



SURF LIFE SAVING

Kawa Tātaki - How we work

Creating a respectful, safe, & inclusive
environment for all.



surflifesaving.org.nz

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SURF LIFE SAVING

Kia ora koutou

At Surf Life Saving New Zealand, everything we do comes back to one simple but powerful vision: no one drowns on the beach in Aotearoa, New Zealand. It's an aspiration that unites us — whether we are staff, volunteers, members, partners, or part of our wider community.

Our Kawa Tātaki reflects how we bring that vision to life every day. It applies to all of us, including me, and it sets the standard for how we think, act, and work together. It's not just about rules on a page; it's about the culture we create through our choices and behaviours.

Our values — Respect, Integrity, Collaboration, Well-being, and Fun — guide us in everything we do. They remind us that how we achieve our goal is just as important as the goal itself. By living our values, we ensure that people feel safe, supported, and included, and that we continue to strengthen the trust our communities place in us.

I encourage you to read this book carefully and reflect on how it connects to your role, whether on the beach, in the office, or in the community. It's a reminder that together, with the right culture and conduct, we can achieve extraordinary things.

Ngā mihi nui,

Steve Fisher

Chief Executive Officer
Surf Life Saving New Zealand

Why do we have a Kawa Tātaki?

It sets out the standards of behaviour we expect from everyone who works or volunteers with us, whether you're part of our permanent team, here for the season, or a volunteer.

It's here to help us build a culture of respect, safety, and integrity, where people feel welcome, supported, and proud to be involved. That means being clear about what's okay, and what's not.

This applies to everyone, no matter your role or level of responsibility.

Kua eke waka noa - We're in this together.

Our values



SURF LIFE SAVING

Respect

Communicating politely, listening to others, showing empathy and being engaged.

Integrity

Honesty, working with trust, owning decisions and mistakes, doing the right thing.

Collaboration

Sharing our knowledge, working as kapa Kotahi, communicating openly.

Well-being

Feeling safe to be authentic, prioritising health, support when you need it.

Fun

Sharing positive experiences, celebrating our achievements, optimistic and balanced.



SURF LIFE SAVING

Kapa Kotahi - One Team

Kapa Kotahi means One Team, and we use this to emphasise how our clubs, volunteers and staff work together to achieve our purpose: to save lives, develop and support great New Zealanders, and ensure the safety of our communities at the beach and in the water.



Kapa Kotahi Kawa Tātaki – How we work as One Team

At Surf Life Saving, we're one big whānau. That means looking out for each other, showing respect, and keeping each other safe, on and off the beach. Our commitment to this Kawa Tātaki means that:

- We uphold each other's mana
- We are fair, kind honest, and act in good faith
- We foster a culture of collaboration, inclusivity, and integrity
- We lead by example
- We are professional and take responsibility for our actions
- We ensure that any physical contact is appropriate and necessary for the activity
- We agree that harassment, bullying, discrimination, exclusion, and abuse have no place in our whānau
- We understand that safety is everyone's responsibility. If we see something unsafe, we take action.
- We uphold a duty of care for everyone in the water and on the beaches in Aotearoa New Zealand

As Kapa Kotahi

We're in this together. By living our Kawa Tātaki, we prevent harm—on the beach, in the water, and in how we look after each other. That means calling things out when they're not right and lifting each other up when it's needed.

Living this Kawa Tātaki is about respect, trust, and safety.

Any breach of this Kawa Tātaki will be addressed with care, extra support, training, or mentoring. If needed, formal action may be appropriate.

How we behave & the Above the Line Framework

We expect everyone to:

- Show up on time and ready for work or volunteering
- Follow instructions and communicate clearly with your team
- Take responsibility for your actions
- Be open to feedback, and raise concerns respectfully

We all make mistakes. If something's not working, we'll aim to address it constructively and early.

