations to program and event schedules. 						

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		<ul style="list-style-type: none"> • Ensuring each carnival has the appropriate support from officials and water safety personnel • Oversight of carnival entry and team management processes, in support of coaches and managers • Provision of appropriate awards and recognition at the club level, including club championships and award nights
	Budget	<ul style="list-style-type: none"> • Develop a budget for capital and operating based on the Clubs Strategic Plan, and on identified training participation needs. Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. • Ensure extraordinary items of expenditure are brought to the Executive Committee for attention.
	Asset Management	<ul style="list-style-type: none"> • Maintain assets and equipment in a fit state of operation. • Ensure assets, including surf craft, are regularly maintained and repaired in line with agreed or required standards • Regularly reviewed the condition of surf craft, and large capital items and propose a replacement plan in line with the club's Strategic Plan
Administration	Reporting	<ul style="list-style-type: none"> • The Chair will provide a written report on the activities of the sub committee which will include any items for approval, and any exercise of delegations. Where appropriate and of sufficient detail, the minutes of subcommittee meetings may be the substantive report. • The Chair will report to the Executive Committee on any matter relating to the Terms of Reference as requested • The Chair will provide a report on the sub committees activities for inclusion in the Association's Annual Report • The Chair will provide to the Treasurer regular reports on expenditure and budget management and on request.
	Meetings and Procedures	<ul style="list-style-type: none"> • Meetings will be held as required, but generally at least six times per annum • The general procedure and operations of the subcommittee is to be consistent with the Association's Constitution, the rules and operations of the General Committee, and of any other By Law of the Association. • At least 7 days' notice is to be given of meeting dates, times and locations, except when emergency business needs to be enacted. • The Chair will approve and manage the agenda in line with the purpose and functions of the subcommittee • A record of the meeting will be maintained, including any resolutions made • A quorum is more than 50% of the membership, that is half the number of members plus one • Proxys are not allowed • Members other than those on the Subcommittee may attend on request and approval, and be heard at the chair's discretion.

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		<ul style="list-style-type: none"> Executive Committee members may attend subcommittee meetings at any time, and be heard, but not vote.
	Specific Delegations	<ul style="list-style-type: none"> Expenditure of funds in line with approved budget Selection of teams for carnivals and events Develop positions in response to LSV or SLSA relevant policy proposals
	Term of Operation	Approved for ongoing operation
Approved by Executive Committee		

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Terms of Reference	
Sub committee 3	Club Operations
Purpose	To provide for the safe, effective and efficient operation of the club's facilities, services and environs to achieve the objects of the Association
Chair	The Chair is the General Manager Club Operations In the absence of the Chair, or if the Chair is unable to fulfil this responsibility, then the subcommittee will elect a Chair from the members present.
Membership	<ul style="list-style-type: none"> • General Manager Club Operations • Secretary • Building Maintenance Manager • Bar and Venue Manager • Merchandise Manager* • Grants Manager* • Functions Manager* • Up to 3 other members appointed by the sub committee • The President (ex officio) <p>*appointed positions</p>
Functions	Strategic <ul style="list-style-type: none"> • Develop strategic plans for the development, management, maintenance and operation of the club buildings and facilities, including proposals for investment in new and replacement infrastructure, equipment and merchandise. (to be approved by the Executive Committee) • Manage and maintain appropriate authorisations to operate, including leases, licences and permits as required. • Manage and maintain community relationships to further the objects of the association through effective community use of club facilities when not required for club use
	Planning <ul style="list-style-type: none"> • Develop an annual building and facilities maintenance program • Develop plans for effective operations of key elements of club operations including <ul style="list-style-type: none"> ○ Bar and kiosk ○ Merchandise store ○ Kitchen and meals ○ Facilities hire <p>Plans to include products and services proposed, staffing and operating arrangements, price schedules and projections for income and expenses. (to be approved by the Executive Committee)</p> <ul style="list-style-type: none"> • Manage the booking and utilisation of facilities in line with the club's facilities use policy, including maintaining an events calendar.
	Operations <ul style="list-style-type: none"> • Execute maintenance and operating plans to maintain building and facilities in good working order • Liaise with all elements of club operations to ensure facilities meet the needs of groups and members in support of the objects of the Association

