

NSSLSC Control List

PROCESS	Sub-Process	Risk	Control Name	Control Design
1 FTD	Setting Performance	Officers are unclear on financial targets, leading to poor spend decisions, prioritisation, and unplanned loss of retained earnings	Annual Budget	A model P&L containing sales, COGS, other income, expenses and overheads (at a minimum) is produced by the Treasurer, annually after the AGM. The model P&L is communicated to the Board for feedback, and by P04 is adopted as the annual budget.
1 FTD	Tracking Performance	Directors are unclear on cash performance, leading to inability to fund club activities and inaccurate solvency declarations & regulatory penalties	Cash Flow reporting	A statement of cash flow is circulated to the Board by the Treasurer, at least quarterly. An agenda item to allow questioning or discussion is added to the corresponding Board meetings by the Secretary, quarterly.
1 FTD	Tracking Performance	Officers are unclear on financial targets, leading to poor spend decisions, prioritisation, and unplanned loss of retained earnings	Management reporting	Financial performance for the period and FYTD is tracked vs the approved budget and communicated to the Board by the Treasurer, monthly. Management reporting includes P&L performance, Balance Sheet, and expenditure by Club Section.
1 FTD	Tracking Performance	Officers are unclear on financial targets, leading to poor spend decisions, prioritisation, and unplanned loss of retained earnings	Half-Year Forecast	An updated P&L model is produced to reflect updated assumptions and expectations for the second half of the FY by the Treasurer, after P06. The updated model is communicated to the Board, including expected FY close vs original approved budget. The updated model is adopted as the Half-Year Forecast and tracked for Management Reporting, or is rejected and actions are taken to return financial expectations to the approved budget by the Treasurer.
2 STP	Payroll	Employee personal data is exposed or publicised, leading to regulatory penalties and/or reputational damage	Employee Personal Data	NS personnel access to the Payroll module in Xero is reviewed by the Treasurer, annually. No non-essential personnel should have access to Payroll data or Employee personal data contained in the Payroll module.
2 STP	Payroll	Inappropriate or erroneous wages are paid, leading to financial loss	Employment Contracts	Employment contracts or contractor contracts are in place and signed by the President or Secretary, prior to any Payroll processing for the payee. Employee details including accurate hourly rates in contract are loaded in Xero Payroll by the Treasurer, during the FY.
2 STP	Spend Management	Suppliers are mispaid or not paid on time, leading to interest charges, failure to supply, and reputational damage	Pay Runs	Bank payment runs for suppliers   employees are loaded to the banking portal by the Admin Officer, weekly   fortnightly. Payments are approved by the Treasurer or other approved signatories, weekly   fortnightly.
2 STP	Payroll	Inappropriate or erroneous wages are paid, leading to financial loss	Leavers	On resignation or termination of employment and/or contract, employees   contractors are terminated in Xero within one month by the Treasurer, throughout the FY.
2 STP	Payroll	Inappropriate or erroneous wages are paid, leading to financial loss	Timesheet approvals	Timesheet submissions are approved by Budget Owners, fortnightly.
2 STP	Spend Management	Club payments and/or Club Credit or Debit Cards are misused, leading to financial loss	Supplier Bill endorsement	A list of supplier bills is circulated to the Board for approval by the Treasurer, at least monthly. After questioning, the supplier bills are endorsed by the Board and minuted by the Secretary, monthly.
2 STP	Spend Management	Club payments and/or Club Credit or Debit Cards are misused, leading to financial loss	Credit Card protections	Club credit/debit card(s) will be held only by authorised signatories to the bank accounts. At least one Credit Card will be held by the Treasurer, throughout the FY. Directors and Officers requiring spend by credit card should follow the requirements of the Bill Centralisation control when sending a request for supplier payment by credit card.
2 STP	Supplier Payments	Reimbursements to Directors and Officers are inappropriate or lack transparency, leading to financial loss, member disengagement, and regulatory penalties	Call for Quarterly Expenses	Expenses requiring member reimbursement are requested by the Treasurer, at least quarterly. Expenses are submitted per the Bill Centralisation control by members, before the quarterly cut-off.
2 STP	Supplier Payments	Reimbursements to Directors and Officers are inappropriate or lack transparency, leading to financial loss, member disengagement, and regulatory penalties	Director payment reporting	All payments to Directors, Assistant Directors, and associates & associated businesses are reported to the President by the Treasurer, quarterly. Payments are approved by the President, when received. Payments to the President are reported to and approved by the Board, quarterly.
2 STP	Supplier Payments	Suppliers are mispaid or not paid on time, leading to interest charges, failure to supply, and reputational damage	Bill Centralisation	All supplier bills are emailed to the Office Administrator for payment by the relevant Director or Officer, as soon as practical after receipt. Email communications should contain at a minimum: (1) a legible copy of the bill including supplier payment details, ABN, and GST value; (2) the Club Section taking the expense; and (3) confirmation of approvals required under the Treasury Policy.