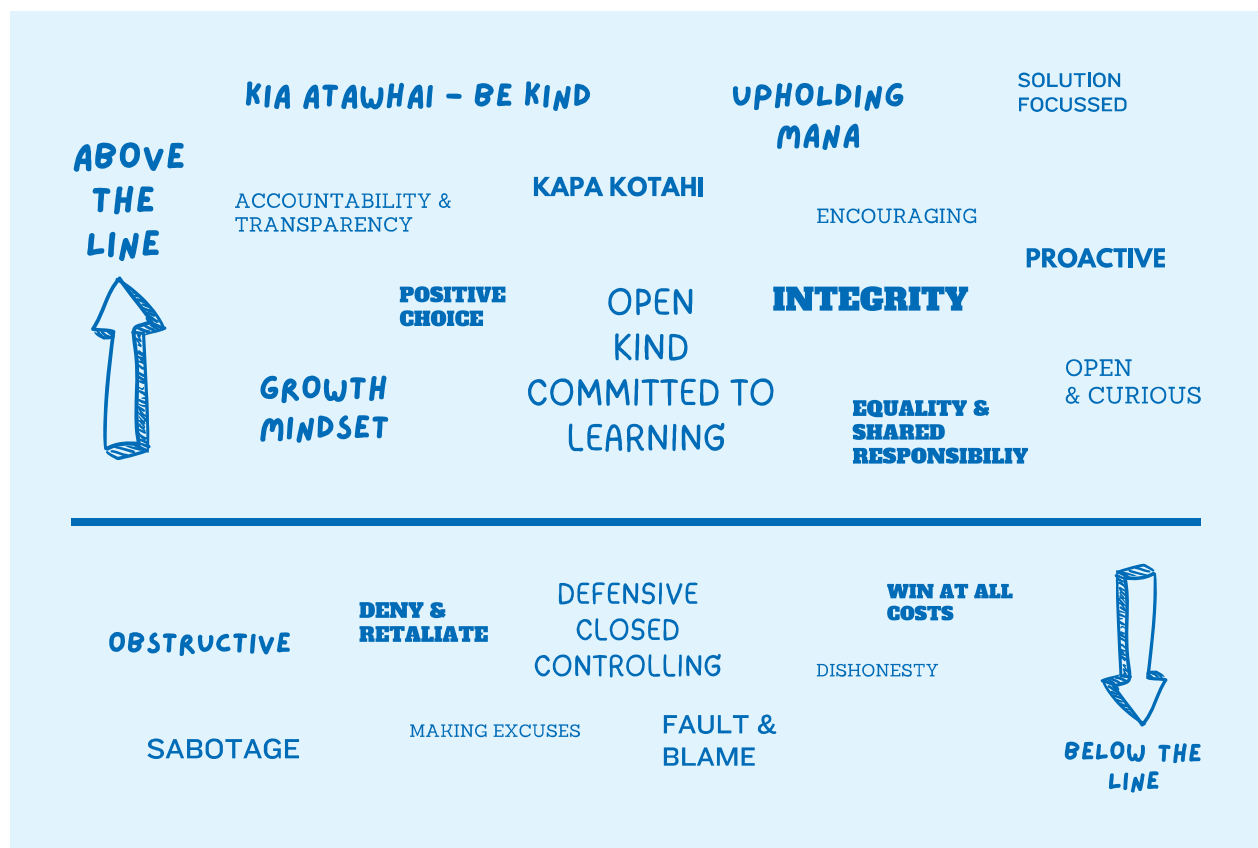
A helpful way to think about the decisions we make, the way we behave and our responses to situations can be to use the Above the Line framework.

We all have a choice about how we behave, and we can actively determine the way other people experience interacting with us. Our behaviour can be described 'above the line' or 'below the line.'

Above the line behaviour can be described as positive, open, curious and growth oriented. It embraces learning, looks for collaborative solutions and proactively seeks opportunities for improvement.

Below the line behaviour can be described as being closed, defensive and controlling. It often appears as a result of a negative mindset, where someone makes excuses or blames others for situations, avoiding personal responsibility.

This diagram shows some of the behaviours we see when we use the above the line and below the line framework:



As Kapa Kotahi, our goal is for everyone involved in Surf Life Saving to be self-aware of our own behaviours staying above the line, and to support those around us to feel safe and able to stay above the line too.

