

FOUR WHEEL DRIVE VICTORIA

TERMS OF REFERENCE

Multiple Club Membership Fee Model Working Group

Document status: Final

Approved by: Four Wheel Drive Victoria Board

Date approved: 17 / 09 / 2026



1. Background

Four Wheel Drive Victoria (FWDV) is an association comprising of affiliated four wheel drive vehicle clubs across Victoria.

The current FWDV membership and affiliation fee model has been established on the basis of membership arrangements between FWDV and its affiliated clubs (per association rules – Rule 12). Under the current model, an individual who is a member of more than one affiliated four wheel drive club must pay each club the association affiliation fee (and any other club fees due) at the time of renewing their membership.

During a clubs' annual membership renewal phase, typically June of each year, each club secretary must report on the number of members recorded on their register to FWDV. Once reported, each club is then invoiced (by FWDV) for the total number of members multiplied by the association's affiliation fee (per member).

Example:

Club ABC has 42 members, and this number is reported to FWDV who then invoice the Club for 42 members x \$62 (per club member) for the amount of \$2604.

The FWDV Board wishes to better understand the implications and feasibility of modifying the current fee model to recognise individuals who are members of multiple FWDV-affiliated clubs.

Accordingly, the Board proposes to establish a **Multiple Club Membership Fee Model Working Group** to investigate the issue and provide a considered report and recommendations to the Board.

2. Purpose

The purpose of the Working Group is to investigate the feasibility of amending the current FWDV fee model so that an individual who belongs to more than one FWDV-affiliated club can be recognised appropriately for fee and membership purposes.

The Working Group is to consider the financial, administrative, governance, membership, equity and operational implications of potential alternative fee models.

The Working Group will not have authority to change FWDV's fee structure. Its role is to investigate, consult, analyse and report to the Board.

3. Objectives

The Working Group will:

1. Document and analyse the current FWDV fee and membership model, including how multiple-club members are currently treated.
 2. Establish, as far as practicable, the number and proportion of individuals who are members of more than one FWDV-affiliated club.
 3. Identify the financial implications of the current arrangements for:
 - FWDV;
 - affiliated clubs; and
 - individual members who belong to multiple affiliated clubs.
 4. Develop and assess potential alternative fee models that could recognise multiple-club membership.
 5. Consider whether a different fee model could be implemented without adversely affecting the financial sustainability of FWDV.
 6. Consider the administrative and technological requirements associated with identifying and managing individuals who belong to multiple affiliated clubs.
 7. Consider issues relating to privacy, data sharing, membership records and the accuracy of member identification.
 8. Consider the implications for club affiliation arrangements, , representation, or other member benefits where relevant.
 9. Consult with affiliated clubs and other relevant stakeholders regarding the current model and potential alternatives.
 10. Identify any risks, unintended consequences or implementation issues associated with potential changes.
 11. Provide the Board with a written report setting out the findings of the investigation and options for consideration.
-

4. Scope

4.1 Matters within scope

The Working Group may investigate:

- the existing FWDV affiliation and membership fee structure;
- the definition and treatment of an individual who belongs to multiple affiliated clubs;
- the financial contribution made to FWDV through multiple club memberships;
- alternative approaches to calculating affiliation or membership fees;
- methods for identifying a common individual across multiple club membership databases;

- possible discounts, capped fees, single-person fees or other mechanisms for multiple-club members;
- the effect of different models on individual clubs;
- the effect of different models on FWDV's revenue;
- administrative and information technology requirements;
- data governance and privacy considerations;
- transitional arrangements;
- implementation costs;
- communication and stakeholder engagement requirements; and
- any amendments that may be required to FWDV policies, regulations, constitution, affiliation arrangements or other governing documents.

4.2 Matters outside scope

The Working Group is not authorised to:

- amend FWDV's fee structure;
- make binding commitments on behalf of FWDV;
- enter into agreements on behalf of FWDV;
- alter club affiliation arrangements;
- make changes to FWDV's constitution or governing rules; or
- make decisions reserved for the Board or members of FWDV.

Any recommendations involving these matters are to be referred to the Board for consideration and decision.

5. Guiding Principles

In undertaking its work, the Working Group should consider the following principles:

5.1 Financial sustainability

Any proposed model should support the ongoing financial sustainability of FWDV and ensure that the financial consequences are clearly understood.