2 STP	Supplier Payments	Suppliers are mispaid or not paid on time, leading to interest charges, failure to supply, and reputational damage	Bill approval	All supplier bills are loaded to Xero by the Office Administrator, by Wednesday morning weekly. Draft bills are reviewed and approved in Xero by the Treasurer, by Wednesday COB weekly.
3 OTC	Customer Invoicing	Customer credit is not managed and reported, leading to financial loss	Provision Rules documented	Clear rules for provision of risky debtors and write-off for bad debt are documented by the Treasurer, annually.
3 OTC	Customer Invoicing	Customer agreements are not documented, leading to disputes and reputational damage	Customer Contracts	A simple commercial contract is negotiated a customer by the relevant Director, if either (1) the relationship is expected to last for 12 months or more; or (2) the annual financial value anticipated in transactions from the customer exceeds \$5,000. Contracts are approved in accordance with the Constitution, by the Board or delegated Directors.
3 OTC	Customer Invoicing	Customer credit is not managed and reported, leading to financial loss	Debtors escalation & credit block	Debtors are sent a polite email reminder by the Office Administrator, when an invoice becomes overdue. Debtors are sent a firm reminder email and phone call follow-up by the Office Administrator, when an invoice is 30 days overdue. Debtors are escalated to the relevant Director and all further customer bookings/support is cancelled by the Treasurer, when 60 days overdue.
3 OTC	Customer Invoicing	Hall Hire deposits are not tracked, leading to inaccurate financial reporting	Deposit Itemisation	Deposit charges from Hall Hire invoices are itemised on the invoice and allocated to 203 Bond for Hall Hire GL by the Admin Officer, during the FY.
3 OTC	Member Payments	Discounts to Special Needs programme memberships are not recognised, leading to loss of funding	Rippers Discount Journal	Ripper Nipper members are flagged in SurfGuard using a dedicated Mailing Group by the Registrar, as membership applications   renewals are made. During the main membership application months, Ripper Nipper member lists are run and the discounts posted to 449 Member Fees Discount by the Treasurer, monthly.
3 OTC	Member Payments	Members are renewed without paying correct member fees, leading to financial loss	Registrar Reconciliation	Member transactions vs member renewals are reconciled by the Registrar, at least monthly through P03-P07. Reconciliation must include Active Kids Voucher submissions for Junior Activities members.
3 OTC	Member Payments	Members are renewed without paying correct member fees, leading to financial loss	SLSA Price List	The SLSA Price List is reviewed and approved by the Board, annually in P03. The approved Price List is loaded to SurfGuard by the Admin Officer, by end of P03. The loaded Price List, including Transaction Types, is confirmed for accuracy by the Treasurer, by end of P03.
3 OTC	Sales	Cash from Sales is not accounted for, leading to financial loss.	Reconciliation sheet	A reconciliation sheet is filled out for each day of sales detailing opening cash, cash sales, and closing cash in the till by the Sales manager, daily.
3 OTC	Sales	Cash from Sales is not accounted for, leading to financial loss.	Banking & receipts	Closing cash from the Reconciliation Sheet control is validated by the Admin Officer, weekly. Discrepancies are reported to the General Activities Director and Treasurer for follow-up by the Admin Officer, weekly. Closing cash is banked and a receipt sent to the Treasurer by the Admin Officer, weekly.

3 OTC	Sales	Cash is not held timely in the club accounts, leading to loss of interest and perceived poor sales performance	Square Funds Transfers	Square terminal balances are reviewed and transferred to the Operating Account by the Treasurer, monthly.
4 ATR	Asset Acquisition	Assets are not correctly capitalised and depreciated, leading to inaccurate financial reporting	Capitalisation rules	The purchase value threshold for asset capitalisation and the useful life of asset classes are documented in the Treasury Policy by the Treasurer, annually.
4 ATR	Asset Management	Assets are not correctly monitored and depreciated, leading to asset loss or inaccurate financial reporting	FAR Reconciliation	The FAR Reconciliation report in Xero is reviewed and any corrective actions taken to the Balance Sheet Asset GLs or the FAR by the Treasurer, monthly.
4 ATR	Asset Management	Assets are not correctly monitored and depreciated, leading to asset loss or inaccurate financial reporting	FAR Validation	The FAR list is circulated by the Treasurer and validated by Budget Owners, semi-annually.
4 ATR	Asset Management	Assets are not correctly monitored and depreciated, leading to asset loss or inaccurate financial reporting	Depreciation Allocation	Depreciation on Fixed Assets is allocated to the P&L in Xero by the Treasurer, monthly.
4 ATR	Asset Management	Unexpected events impact the Club, leading to financial loss	Insurance Renewal	Insurance renewals are procured timely for Club assets and key operational risks (Director insurance, employment insurance) by the President, annually.
5 RTR	BAS Submissions	Tax returns to the ATO are inaccurate, leading to regulatory penalties and/or reputational damage	PAYG and GST Reconciliation	BAS submissions to the ATO correctly reflect the Club's PAYG and GST liability position, and are submitted by the Treasurer, quarterly.