Your wellbeing is of utmost importance, and if you or someone in your team is struggling and exhibiting below the line behaviours, they may need additional support. Remember, we all make mistakes, and human nature can send us below the line when we are stressed. Being aware and taking steps to remain or return to being above the line, will help everyone in the team feel safe and positive.



Reporting concerns

At Surf Life Saving New Zealand, we want everyone to feel safe, respected, and supported. If something doesn't feel right, it's okay to speak up — we'll listen and treat your concern with fairness and respect.

Who can make a complaint

Anyone involved in surf lifesaving — staff, volunteers, members, or the public can raise a concern or complaint.

What complaints can be about

Complaints can be about behaviour or decisions that don't align with our values or Kawa Tātaki, including:

- Bullying, harassment, or discrimination
- Safety or wellbeing concerns
- Unfair treatment or unethical behaviour
- Disputes between members, clubs, or with SLSNZ

Who you can talk to

If you have a concern, you can talk to:

- Your manager or a member of your club committee or board
- A trusted member of the leadership team
- Our **Child Protection Lead** (for any concerns involving children or vulnerable people)

If your concern is serious or you wish to make a formal complaint, please refer to our **SLSNZ Complaints Policy and Procedure** available on our website. We'll take all concerns seriously and handle them with fairness, respect, and care for everyone involved.



Health, safety & wellbeing

Health and safety requires a shared commitment, so that everyone goes home safe at the end of the day.

There are specific responsibilities that are allocated to groups and individuals to help achieve this shared commitment. Safety management and operational excellence are intimately linked. From the moment we arrive at work, to the moment we go home, safety should be second nature in the way we work.

We all have a role in creating a safe, healthy environment. This means:

- Following health and safety procedures, including incident and hazard reporting
- Taking care of yourself and others, both physically and emotionally
- Reporting bullying, harassment, or discrimination - these are not tolerated
- Using equipment safely and responsibly
- Never working under the influence of alcohol or drugs
- Safety is everyone's responsibility. If you see something unsafe, take action.

Hazards & risks

A **hazard** is an actual or potential cause or source of harm.

A **risk** is the possibility that harm (death, injury, illness, or damage) might occur when a person is exposed to a hazard. The level of risk is determined by the likelihood and severity of that harm happening.

A **control** is an action or measure put in place to eliminate a hazard, or if that's not reasonably practicable, to reduce the risk of harm it creates.

Risks that arise from hazards must be eliminated so far as is reasonably practicable. Therefore, it is important to understand how people are exposed to or interact with identified hazards in order to assess what the risks are so that controls can be considered and applied where necessary or practicable to do so.

Due to the nature of the work carried out by SLSNZ, there are two types of risk:

GENERAL RISK is associated with the tasks that are routine – part of day-to-day operation, for example, setting up an IRB, refuelling an IRB, driving vehicles on beaches, etc.

DYNAMIC RISK is associated with tasks with inherently changing hazards due to the environment, people, and/or equipment, for example, operating a lifeguarding patrol in changeable surf/tide conditions or outside of flag rescues.

SLSNZ uses a variety of hazard identification and risk assessment tools to help manage health and safety needs, and also to record and document compliance:

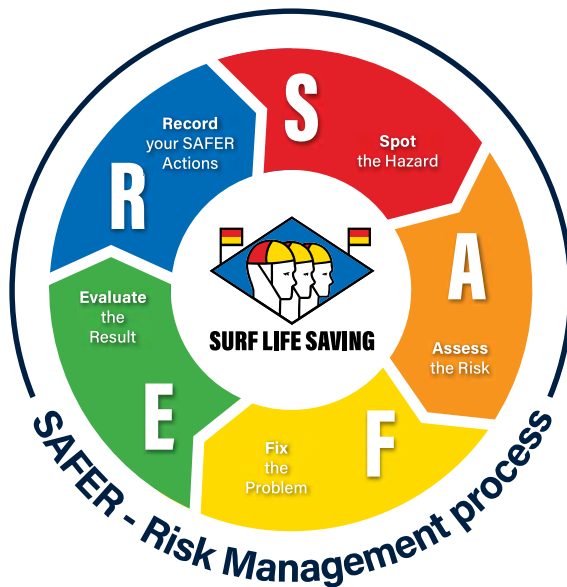
- **Hazard Registers**
- **SAFER Risk Management Process**
- **General Risk Assessments**
- **Operational Risk Assessments**

The **Surf Patrol App** is used to record Operational Risk Assessments. An 'ORA' is completed before we start any of the activities we take part in, whether that be patrolling, search and rescue, training, events or education.