5.2 Equity and consistency

The model should seek to treat members and affiliated clubs consistently, while recognising the particular circumstances of individuals who belong to multiple clubs.

5.3 Transparency

The basis on which fees are calculated should be readily understandable to FWDV, affiliated clubs and individual members.

5.4 Administrative practicality

Any proposed model should be capable of being administered efficiently and reliably, having regard to the systems and resources available to FWDV and affiliated clubs.

5.5 Data integrity and privacy

Any system for identifying multiple-club members should appropriately address data accuracy, privacy, security and information-sharing requirements.

5.6 Club relationships

The Working Group should consider the impact of any proposed changes on the relationship between FWDV and its affiliated clubs, including the financial position and administrative responsibilities of clubs.

5.7 Member value

The Working Group should consider whether alternative models appropriately reflect the membership services, benefits and representation provided by FWDV.

6. Key Questions

The Working Group should seek to answer, at a minimum, the following questions:

1. How does the current fee model operate where an individual belongs to two or more affiliated clubs?
 2. How many multiple-club members currently exist, and what proportion of the total FWDV membership do they represent?
 3. What is the financial impact of the current model on FWDV?
 4. What would be the financial impact of alternative models on FWDV and individual affiliated clubs?
 5. What alternative fee structures could reasonably be considered?
 6. How could multiple-club members be reliably identified without creating unreasonable administrative burdens?
 7. What information would need to be shared between clubs and FWDV and FWDA?
 8. What privacy, data protection or consent considerations arise?
 9. Would a change require amendments to existing FWDV rules, policies or club affiliation arrangements?
 10. What are the potential advantages, disadvantages and risks of each viable option?
 11. What would implementation involve, including systems, administration, communications and transition arrangements?
 12. Is there a viable alternative fee model that should be recommended to the Board for further consideration?
-

7. Membership of the Working Group

The Working Group will comprise members appointed by the FWDV Board.

The proposed membership should include appropriate representation from:

- an FWDV Board representative, who will act as Chair;
- FWDV management/administration;
- FWDV finance or treasurer function;
- representatives of affiliated clubs (limit of one of any club); and
- other persons with relevant expertise in membership administration, data management, finance or governance, as determined by the Board.

The Board may appoint additional members or invite specialist advisers to participate where particular expertise is required.

Working Group members are expected to act in the interests of FWDV and its affiliated club network rather than advocating solely for the interests of an individual club.

8. Chair

The Chair will be appointed by the FWDV Board.

The Chair will:

- convene and chair Working Group meetings;
 - ensure that the Working Group operates in accordance with these Terms of Reference;
 - facilitate balanced consideration of the issues;
 - ensure that relevant information and views are considered;
 - coordinate preparation of the final report; and
 - present or arrange presentation of the report to the Board.
-

9. Secretariat and Administrative Support

FWDV will provide reasonable administrative support to the Working Group.

The Secretariat will, where appropriate:

- prepare meeting agendas;
 - record minutes and actions;
 - maintain relevant documentation;
 - coordinate information requests;
 - maintain a register of issues and options; and
 - assist with preparation of the final report.
-

10. Meetings

The Working Group will meet as required to complete its investigation.

It is anticipated that meetings will initially occur [monthly / as required], with additional meetings scheduled where necessary.

Meetings may be conducted in person or electronically.

A quorum will comprise [insert number or proportion] of appointed Working Group members, including the Chair or their nominated delegate.

11. Decision-Making

The Working Group is an advisory body and does not have delegated authority to make decisions on behalf of FWDV.

The Working Group should seek to reach conclusions by consensus wherever possible.

Where consensus cannot be achieved, differing views should be recorded appropriately in the Working Group's report to the Board.

The Board retains sole responsibility for determining whether any changes to the FWDV fee model should be adopted.

12. Consultation

The Working Group should undertake appropriate consultation with affiliated clubs and, where considered appropriate, individual members.

Consultation may include:

- surveys of affiliated clubs;
- collection of membership data;
- discussions with club representatives;
- workshops or information sessions;
- targeted consultation with clubs with significant numbers of multiple-club members; and
- consultation with relevant FWDV committees or office bearers.

The Working Group should clearly distinguish between factual information gathered through consultation and individual opinions or preferences.

13. Information and Data

The Working Group may request information reasonably required to undertake its investigation.

