



TOWNSVILLE TABLE TENNIS ASSOCIATION INCORPORATED

STRATEGIC AND OPERATIONS MANUAL

Townsville Table Tennis Association Incorporated

Address: 60 Charters Towers Road, Hermit Park Qld 4812

Postal Address: PO Box 185, Castletown Qld 4812

Phone: 07 4771 5911





TABLE OF CONTENTS

1. PART 1 – GENERAL

| | | |
|-----|---------------------------------|---|
| 1.1 | Definitions and Interpretation | 5 |
| 1.2 | Review of this Manual | 6 |
| 1.3 | Manual to be Binding | 6 |
| 1.4 | Member Viewing of this Manual | 6 |
| 1.5 | Inconsistency | 6 |
| 1.6 | Electronic Communication | 6 |
| 1.7 | About the Association and Sport | 6 |
| 1.8 | Objects of the Association | 7 |

2. PART 2 – STRATEGIC PLAN

| | | |
|-----|-------------------------------|---|
| 2.1 | General | 8 |
| 2.2 | Review of this Strategic Plan | 8 |
| 2.3 | Strategic Plan (General) | 8 |
| 2.4 | Strategic Plan (Immediate) | 8 |
| 2.5 | Strategic Plan (Short Term) | 9 |
| 2.6 | Strategic Plan (Long Term) | 9 |

3. PART 3 – THE COMMITTEE

| | | |
|------|--|----|
| 3.1 | General | 10 |
| 3.2 | Responsibility and Functions (General) | 10 |
| 3.3 | Election of Committee Members | 10 |
| 3.4 | Suitability of Committee Members | 10 |
| 3.5 | Recruitment Process | 11 |
| 3.6 | Induction Process | 11 |
| 3.7 | Committee meetings | 12 |
| 3.8 | President | 13 |
| 3.9 | Vice President | 13 |
| 3.10 | Secretary | 13 |
| 3.11 | Treasurer | 14 |
| 3.12 | Sub-Committee | 14 |
| 3.13 | Classes of Membership | 14 |
| 3.14 | Centre Coordinator | 14 |

4. PART 4 – COMMITTEE DUTIES AND RESPONSIBILITIES

| | | |
|-----|---|----|
| 4.1 | General | 15 |
| 4.2 | Duty to act in good faith | 15 |
| 4.3 | Duty to act for a proper purpose | 16 |
| 4.4 | Duty to act with reasonable care, diligence and skill | 16 |
| 4.5 | Duty not to misuse information | 16 |
| 4.6 | Duty to disclose and manage conflicts of interest | 17 |



| | | |
|------------|--|----|
| 5. | PART 5 – RISK MANAGEMENT AND INCIDENT REPORTING | |
| 5.1 | Risk Management Plan | 18 |
| 5.2 | Incident Report | 18 |
| 6. | PART 6 – WORKING WITH CHILDREN | |
| 6.1 | General | 19 |
| 6.2 | Legal Requirements | 19 |
| 6.3 | Maintaining Boundaries | 19 |
| 6.4 | Minimise physical contact | 20 |
| 6.5 | Being alone with a child | 20 |
| 6.6 | Pick Up and Drop Off Requirements | 20 |
| 6.7 | Maintain control – avoid losing your temper | 21 |
| 6.8 | Qualified personnel should attend to injuries | 21 |
| 6.9 | photographing children | 21 |
| 7. | PART 7 – PLAYERS WITH A DISABILITY | |
| 7.1 | General | 23 |
| 7.2 | Our Commitment | 23 |
| 7.3 | What our Association will do | 23 |
| 7.4 | What we ask Members to do | 23 |
| 8. | PART 8 – CONSUMPTION OF ALCOHOL | |
| 8.1 | Our Commitment | 24 |
| 8.2 | What we ask you to do | 24 |
| 8.3 | Non-Compliance | 24 |
| 9. | PART 9 – DISCRIMINATION AND EQUAL OPPORTUNITY | |
| 9.1 | General | 26 |
| 9.2 | Commitment | 26 |
| 9.3 | Reporting | 26 |
| 10. | PART 10 – SOCIAL MEDIA | |
| 10.1 | General | 27 |
| 10.2 | Scope | 27 |
| 10.3 | Using Social Media in an Official Capacity | 28 |
| 10.4 | Guidelines | 28 |
| 10.5 | Gaining permission when publishing a person's identifiable image | 29 |
| 10.6 | Complying with applicable laws | 29 |
| 10.7 | Abiding by copyright laws | 29 |
| 10.8 | Discrimination, sexual harassment and bullying | 29 |
| 10.9 | Dealing with mistakes | 29 |
| 10.10 | Conscientious behaviour and awareness of the consequences | 29 |
| 10.11 | Branding and intellectual property of the Association | 30 |
| 10.12 | Breaches of this By-Law | 30 |