The 'SAFER' model

SAFER helps guide and reinforce the fundamental concept of risk management, which everyone should be familiar with and be able to implement for regular tasks and duties. **SAFER** is an easy to remember approach to identifying hazards and risks and encourages us to consider measures to fix the problem, in order to prevent harm to people.

Risk management and assessment, are essential components of what we do. Understanding, remembering and utilising a **SAFER** approach to risk management is an important first step to providing for your safety as well as the safety of others.



Incidents, injuries and near misses

In Surf Life Saving, there is always the possibility of incidents, injuries and near misses, as we are operating in a high-risk environment. Acknowledging this, we want to avoid the avoidable incidents and accidents wherever possible.

Incident - an unplanned event that resulted in harm. All incidents resulting in a minimum of First Aid treatment are to be reported - if more than a band aid is required, we want to know so that we can accurately track what's happening for our members.

Near Miss – an unplanned event that has the potential to cause harm, but did not result in harm

SLSNZ has an incident, injury and near miss reporting process which must be followed in the event of all incidents, injuries and near misses. Use the SLSNZ Incident Reporting National Standard Operating Procedure (NSOP) for assistance in determining what action to take and/or who to escalate information to.

Reporting near misses is critical, as it offers learning opportunities that can prevent serious injuries and incidents taking place. Always report near misses.

For more information, read the SLSNZ Health & Safety Manual, which can be found on our website.

If you're unsure about something, talk to your manager, patrol captain or a senior member of your club. Better to be safe than sorry.



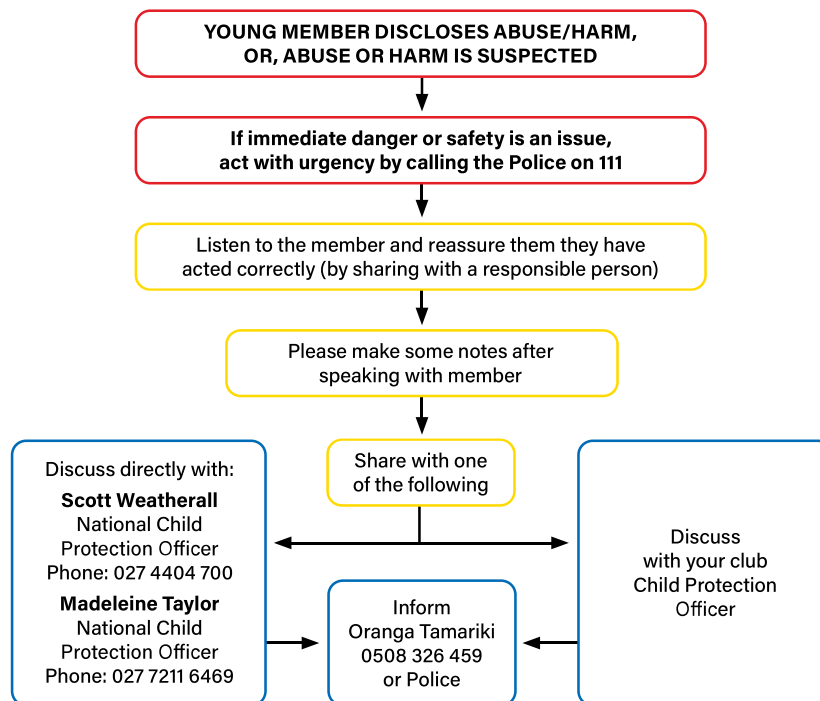


Child protection

All staff and volunteers who come into contact with children, young people and families in their work, have a duty to safeguard and promote the welfare and wellbeing of children.