5 RTR	Annual Reporting	Financial performance is not available to or understood by the membership, leading to member disengagement	Member Disclosure	Audited financial statements are presented by the Treasurer, at the AGM. Queries and challenges from the membership are fielded transparently by the Treasurer and the President, at the AGM and afterwards.
5 RTR	Annual Reporting	Financial Statements are inaccurate, leading to poor decision-making and regulatory penalties	Auditor approval	The Auditor is sent a full set of accounts and P&L results by the Treasurer, semi-annually. The Auditor's questions and proposed adjustments to the accounts are executed by the Treasurer, semi-annually. The Auditor's approval of the accounts is documented by the Treasurer, annually. The Auditor's access to Xero is maintained by the Treasurer, all year round.
5 RTR	Annual Reporting	Financial Statements are inaccurate, leading to poor decision-making and regulatory penalties	Board Approval of the Financial Statements	Full financial accounts are consolidated and circulated to the Board by the Treasurer, in P11 (soft close) and P12 (hard close). Final audited financial statements are approved by the Board and signed by the President and Treasurer, after year-end.
5 RTR	Month-end	Member Fees are not allocated accurately, leading to mis-reporting of Club Section performance and GST BAS submissions	Member Fee Allocation Journal	All SLSA Member Payments are allocated to 441 Member Fees Registration by default, in-month. The SLSA Transaction List is subtotaled for payments to other Member Fee income lines by the Treasurer, at the end of each month. A manual journal is posted (inc Cash Basis; no Auto-Reverse) to allocate amounts from 441 to these other subtotals by the Treasurer, each month-end. The journal will include an allocation to GST for 442, 443, and 445
5 RTR	Month-end	Expenses are missed or not accounted for correctly, leading to inaccurate financial reporting	Wages & Overheads Journals	Unpaid Wages, Super, and Overheads (minimum Utilities are considered) are posted for balance-of-month values by the Treasurer, monthly. Where no posted values are needed, a note is made in the journal of the rationale by the Treasurer, in each journal.
5 RTR	Month-end	Expenses are missed or not accounted for correctly, leading to inaccurate financial reporting	COGS Journals	COGS consistent with budgeted GP% are posted to each of the Sales channels by the Treasurer, monthly.
5 RTR	Month-end	Expenses are missed or not accounted for correctly, leading to inaccurate financial reporting	Other Adjustment Journals	Accounts are reviewed for any missing expenditure and Directors queried for any known outstanding expenses or bills by the Treasurer, at least quarterly.
5 RTR	Month-end	Financial Statements are inaccurate, leading to poor decision-making and regulatory penalties	Reconciled Bank Feed	Bank feed transactions are reconciled by the Treasurer, monthly.
5 RTR	Stocktake	Monthly COGS assumptions are not accurate over the long-term, leading to inaccurate gross profit reporting and unexpected financial shocks	Physical Stocktake	A physical stocktake of Clothing Shop, Bar, and BBQ is performed by the relevant Director or Officer, semi-annually. A stocktake sheet laying out required information provided by the Treasurer, prior to each stocktake.
5 RTR	Stocktake	Monthly COGS assumptions are not accurate over the long-term, leading to inaccurate gross profit reporting and unexpected financial shocks	Stocktake Posting	COGS and Inventory postings in the COGS Journals control are adjusted in line with physical stocktake results by the Treasurer, semi-annually.
6 ITS	Club Signatories	Inappropriate or unauthorised access to banking, leading to financial loss and fraud	Bank Signatory Approval	Signatories for bank accounts are approved in line with the Constitution by the Board, annually.
6 ITS	System Access	Inappropriate or unauthorised access to Club systems, leading to data mismanagement, uncoordinated communications, and poor operational efficiency	Xero Access	Signatories for Xero are approved in line with the Constitution by the Board, annually.
6 ITS	System Access	Inappropriate or unauthorised access to Club systems, leading to data mismanagement, uncoordinated communications, and poor operational efficiency	Surfguard Access	NS Director and Officer access to Surfguard is reviewed by the Secretary, annually.
6 ITS	System Access	Inappropriate or unauthorised access to Club systems, leading to data mismanagement, uncoordinated communications, and poor operational efficiency	Email Forwards	Club email addresses are assigned to Directors and Officers by the Secretary, annually and in cases of filling any Casual Vacancy.
6 ITS	System Access	Inappropriate or unauthorised access to Club systems, leading to data mismanagement, uncoordinated communications, and poor operational efficiency	Social Media Access	NS Director and Officer access to Social Media accounts is reviewed by the Secretary, annually.
6 ITS	System Access	Inappropriate or unauthorised access to Club systems, leading to data mismanagement, uncoordinated communications, and poor operational efficiency	Square POS Access	NS Director and Officer access to Square is reviewed by the Treasurer, annually.
6 ITS	System Access	Inappropriate or unauthorised access to Club systems, leading to data mismanagement, uncoordinated communications, and poor operational efficiency	Website Access	NS Director and Officer access to the Website is reviewed by the Secretary, annually.