Where member information is required, the Working Group should seek to use aggregated, de-identified or otherwise appropriately protected information wherever practicable.

Any collection, use, storage or sharing of personal information must be undertaken consistently with applicable privacy obligations and FWDV policies.

The Working Group should specifically consider the minimum information necessary to identify whether the same individual belongs to multiple affiliated clubs and whether an appropriate consent or data-sharing mechanism would be required.

14. Options Analysis

The Working Group should develop an options analysis for consideration by the Board.

At a minimum, the analysis should consider:

Consideration	Current Model	Option 1	Option 2	Option 3
FWDV revenue impact				
Impact on affiliated clubs				
Impact on multiple-club members				
Administrative complexity				
Data requirements				
Privacy considerations				
Implementation cost				
Ongoing operating cost				
Governance implications				
Transition requirements				
Risks/unintended consequences				

The purpose of this analysis is to provide the Board with sufficient information to make its own determination regarding any proposed change.

15. Deliverables

The Working Group will provide the Board with a written report containing:

1. **Executive summary**
2. **Background and current fee model**
3. **Current membership data and analysis**
4. **Definition and treatment of multiple-club members**
5. **Financial analysis**
6. **Stakeholder consultation findings**
7. **Alternative fee model options**
8. **Administrative and systems implications**
9. **Privacy and data considerations**
10. **Governance and policy implications**
11. **Risks and implementation considerations**
12. **Transition options**
13. **Summary of findings**
14. **Recommendations for consideration by the Board**

Where possible, financial modelling should include illustrative scenarios showing the potential effect of each viable option on FWDV and affiliated clubs.

16. Reporting

The Working Group will report directly to the FWDV Board.

The Chair may provide interim updates to the Board where:

- significant issues arise;
- additional resources or authority are required;
- the scope of the investigation needs to be reconsidered; or
- preliminary findings have material implications for the project.

The final report will be submitted to the Board by **30 June 2027**.

17. Confidentiality and Conflicts of Interest

Working Group members must maintain appropriate confidentiality regarding information received in the course of their work.

Members must disclose any actual, potential or perceived conflict of interest relevant to the Working Group's deliberations.

The Chair will determine how any disclosed conflict is to be managed, with significant conflicts reported to the Board where appropriate.

18. Resources

The Board will make available reasonable resources necessary for the Working Group to undertake its work.

Any expenditure outside an approved budget must receive prior approval from the FWDV Board or an appropriately delegated officer.

Where specialist professional advice is required, the Working Group may make a recommendation to the Board for the engagement of an appropriately qualified adviser.

19. Duration

The Working Group will be established for the duration of the investigation and will cease to operate following:

1. submission of its final report to the Board; and
2. completion of any additional work requested by the Board arising from the report.

The Board may extend, amend or terminate the Working Group's mandate at any time.

20. Review of Terms of Reference

These Terms of Reference may be reviewed by the Board at any time during the Working Group's operation.

Any material change to the scope or authority of the Working Group must be approved by the Board.

21. Proposed Timeline

Subject to Board approval, the following indicative timeline is proposed:

Stage	Activity	Indicative Timing
1	Board approves Terms of Reference and seeks expressions of interest for members of Working Group	Sep & Oct 2026
	Board appoints Working Group members	Mid Oct / Nov
2	Review current fee and membership arrangements	Month 1
3	Collect and analyse multiple-club membership data	Months 1–2
4	Financial and administrative analysis	Months 2–3
5	Consultation with affiliated clubs	Months 2–3
6	Develop and assess alternative models	Months 3–4
7	Prepare draft report	Month 4
8	Working Group finalises report	Month 5
9	Report submitted to FWDV Board	Month 5

The timeline may be varied by the Working Group with the agreement of the Board.

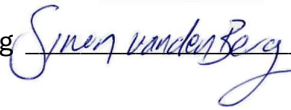
22. Board Resolution

That the Board of Four Wheel Drive Victoria:

1. approves the establishment of the **Multiple Club Membership Fee Model Working Group**;
 2. approves the Terms of Reference set out in this document;
 3. appoints the Working Group Chair and members; and
 4. requests that the Working Group report its findings and recommendations to the Board by **30 June 2027**.
-

Approved by the Four Wheel Drive Victoria Board

Chair: Simon van den Berg



Date: 17 Sep 2026