- Be vigilant, have knowledge and awareness of the indicators of neglect, potential or actual abuse. If a child or young person makes a disclosure, react calmly and show that you are listening and concerned. Take what they have said seriously and allow them to continue at their own pace, without interrupting. Record exactly what the child or young person says occurred, in the words they have used, as well as times, dates, locations of the conversation, plus any other information you feel may be helpful.
- Don't give assurances of confidentiality but explain that the information will need to be passed on to those that need to know. Tell the child or young person what will happen next and offer reassurance that the issue will be taken seriously.
- Keep questions to an absolute minimum, only to establish and clarify what the child or young person is saying and not to investigate; this is the role of the NZ Police and/or Oranga Tamariki.

Actions for reporting suspected safety concerns for children and/or vulnerable members



Await further contact from Oranga Tamariki or Police before taking action.



Looking after young people

Many of our programmes include children and young people. We take their safety and wellbeing seriously.

You must:

- Maintain appropriate boundaries at all times
- Avoid one-on-one contact unless necessary and ensure any necessary contact is in a visible, open space
- Never take or share photos of young people without permission
- Immediately report any concern about a child's safety to the Club Child Protection Lead or National Child Protection Officer/ Health and Safety Advisor.

We follow national safeguarding guidelines and provide training for roles that work directly with youth.

Alcohol, drugs, smoking & vaping

- Alcohol may be consumed in a responsible manner at social events, in designated areas. You are responsible for ensuring that you remain in a condition that will not negatively impact your reputation, or that of your club or SLSNZ.
- Never undertake any SLSNZ activities, paid or as a volunteer, under the influence of drugs or alcohol.
- Never operate any vehicle (on road, beach or water) under the influence of drugs or alcohol.
- Never consume drugs or alcohol, or smoke/vape in or in close proximity to a SLSNZ club or vehicle.
- Never consume drugs or alcohol, or smoke/vape while wearing the SLSNZ Lifeguard or Patrol Support uniform.
- Never supply alcohol to anyone under the age of 18 or who is exhibiting signs of being intoxicated.
- Don't consume drugs or alcohol when off duty, if it will negatively impact your performance when you are next at work or on duty.
- If you are taking medication (whether prescription or over the counter) you are responsible for checking if it may impair the performance of your SLSNZ duties in any way. If there is any risk, this must be disclosed to your manager, patrol captain or trusted senior member of your team/club.
- If you suspect that a colleague, paid or volunteer, is working under the influence of drugs or alcohol, you must report it immediately to your manager, patrol captain or trusted senior member of your team/club.



Bullying, harassment & discrimination

Our commitment

We want everyone - staff, contractors, volunteers and members to feel safe, respected, and valued. Bullying, harassment, and discrimination have no place in our organisation. If something does go wrong, we'll take it seriously and deal with it fairly.

How We Treat Each Other

- We treat everyone with respect, dignity, and kindness.
- We celebrate differences and create space where everyone can contribute.
- We speak up if we see or experience behaviour that's not OK.

What's Not OK:

Bullying, harassment or discrimination can look like:

Bullying - repeated put-downs, intimidation, or behaviour that makes someone feel unsafe.

Harassment - unwanted jokes, comments, or behaviours that cause offence, humiliation, or intimidation, even if "no harm was intended".

Discrimination - being treated unfairly or left out of opportunities because of your age, gender, race, culture, disability, religion, family situation, or any other protected ground under NZ law.

Sexual harassment - unwanted sexual behaviour such as touching, suggestive remarks, or pressuring someone for attention or dates.

What's Not Bullying or Harassment

Not every disagreement is bullying. Things like constructive feedback, performance expectations, or one-off misunderstandings aren't bullying or harassment. But if something worries you, it's always better to raise it early.

If You Have a Concern

1. **If you feel safe, speak up** - sometimes a simple "That wasn't OK with me" can stop behaviour right away.
2. **Talk to someone you trust** - your manager, patrol captain, or club committee/board.
3. **Make a complaint** - if you need extra support, you can raise a formal complaint. We'll listen, treat it as confidentially as possible, and respond quickly and fairly.

How We'll Respond:

If we become aware of bullying, harassment, or discrimination, we will:

- Look into concerns promptly and respectfully.
- Support the person raising the concern, as well as anyone else affected.
- Take action to stop harmful behaviour.