| | | |
|-------------------|--|----|
| 10.13 | Reporting a breach | 30 |
| 10.14 | Investigation | 30 |
| 10.15 | Disciplinary process, consequences and appeals | 31 |
| 11. | PART 11 – CODE OF BEHAVIOUR | |
| 11.1 | General | 32 |
| 11.2 | Code of Behaviour Principles | 32 |
| 11.3 | Spectator Behaviour | 33 |
| 11.4 | Non-Compliance | 34 |
| 12. | PART 12 – ELECTRONIC COMMUNICATION | |
| 12.1 | General | 35 |
| 12.2 | What our Association will do | 35 |
| 12.3 | What we ask our Members to do | 35 |
| 12.4 | Non-compliance | 35 |
| 13. | PART 13 – COMPLAINT PROCESS | |
| 13.1 | General | 36 |
| 13.2 | Process for making the Complaint | 36 |
| 13.3 | Committee Investigation | 36 |
| 13.4 | Unsatisfactory Conduct Finding | 36 |
| SCHEDULE A | | |
| | Risk Management Plan | 38 |
| SCHEDULE B | | |
| | Incident Report | 43 |



1. PART 1 – GENERAL

1.1 Definitions and Interpretation

(a) In this Manual:-

Act means the *Associations Incorporation Act 1981*.

Association means the Townsville Table Tennis Association Incorporated.

By-Laws means any By-Laws of the Association from time-to-time and includes the By-Laws (Senior Fixtures) and By-Laws (General).

By-Laws (Senior Fixtures) means the By-Laws (Senior Fixtures) as approved by the Association from time-to-time.

By-Laws (General) means the By-Laws (General) as approved by the Association from time-to-time.

Centre Coordinator means the employed centre coordinator of the Association, if any.

Committee means the management committee of the Association established in accordance with the Rules.

Hall means the Association playing hall, located at 60 Charters Towers Road, Hermit Park.

Head Coach means the Head Coach appointed by the Committee in terms of the Rules and the By-Laws, if any.

Incident Report means the Incident Report contained in Schedule B of this Manual and as amended by the Committee from time to time.

ITTF means the International Table Tennis Federation.

Manual means this Strategic and Operations Manual

members means the members of the Association in terms of clause 5.1 of these Rules and **member** means any one (1) of the members.

Regulation means the *Associations Incorporations Regulation 1999*.

Risk Management Plan means the Risk Management Plan contained in Schedule A of this Manual and as amended by the Committee from time to time.

Rules means the Rules of the Association as registered with the Office of Fair Trading and reference to a rule means a reference to a rule contained therein.

Selection Panel means the selection panel appointed under the Rules and the Association's "By-Laws (General)".

Sport means the sport of table tennis.

(b) In this Manual:-

- (i) words importing the singular shall include the plural and vice versa; words importing any gender shall include any other gender; words importing persons shall include bodies corporate and unincorporate and vice versa as well as an individual;
- (ii) headings are for ease of reference only and shall not affect the interpretation of this Manual;
- (iii) "business day" means a day other than a Saturday, Sunday or a day which is a public holiday in Townsville, Queensland;
- (iv) reference to any statute or statutory provision shall include any modification or re-enactment of, or any legislative provisions substituted for, any regulations made there under and all other legislation and statutory instruments issued under such legislation or such provision;



- (v) references to parties, parts, clauses and attachments are references to parties, parts, clauses and attachments to this Manual as modified or varied from time to time;
 - (vi) all references to "\$" and "dollars" are to the lawful currency of Australia;
 - (vii) month means a calendar month; and
 - (viii) week means a calendar week; and
 - (ix) a mutual agreement of parties shall occur when the parties make an agreement that has been arrived at between the parties without duress being applied to either party.
- (c) A word or expression that is not defined in this Manual, but is defined in the Act has, if the context permits, the meaning given by the Act.

1.2 Review of this Manual

- (a) This Manual commences from the date in which it is approved by the Committee.
- (b) This Manual will continue to apply until replaced by another policy approved by the Committee.

1.3 Manual to be Binding

- (a) Pursuant to Rule 44 of the Rules, the Committee may make, amend or repeal any by-laws not inconsistent with the Rules and otherwise in terms therein contained.
- (b) This Manual has been approved by the Committee as By-Laws for the purposes of the Rules and is binding on all members, which includes:-
 - (i) general members of our Association;
 - (ii) persons appointed or elected to the Committee and any sub-committees;
 - (iii) employees of our Association, including the Centre Coordinator;
 - (iv) support personnel, including managers, physiotherapists, psychologists, masseurs, sport trainers and others;
 - (v) coaches and assistant coaches;
 - (vi) athletes;
 - (vii) referees, umpires and other officials;
 - (viii) member associations attending our Hall for any function, event or other matter.

