



Finance Policy

1. Introduction

The Swan River Rowing Club (SRRRC) aims to be a sustainable not for profit organisation through prudent financial management, robust Board governance and strong member involvement.

The Board has the responsibility of ensuring the sustainability of the organisation. This includes responsibility for ensuring funding is available to support the activities of the organisation.

2. Roles and Requirements

2.1. Board

While the Board may delegate many of the operations and fundraising to other parts of the organisation, the Board retains the responsibility for ensuring sustainable financial management via means such as:

- Ensuring SRRRC members have paid required membership and other related fees;
- Demonstrating the importance of membership receipts by actively engaging with their membership base and relations;
- Ensuring debtors are paid on time and receivables are received in a timely manner;
- Inspiring fundraisers and demonstrating the importance of fundraising and grants to the organisation, including their support and participation; and
- Demonstrating their leadership in sustainably financial managing SRRRC through the governance and decision-making process.

To achieve this, each member of the Board must individually accept their role in the sustainability of the organisation through financial stewardship and active participation in Board.

2.2. Members

SRRRC members are accountable for contributing to the organisations ongoing financial sustainability through:

- Ensuring membership and related fees are paid in full before their due date(s);
- Ensuring payment where applicable, of the volunteering avoidance “buy out” at a rate of \$50p/h for a maximum of 8 hours per year, in line with the agreed 2021 Resolutions;
- Bringing all grant and other fundraising ideas to a member of the Board;
- Actively participating in and organising fundraising activities; and
- Providing any improvement opportunities to the Board.

Where members are experiencing financial stress, members will ensure this is communicated to both the Treasurer and Financial Director for a suitable payment plan to be agreed.

3. Fundraising (2021 resolution amendment)

Each membership grade will be expected to raise a minimum of AUD 5000 per annum. 50% of the monies raised will be specifically allocated towards a capital fund (Equipment Fund – see item 4 below), 50% of the monies will be made available for operational expenditure.

Each membership grade will be required to submit their plan to the SRRC by January of each year.

The Board may enter into Sponsorship arrangements with various organisations on an annual basis. Members acknowledge that these arrangements may require the naming of facilities, boats and/or the advertising of these organisations on the club premises, signage, communication and/or web page.

Over the course of 2020/21 the SRRC has put on a number of Rowing Camps, Clinics and Learn-to- Row programs (excluding the program run by Bruce Strickland). For future related events it is agreed that the profits from these events can be split as following:

- 1/3 as payment to the Head Coach for additional services provided outside of salaried role
- 1/3 to a “Coach’s Fund” that can be used at the Coach’s discretion related to operational and/or capital expenditure e.g. Pizza after Nationals etc.
- 1/3 to SRRC’s general accounts

There are other instances with the SRRC’s facilities are used as a means to support fundraising for Nationals e.g. EQ Regatta. Members of the National Squad support these events as a means to raise funds for national events. In these circumstances, the profits from these events will be split as following:

- 1/2 to a “Nationals’ Fund” where funds are released by the Board based on the application of the Club Captain
- 1/2 to SRRC’s general accounts

4. Equipment fund (2021 resolution amendment)

Agreed at the 2021 AGM, the Board is aiming to establish a separate bank account which will be an “Equipment Fund”, to fund the purchase of new boats and oars. Specifically, for FY 2021/22 the Board is motivating a specific fund raising event associated with the “Nick Garratt 20/20 VIII”. The intent is to raise funds to fund the purchase of the new Eight acquired from Rowing Australia, as well as other additions to the existing fleet. It is noted that previous monies raised for the “Equipment Fund” have been distributed in prior financial years.

5. Delegation of Authority

The following roles are defined as Board roles:

- President
- Director Finance
- Director Clubhouse
- Director Safety
- Director Communications
- Captain

The Board has agreed on the following levels of financial authority:

| Position | Purchasing Approval Level (Max) | Contract Approval Level | Approvals and/or Signatories |
|-------------------------|--|--------------------------------|--------------------------------------|
| Board | > \$50,000 | > \$50,000 | President and Director of Finance |
| President | \$50,000 | Up to \$50,000 | President and Director of Finance |
| Treasurer | \$20,000 | N/A | President and Director of Finance |
| Director Finance | \$20,000 | N/A | President and Director of Finance |
| Director Clubhouse | \$1,000 | N/A | Director of Finance and/or Treasurer |
| Director Safety | \$1,000 | N/A | Director of Finance and/or Treasurer |
| Director Communications | \$1,000 | N/A | Director of Finance and/or Treasurer |
| Captain | \$800 | N/A | Director of Finance and/or Treasurer |
| Vice-Captain Men | \$500 | N/A | Director of Finance and/or Treasurer |
| Vice-Captain Women | \$500 | N/A | Director of Finance and/or Treasurer |
| Vice-Captain Masters | \$500 | N/A | Director of Finance and/or Treasurer |
| Vice-Captain Boats | \$500 | N/A | Director of Finance and/or Treasurer |
| Head Coach | \$2,000 | N/A | President and Director of Finance |
| Patron | N/A | N/A | President and Director of Finance |