Depending on what happened, this may include:

- **A quiet word or coaching** - to help someone understand the impact of their behaviour.
- **Mediation or a supported conversation** - to repair relationships.
- **Formal investigation and disciplinary action** - if the behaviour is serious or continues.

Consequences

Everyone has the right to feel safe at work. If behaviour is serious, or if someone doesn't change after being asked to, it may be treated as serious misconduct. This could lead to ending someone's employment or volunteer role.

Remember

- Speaking up is always the right thing to do.
- No one will be disadvantaged for raising a genuine concern.
- We're committed to a safe, inclusive, and respectful workplace for all.

Confidentiality & Privacy

You may come across personal, sensitive, or private information in your role.

It is important to remember:

- Only share confidential information on a need-to-know basis
- Never discuss private matters in public or casual settings
- Keep any records secure and don't leave devices or files unattended

This applies during and after your time with us.

SLSNZ Vehicles

Here's what you need to know

Driving Safely

- You must hold a valid NZ drivers' licence - notifying us straight away if it expires, is lost, or if you've been disqualified.
- Always follow NZ road rules - drive safely and take breaks to avoid fatigue.
- Never drive while under the influence of drugs or alcohol.
- Never allow someone unauthorised to drive the vehicle
- Only use your phone hands-free.
- No smoking, vaping, picking up hitchhikers, or carrying strangers.

Looking After the Vehicle

- Keep vehicles clean, tidy, locked, and safe when parked.
- Report any issues or needed repairs immediately. Don't make changes to the vehicle without approval.
- SLSNZ valuables should not be left in vehicles overnight unless locked and hidden.

Accidents & Damage

- Tell us straight away if a vehicle is stolen, damaged, or involved in an accident.

- Never admit fault at the scene – just exchange details and take photos.
- If you cause damage through careless or unsafe driving (including drugs/alcohol), you may have to pay the insurance excess or repair costs.
- Unsafe or at-fault incidents may also result in disciplinary action or losing vehicle use.

Fines & Infringements

- Speeding tickets, parking fines, or any other driving penalties are your responsibility to pay, not the organisation's.

Fuel & Fuel Cards

- These are to be used for SLSNZ fuel only.
- Do not use fuel cards for personal purchases – this may result in losing access and disciplinary action.

GPS Tracking

- Some vehicles may have GPS. This helps us with safety, security, and responsible use.



Appearance & uniform - mana

When you're representing surf lifesaving the way you present yourself matters. Your appearance can leave a lasting impression, positive or negative on the people we work with and the communities we serve. Wearing our uniform with pride helps show professionalism and reflects our values and culture.

You may be issued SLSNZ uniform items including hats, long-sleeve polo shirt, rash shirt, shorts, jacket and wetsuit.

The SLSNZ Surf Lifeguard Uniform does not provide full protection from the sun. Lifeguards must practise sun safety by seeking shade at peak times, as well as applying and reapplying sunscreen regularly, especially after water activity.

It's your responsibility to keep your uniform clean and presentable. Uniforms remain the property of SLSNZ and may need to be returned when your employment ends or if asked.

When to Wear the Uniform

On patrol a surf lifeguard must wear a uniform to make the public aware that a patrol is operating and ensures that members of the public are able to readily identify the surf lifeguards. This is particularly important in emergency or rescue situations. The brand and uniform represent a long history of SLSNZ and needs to be treated with the upmost respect. Only qualified surf lifeguards can wear the surf lifeguard uniform while on patrol.

Uniforms should only be worn when you're:

- On patrol
- At SLSNZ events
- At SLSNZ education activities
- Or if you've been given specific permission by SLSNZ

Caring for Your Uniform

- Once issued, the uniform is your responsibility to look after.
- If something becomes damaged, return it so it can be repaired or swapped for a replacement.
- Lifeguards and beach education employees will receive new uniform items every two years.
- From time to time, we may ask uniforms to be returned (e.g., for logo updates or sponsor events). You'll be given notice, and we'll provide suitable replacements.