1.4 Member Viewing of this Manual

- (a) This Manual shall at all times be available for viewing by members in the manner approved by the Committee.

1.5 Inconsistency

- (a) Nothing contained in this Manual is intended to impose any obligations on the Committee or members that does not comply with the Rules. If any provision of these by-laws does not comply with the Rules then the relevant clause of this Manual is varied to the extent of any inconsistency with the Rules.

1.6 Electronic Communication

- (a) To the full extent permitted at law all notices given or required to be given under this Manual may be provided by electronic means.

1.7 About the Association and the Sport

- (a) In accordance with Rule 3:-

The Association was established in 1931 and was the first table tennis club in Australia to own the premises in which the sport is conducted.





Many champions have developed from the Association over the years. The Association has seasoned veterans and developing junior players who represent Townsville in state championships and also represent Queensland at National Championships. Some of the Association's coaches are current and past title holders. Together, the Association has combined experience to assist adult and junior development in table tennis.

Visitors are welcome from the local community, regional areas plus overseas. The whole family can join in for a game of the Sport. Most people have played at home or work some time or other. Some good players have attended the Association premises for a hit to see if their skills are still ok. Kids and adults can learn the game with our beginner coaching sessions.

Table Tennis is a low impact and sun safe sport. It is good for people of all ages.

1.8 Objects of the Association

- (a) In accordance with Rule 4:-

The Association aims to promote the Association and the Sport by:-

- (a) fostering a welcoming environment for everyone;*
- (b) trying to ensure that everyone (being participants, members, coaches, officials, the management committee and any other person involved in the Sport) is made to feel welcome, included and valued;*
- (c) encouraging good sportsmanship;*
- (d) arranging, controlling and conducting matches and tournaments between clubs and members, to arrange inter-town matches and tournaments, settling disputes in questions arising between affiliated members;*
- (e) promoting a close interactive relationship between the management committee, coaches and officials on the one hand and the members and any other person involved in the Sport on the other hand;*
- (f) not countenancing any form of discrimination within the Sport whatsoever, including but without limitation, in relation to a person's age, ability, disability, income, education, sexual orientation, race, religion or personal attributes;*
- (g) trying to expand the Sport and create awareness of the Sport and its benefits to the community at large; and*
- (h) assisting members in increasing their knowledge and skills in the Sport while competing in an enjoyable environment.*



2. PART 2 – STRATEGIC PLAN

2.1 General

- (a) A strategic plan is a formalized road map that describes how that business will execute its selected strategies. The strategic plan spells out where a business is going over a selected period of time and how it's going to get there.
- (b) A strategic plan's function is to declare the purpose of the business, the goals the business hopes to achieve over a selected period of time and how the business will get there. It must have primary focus on the business objects.
- (c) A strategic plan is:-
 - (i) a management tool that serves the purpose of helping a business do a better job, because a plan focuses the energy, resources, and time of everyone in the business in the same direction.
 - (ii) a means to an end, a method used to position an organization, through prioritizing its use of resources according to identified goals, in an effort to guide its direction and development over a period of time.
- (d) A strategic plan:-
 - (i) helps build a competitive advantage;
 - (ii) communicates the business strategy to members;
 - (iii) prioritizes financial needs of a business; and
 - (iv) provides focus and direction to move from plan to action.

2.2 Review of the Strategic Plan

- (a) The strategic plan herein contained commences from the date in which it is approved by the Committee.
- (b) This strategic plan will continue to apply until replaced by another strategic plan approved by the Committee.

2.3 Strategic Plan (General)

- (a) Having regard to the Objects of our Association as contained in the Rules and this Manual, the overarching objective of our Association is the promote the Sport of table tennis.
- (b) This strategic plan consists of three (3) components, being:-
 - (i) Immediate;
 - (ii) Short Term (0 - 5 years);
 - (iii) Long Term (5 – 15 years).
- (c) For each of the three (3) components above:-
 - (i) The goals must be established;
 - (ii) The specific approach or strategy must be implemented to reach those goals; and
 - (iii) The goals must be monitored and updated.

2.4 Strategic Plan (Immediate)

- (a) The primary immediate goal is to ensure that all members and people attending our hall or involved in the Sport generally:-
 - (i) are made to feel welcome, included and valued;
 - (ii) promote good sportsmanship;



- (iii) promote a close interactive relationship between all other people involved with our Association or the Sport generally;
- (iv) do not countenance any form of discrimination;
- (v) are increasing their knowledge and skills in the Sport while competing in an enjoyable environment.
- (b) This occurs by the Committee, Head Coach and Centre Coordinator leading by example.
- (c) All members should always sue their best endeavours to also lead by example.