The levels of financial authority are reviewed on an as required basis. Amendments to the financial authority are captured as an amendment to this policy and are agreed by the Board and signed-off by the President and Director of Finance.

The President is the only Board role that can enter into contracts on behalf of the organisation. Agreement must be reached between the President and Director of Finance prior to entering the contract to ensure an ability to meet the requirements of the contract.

All Board members and the Head Coach can make discretionary purchases to the value of \$200 without seeking prior approval. Claims related to these approvals should be presented to the Director of Finance and/or Treasurer for payment and are subject to approval. A claim may be rejected if the purchase is seen as not being related to the operations of the organisation and/or in the interests of the organisation. Escalation of rejected claims can be made to the President and then to the Board. The decision of the Board in the event of an

escalation is final. Claims must be supported with the associated documentation and a rationale for the expense.

All purchases of greater than \$200 should be pre-approved by the parties as indicated in the financial authority table.

6. Insurance

SRRC is a Rowing Australia affiliated club meaning it is automatically covered for:

- Public Liability up to \$20m;
- Professional Indemnity up to \$10m;
- Products Liability up to \$10m; and
- Injury – cover for injury occurring in any sanctioned Rowing Australia activity.

SRRC will maintain appropriate insurance for the SRRC premises and equipment housed within the premises. Members making use of SRRC insurance for privately owned boats are required to have paid their membership and related fees and/or be on an agreed payment plan.

SRRC will maintain appropriate insurances related to hall hiring events that use the SRRC premises.

7. Bad Debts

SRRC aims to be a sustainable not for profit entity to support all members in their rowing activities and related endeavours to the best of the organisation's ability. To be able to facilitate this mission the Board will review outstanding debts on an ongoing basis.

The Board will review all outstanding debts with a period of greater than 90 days at the regular Board meetings. Decisions on cancelling memberships, removing contractors from the SRRC listing, writing-off bad debt and debt recovery will be made at the discretion of the Board.

Members with outstanding debts will not be registered to row at the SRRC – this is through the registration of the member on Rowing Manager. The consequence of this is the member will not be able to access the SRRC and/or make use of the Club's facilities and equipment, as they are not insured.

Members can enter into a "Payment Plan" upon agreement with the Club President, Treasurer and Finance Director. The member will be registered on Rowing Manager and have access to the SRRC and/or make use of the Club's facilities and equipment. A failure to honour the Payment Plan will result in the member being excluded and not being released by the Club, thereby limiting their ability to row in Australia, until their debt is cleared.

Members who currently have debts with the SRRC will be approached with respect to the clearing their current debt and/or apply for a "Payment Plan".

Where the members currently has equipment (boat and/or oars) and an opportunity to offset their debts against this equipment, this will be dealt with as a formal arms-length sale of the equipment to the club.

Should members fail to respond to requests related to settling their debts and/or enter into a Payment Plan, and where the member has equipment at the Club, the following will be implemented:

- The member will be advised in writing of the course of action
- Equipment (boats and/or oars) will be removed from the insurance register)

- Equipment will be derigged and stored (access will be limited)
- Representation will be made to the Sheriff of the Court to attach the assets as a means to sell the assets to offset the debt

8. Budgeting, Financial Statements and Auditing

At the start of each financial year, the Director of Finance and Treasurer will prepare a budget. The budget will be presented to the Board within the first quarter of the financial year for approval. Amendments to the budget will be made by the Board.

Financial statements will be prepared for the Boards review on a quarterly basis. This will include a statement of plan and actuals against budget.

Financial statements will be reviewed and signed-off by a third-party and presented at the Annual General Meeting. The third-party will be agreed by the Board and will not be a member of the Board. Presentation of the annual financial statements will be made by the Director of Finance.

9. Policy Amendments

Amendments to this Policy can only be made by the Board at a Board meeting, where this is a quorum of Board members. A quorum is defined as two-thirds of the Board, where at least the President and/or the Director of Finance is represented.