What not to do in Uniform

- Don't drink alcohol, take drugs, smoke or vape when wearing your SLSNZ Lifeguard or Patrol Support uniform
- Don't lend your uniform to anyone else
- Don't combine your uniform with items of your own clothing
- Don't sell or gift any items of SLSNZ uniform, return it to the club or SLSNZ staff





Using technology & devices

We provide phones, laptops, and other tools so you can do your job well. These are a big part of how we stay connected and keep people safe. Please use them responsibly, in line with our values, and with the safety of others in mind.

Looking After Devices

- Keep devices safe, locked, and secure at all times.
- Report straight away if something is lost or stolen, so we can protect information.
- Devices are for your use only – please don't share them with others, including friends or family.

Using Devices at Work

- Use technology in a respectful, safe way – no offensive, harmful, or illegal content.
- Be mindful that all messages and emails should reflect our values of respect, collaboration, and integrity.

Special Rule for Patrols

- While on patrol, personal use of mobile phones or other devices is not permitted.

- This is for everyone's safety: when you're on the beach, your focus must be on the people in the water, your team, and your surroundings.
- Devices should only be used for operational or emergency communication, as directed by patrol leadership.

Personal Devices (Your Own Phone)

- We know you'll often bring your own phone to work. Please keep personal use during work hours to a minimum, and never while on patrol.
- Personal use should be limited to urgent matters that can't wait until a break.

Remember

- Our devices and systems remain the property of SLSNZ. We may check use from time to time to keep everyone safe and costs under control.
- If you're not sure what's okay, ask your manager or patrol captain – we'd rather you check than guess.

Use of social media & online conduct

Social media is a big part of our lives - both personally and professionally. We encourage you to connect, share, and celebrate what we do, but we also need to use social media wisely. What you post can be seen widely, lasts a long time, and can reflect on you and on us.

When using social media, please remember:

Protect our brand and reputation

- Share content that is respectful, accurate, and in line with our values.
- Avoid posting anything that could bring the organisation or our people into disrepute.
- Think before you post - if you're not sure, it's better to pause.

Respect others

- Be courteous, fair, and respectful online, just as you are on the beach and in our clubrooms.
- Do not use offensive, discriminatory, or harmful language or content.
- Remember that once something is online, it can be shared or screenshot even if you delete it.

Protect privacy and confidentiality

- Never share private or sensitive information about the organisation, our people, or our communities.
- Respect others' personal information - never share it without their consent.

Balance your use

- You may use personal social media during breaks - never on patrol or when safety is at stake.

Remember

- Social media is public. Your personal use may still be linked to SLSNZ, so please act in ways that uphold trust and confidence in you and in the organisation.
- If you're unsure whether something is okay to post, check first - we're here to support you.
- When sharing images of you and your peers, make sure you have their consent first.
- Misuse of social media can result in disciplinary action and, in serious cases, may end your time with us.

Digital safety

What digital safety means here

- Treat people with respect online.
- Never engage in bullying, harassment, or sharing harmful content.
- Protect privacy - your own and other people's.
- Support young people and speak up if something doesn't feel right.

Our shared responsibilities

- Leadership, Employees, Coaches & Volunteers: Model positive behaviour, set healthy boundaries, report concerns.
- Parents & Caregivers: Support safe online habits at home and raise concerns if needed.

- Young People: Follow digital safety guidelines and tell a trusted adult, coach, or official if worried.

If harm happens

- Report concerns to the Club Child Protection Lead (if a child is involved), or GM People and Culture where those involved are over 18.
- All reports will be taken seriously, handled with care, and investigated quickly.
- Support such as counselling or mediation will be offered.
- Serious cases will be referred to Netsafe or the NZ Police.

Privacy Reports are confidential. Information is stored securely and only shared with authorised people.

Members or staff staying in Surf Club accommodation

We want everyone staying in Surf Club accommodation to feel safe, respected, and comfortable. Living together works best when we look out for each other and follow some simple guidelines.

Who Can Stay

- You must have approval from the club or a booking with them
- You must be 18 or over, or 15–17 with parent/guardian consent. Exceptions may apply for organised camps or events e.g. Junior Lifeguard School
- Each night you stay needs to link to at least 4 hours of patrol, training, coaching, or event support.
- If these expectations aren't met, club leadership may end your stay.