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		<ul style="list-style-type: none"> • Oversight the effective operations of the club to ensure the object of the associations are met • Provide services to meet members needs in accordance with approved plans, purchase food, drink and merchandise • Ensure all club facilities operations meet regulatory requirements for sale to members and their guests • Ensure compliant employment arrangements for staff employed as part of club operations • Manage stock and consumables to minimise wastage and meet all regulatory requirements
	Budget	<ul style="list-style-type: none"> • Develop a budget for capital and operating based on the Clubs Strategic Plan, and on identified needs. Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. • Develop applications for grants and manage approved grant programs in line with conditions and agreements • Manage day to day financial transactions in line with commercial standards, and provide regular (monthly) reports to the Executive Committee • Undertake annual stocktake of merchandise and goods and report accordingly <p>Ensure extraordinary items of expenditure are brought to the Executive Committee for attention.</p>
	Asset Management	<ul style="list-style-type: none"> • Maintain assets and equipment in a fit state of operation. • Ensure assets, especially equipment used in food preparation are regularly maintained and repaired in line with agreed or required standards • Regularly reviewed the condition of all equipment, and and propose a replacement plan in line with the club's Strategic Plan (to be approved by the Executive Committee) • Utilise various grant programs to develop a strategic replacement plan for key assets of the club
Administration	Reporting	<ul style="list-style-type: none"> • The Chair will provide a written report on the activities of the subcommittee which will include any items for approval, and any exercise of delegations. Where appropriate and of sufficient detail, the minutes of subcommittee meetings may be the substantive report. • The Chair will report to the Executive Committee on any matter relating to the Terms of Reference as requested • The Chair will provide a report on the sub committees activities for inclusion in the Association's Annual Report • The Chair will provide to the Treasurer regular reports on expenditure and budget management and on request.
	Meetings and Procedures	<ul style="list-style-type: none"> • Meetings will be held as required, but generally at least six times per annum • The general procedure and operations of the subcommittee is to be consistent with the Association's Constitution, the

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		<p>rules and operations of the General Committee, and of any other By Law of the Association.</p> <ul style="list-style-type: none"> • At least 7 days' notice is to be given of meeting dates, times and locations, except when emergency business needs to be enacted. • The Chair will approve and manage the agenda in line with the purpose and functions of the subcommittee • A record of the meeting will be maintained, including any resolutions made • A quorum is more than 50% of the membership, that is half the number of members plus one • Proxys are not allowed • Members other than those on the Subcommittee may attend on request and approval, and be heard at the chairs discretion. • Executive Committee members may attend subcommittee meetings at any time, and be heard, but not vote.
	<p>Specific Delegations</p>	<ul style="list-style-type: none"> • To enable effective operations the Treasurer will authorise the General Manager Club Operations to purchase consumable goods for re sale. • Authority to take external bookings in line with policy, and set fee structures for specific events • Authority to book performers in support of approved club events • Authority to discount sale items to dispose of surplus stock.
	<p>Term of Operation</p>	<p>Approved for ongoing operation</p>