Bedrooms & Bathrooms

- Dorm rooms, bathrooms, and showers are assigned for male or female use.
- Don't enter dorms or bathrooms that aren't assigned to you, unless it's an emergency or you've been given permission.
- If you need non-gendered or private accommodation, talk to club leadership or SLSNZ – we'll do our best within the space we have.

Shared Spaces

- Keep kitchens, lounges, and bathrooms clean and tidy.
- Clean up after yourself and don't leave your stuff lying around.

- Use appliances and equipment properly and with care.
- Always be appropriately dressed in shared areas, e.g. wearing more than togs when cooking.

Visitors

- No overnight guests without permission.
- Daytime visitors are only allowed in common areas, with prior approval. You're responsible for their behaviour.

Safety First

- Look after your own belongings – the club isn't responsible for lost or damaged items.
- If property of the club is broken or damaged through careless behaviour, you may be required to cover the cost of repair or replacement. This does not include normal wear and tear.
- Lock doors don't share keys or codes and report any safety concerns straight away.

These are general guidelines; each club may have their own policy or additional rules.



Gifts or koha

We really value the relationships we build with our communities and the people we work alongside. Sometimes you might be offered a small gift or token of thanks - and that's okay. It's a way people show appreciation.

But there are limits. Accepting gifts or favours can create the impression that someone is trying to influence your decisions, or that we treat some people more favourably than others. Even if that's not true, it could still look that way - and trust is too important to risk.

So, please don't ask for or accept any gift, Koha, reward, or benefit that could:

- Make you feel like you "owe" someone something in return
- Influence (or appear to influence) your decisions or behaviour at work
- Create an unfair advantage for one group or person over another

This includes offers from clubs, suppliers, contractors, or anyone we work with outside the organisation.

As a general rule:

- **Gifts or Koha worth over \$100** should be politely declined or declared to your manager, patrol captain or club committee/board.
- **Modest gifts**, such as home baking, freshly caught seafood, a thank-you card, or a small token from the communities we serve are acceptable.

If you're unsure, check with leadership, your patrol captain or club committee/board before accepting.

Conflicts of interest

Sometimes your personal or professional relationships may overlap with your role. That's natural, especially in small communities. However, it's important to be transparent and avoid anything that could affect fairness or trust.

A **conflict of interest** arises when a person's personal, financial, or other interests could improperly influence, or be perceived to influence, their decisions or actions.

Examples of conflicts include:

- Making decisions about someone close to you
- Being involved in recruitment, promotion or funding decisions where you have a personal interest

If in doubt:

1. Disclose the potential conflict to your manager/ leadership or your club committee/board.
2. Together, you will work out how to manage it — this might mean stepping back from a decision or being open with others involved

Every club has a conflict of interest register and SLSNZ has one. Your manager or club leadership will advise whether your conflict needs to be recorded on their register.

Confidentiality & privacy

You may come across personal, sensitive, or private information in your role.

Please remember the following important rules:

- Only share confidential information on a need-to-know basis
- Never discuss private matters in public or casual settings
- Keep any records secure and don't leave devices or files unattended.

Members of the public may be keen to send a personal thank you and ask for an individual's address or phone number - never share someone else's contact details or personal information.

This applies during and after your time with us.



Breaches of this Kawa Tātaki

If this Kawa Tātaki is breached, we'll handle the matter with care, consistency, and fairness. Depending on the situation, actions may include:

- A supportive conversation or reminder
- Formal investigation
- Suspension or removal from a role
- In serious cases, referral to external agencies or dismissal

Everyone involved has the right to be heard and supported. We follow fair processes and ensure privacy is protected wherever possible.

This Kawa Tātaki isn't about catching people out — it's here to help us all thrive in a culture of trust, fairness, & respect.

Thank you

For being part of what makes
SLSNZ a place people want to be.

**SURF LIFE SAVING**



SURF LIFE SAVING

**Saving
lives
since
1910**



surflifesaving.org.nz