Terms of Reference	
Sub committee 4	Membership Development and Member Services
Purpose	To provide the environment for members to feel safe and belong, and to provide ongoing development opportunities for members. Foster and promote active participation and an inclusive culture at the club, including providing systems and processes for members to join, engage and participate in support of the objects of the Association
Chair	The Chair is the General Manager Membership Development In the absence of the Chair, or if the Chair is unable to fulfil this responsibility, then the subcommittee will elect a Chair from the members present.
Membership	<ul style="list-style-type: none"> • General Manager Membership Development • Assistant Secretary • Manager Membership Services • Membership Protection Officer • Junior Program Manager • Senior Sport Manager • Web Page and Social Media Manager* • Up to 3 other members appointed by the sub committee • The President (ex officio) <p>*appointed position</p>
Functions	Strategic <ul style="list-style-type: none"> • Develop strategic plans for the identification and development of members in to positions of responsibility, (to be approved by the Executive Committee) • Approve and manage appropriate systems of administration to provide membership registration services and other registration and information services to members
	Planning <ul style="list-style-type: none"> • Develop a membership and levy fee structure for approval by the Executive Committee • Identify and propose programs for membership development, utilising opportunities provided by LSV, SLSA and other external organisations as appropriate. • Provide support and guidance for managers on the conduct of planned club activities to ensure appropriate member protection in line with SLSA policy • Develop policy for the Executive Committees approval to ensure the ongoing development and growth of the club's membership recognising that diversity is strength
	Operations <ul style="list-style-type: none"> • Execute oversight of the maintenance of the clubs register of members and report relevant matters to the Executive Committee as necessary • Consider and recommend members for developmental programs and opportunities, conducting selection processes where necessary • Oversight of and advice on any member protection matter raised by members or the Executive Committee • Deliver training in, provide advice and generally promote a safe and inclusive membership environment at the club

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		<ul style="list-style-type: none"> Develop and oversight communications and information systems for members to ensure up to date information is provided and that the club is seen as inclusive and responsive.
	Budget	<ul style="list-style-type: none"> Develop a budget for club membership development based on the Clubs Strategic Plan, and on identified needs. Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. Develop processes to ensure income for memberships, fees and levies are recorded appropriately against the services rendered. Where funds are expended on membership development activities, either individually or collectively, ensure any reporting requirements are met Ensure extraordinary items of expenditure are brought to the Executive Committee for attention.
	Asset Management	<ul style="list-style-type: none"> Maintain assets and equipment in a fit state of operation
Administration	Reporting	<ul style="list-style-type: none"> The Chair will provide a written report on the activities of the subcommittee which will include any items for approval, and any exercise of delegations. Where appropriate and of sufficient detail, the minutes of subcommittee meetings may be the substantive report. The Chair will report to the Executive Committee on any matter relating to the Terms of Reference as requested The Chair will provide a report on the sub committees activities for inclusion in the Association's Annual Report The Chair will provide to the Treasurer regular reports on expenditure and budget management and on request.
	Meetings and Procedures	<ul style="list-style-type: none"> Meetings will be held as required, but generally at least six times per annum The general procedure and operations of the subcommittee is to be consistent with the Association's Constitution, the rules and operations of the General Committee, and of any other By Law of the Association. At least 7 days' notice is to be given of meeting dates, times and locations, except when emergency business needs to be enacted. The Chair will approve and manage the agenda in line with the purpose and functions of the subcommittee A record of the meeting will be maintained, including any resolutions made A quorum is more than 50% of the membership, that is half the number of members plus one Proxys are not allowed Members other than those on the Subcommittee may attend on request and approval and be heard at the chairs discretion.

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		<ul style="list-style-type: none">Executive Committee members may attend subcommittee meetings at any time, and be heard, but not vote.
	Specific Delegations	<ul style="list-style-type: none">Be the approval panel for SLSA and LSV developmental programsConsider and recommend to the Executive Committee panels for any grievance or dispute process
	Term of Operation	Approved for ongoing operation



Terms of Reference									
Sub committee 5	Community Development and Sponsorship								
Purpose	To develop and sustain a positive relationship with the community of Mentone, forging partnerships of mutual convenience; and encouraging members to engage and participate in the community in support of the objects of the Association. Through effective planning and marketing secure sponsorship and support from within the community to further the objects of the Association.								
Chair	The Chair is the General Manager Community Engagement In the absence of the Chair, or if the Chair is unable to fulfil this responsibility, then the subcommittee will elect a Chair from the members present.								
Membership	<ul style="list-style-type: none"> • General Manager Community Development • Assistant Treasurer • Marketing Manager • Community Education and Partnerships Manager • Sponsorship Manager • Up to 3 other members appointed by the sub committee • The President (ex officio) 								
Functions	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Strategic</td> <td> <ul style="list-style-type: none"> • Develop strategic plans for marketing and sponsorship within the community of Mentone, focussed on targets and mutual benefit (to be approved by the Executive Committee) • Develop a Community Education Plan and annual program of activities • Identify and develop mutual partnerships with community groups (to be approved by the Executive Committee) </td> </tr> <tr> <td>Planning</td> <td> <ul style="list-style-type: none"> • Work with community groups, including local and state government to plan programs of mutual benefit in support of the objects of the Association • Develop an annual sponsorship plan • Develop an annual marketing plan • Develop plans for major events to be conducted by the association, either solely or in partnership with others </td> </tr> <tr> <td>Operations</td> <td> <ul style="list-style-type: none"> • Execute sponsorship and partnerships agreements on behalf of the Association • Organise and arrange the conduct of community education programs and school education programs • Organise and arrange the conduct of major events at the club • Conduct effective marketing campaigns in support of the Associations object and strategic plans </td> </tr> <tr> <td>Budget</td> <td> <ul style="list-style-type: none"> • Develop a financial plans and budgets for marketing sponsorship and major events and provide an assessment of risk versus reward on any club investment. (to be approved by the Executive Committee) • Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. • Monitor income from activities and measure against plan and budget, report as required. </td> </tr> </table>	Strategic	<ul style="list-style-type: none"> • Develop strategic plans for marketing and sponsorship within the community of Mentone, focussed on targets and mutual benefit (to be approved by the Executive Committee) • Develop a Community Education Plan and annual program of activities • Identify and develop mutual partnerships with community groups (to be approved by the Executive Committee) 	Planning	<ul style="list-style-type: none"> • Work with community groups, including local and state government to plan programs of mutual benefit in support of the objects of the Association • Develop an annual sponsorship plan • Develop an annual marketing plan • Develop plans for major events to be conducted by the association, either solely or in partnership with others 	Operations	<ul style="list-style-type: none"> • Execute sponsorship and partnerships agreements on behalf of the Association • Organise and arrange the conduct of community education programs and school education programs • Organise and arrange the conduct of major events at the club • Conduct effective marketing campaigns in support of the Associations object and strategic plans 	Budget	<ul style="list-style-type: none"> • Develop a financial plans and budgets for marketing sponsorship and major events and provide an assessment of risk versus reward on any club investment. (to be approved by the Executive Committee) • Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. • Monitor income from activities and measure against plan and budget, report as required.
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	Planning	<ul style="list-style-type: none"> • Work with community groups, including local and state government to plan programs of mutual benefit in support of the objects of the Association • Develop an annual sponsorship plan • Develop an annual marketing plan • Develop plans for major events to be conducted by the association, either solely or in partnership with others 							
	Operations	<ul style="list-style-type: none"> • Execute sponsorship and partnerships agreements on behalf of the Association • Organise and arrange the conduct of community education programs and school education programs • Organise and arrange the conduct of major events at the club • Conduct effective marketing campaigns in support of the Associations object and strategic plans 							
Budget	<ul style="list-style-type: none"> • Develop a financial plans and budgets for marketing sponsorship and major events and provide an assessment of risk versus reward on any club investment. (to be approved by the Executive Committee) • Once approved by the Executive Committee manage expenditure in line with guidance by the Treasurer, and report as required. • Monitor income from activities and measure against plan and budget, report as required. 								

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		Ensure extraordinary items of expenditure are brought to the Executive Committee for attention.
	Asset Management	Maintain assets and equipment in a fit state of operation
Administration	Reporting	<ul style="list-style-type: none"> The Chair will provide a written report on the activities of the subcommittee which will include any items for approval, and any exercise of delegations. Where appropriate and of sufficient detail, the minutes of subcommittee meetings may be the substantive report. The Chair will report to the Executive Committee on any matter relating to the Terms of Reference as requested The Chair will provide a report on the sub committees activities for inclusion in the Association's Annual Report The Chair will provide to the Treasurer regular reports on expenditure and budget management and on request.
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	Specific Delegations	
	Term of Operation	