2.5 Strategic Plan (Short Term)

- (a) In addition to the immediate goals, the Association's short term goals are:-
 - (i) to continually increase our junior training programs;
 - (ii) to increase our adult beginner training programs;
 - (iii) to increase numbers in our senior fixtures;
 - (iv) to promote our Sunday tournaments;
 - (v) to promote and grow the tournaments held throughout the year;
 - (vi) to maintain a level of member satisfaction throughout all areas of our membership, including:-
 - (A) our social seniors;
 - (B) our juniors; and
 - (C) our senior fixture players;
 - (vii) to try and generally expand the Sport and create awareness of the Sport and its benefits to the community at large.

2.6 Strategic Plan (Long Term)

- (a) In addition to the immediate goals and the short term goals, the Association's long term goals are:
 - (i) Increase awareness and branding of our Sport in the Townsville community;
 - (ii) Become one of the leading associations in the Sport in Queensland and Australia; and
 - (iii) Increase our membership in all areas.
- (b) As our Association grows in numbers we will inevitably out-grow our current premises. Our long term goal is also to expand our Hall by either:-
 - (i) Constructing a new premises;
 - (ii) Acquiring an existing large premises; or
 - (iii) Expanding our current Hall.



3. PART 3 – THE COMMITTEE

3.1 General

- (a) It is important that Committee members recruited for the Committee have the right values, skills, attitude and commitment. Even though this is a volunteer job, being a Committee member is a crucial leadership role in the Association.
- (b) It's not about "filling seats". An established recruitment process (that includes a well-defined role and expectations as well as an application and screening process) ensures that all candidates are qualified and evaluated using consistent criteria and process.
- (c) There will always be turnover of the Committee, so it's important to have a process in place.
- (d) Once a Committee member has been recruited it is equally important that the new Committee member undertake an induction process.
- (e) All appointment of Committee members must be in accordance with the Constitution.

3.2 Responsibility and Functions (General)

- (a) The committee of a not-for-profit agency is the highest authority in any organisation. In this respect, the Committee has to provide purpose, leadership and overall strategy, and it has the responsibility of assuring the public that the Association's finances are sound, its operations are legal, and its procedures work.
- (b) In short, the Committee is responsible for all governance of the Association and all operations management.
- (c) Importantly, some friction between Committee members is normal and does not necessarily mean there is a problem. The Committee members will not always be unanimous on every resolution passed. In moderation, this is neither unusual nor undesirable.
- (d) In accordance with the Rules, the Association's business is vested in the Committee and the Committee:-
 - (i) has the general control, decision making and management of the administration of the affairs, property and funds of the Association;
 - (ii) has authority to interpret the meaning of the Rules and any matter relating to the Association on which the Rules are silent or ambiguous; and
 - (iii) has the authority to delegate the powers of management as they deem necessary and in accordance with the Rules .
- (e) The Committee may exercise all the powers of the Association.

3.3 Election of Committee Members

- (a) Committee members shall be elected by the method specified in the Rules.
- (b) The mode of election shall be by way of ballot.

3.4 Suitability of Committee Members

- (a) The Association must be controlled by people who do not pose a risk to the Association financial position or the pursuit of its not-for-profit purpose (i.e. conducting the Sport).
- (b) Reasonable steps must be taken to ensure that each Committee member is not disqualified from:-
 - (i) managing a corporation under the Corporations Act;
 - (ii) being a responsible person by the ACNC Commissioner, within the previous 12 months.



- (c) Before a motion is put before the Committee for approval of a new Committee member the Secretary must provide the Committee with each of the following in relation to the proposed new Committee member:-
 - (i) An ASIC Disqualified Persons Register search; and
 - (ii) A ACNC Register of Disqualified Persons search.

3.5 Recruitment Process

- (a) When considering suitability of a new Committee member regard shall be had to the following:-
 - (i) How long are Committee members expected to serve? There is no minimum term requirement but does the existing Committee expect some form of commitment?
 - (ii) What are the typical duties expected of a Committee member? (e.g. attends monthly Committee meetings; reviews monthly financial statements; participates in fundraising; participates in/manages committees; etc.)
 - (iii) Is there any expectation to manage or mentor the Association employees?
 - (iv) Approximately what is the time commitment expected of Committee members? (e.g., number of hours for reviewing materials; attending board meetings; attending committee meetings, annual meeting, other tasks?)
 - (v) What are the legal implications of taking on this role? (e.g., liability; accountability?)
 - (vi) Are there financial expectations? (e.g., are Committee members expected to raise funds, provide sponsorships, etc.?)
 - (vii) What is the Committee member's role in the organization's finances?
 - (viii) What general skills are needed, if any? (e.g., inter-personal, problem-solving and communications skills, etc.)
 - (ix) What are some of the other skills or expertise we may be looking for? (e.g., board governance, policy development, financial expertise, strategic planning, marketing skills, event management experience, etc.)
 - (x) Are there specific skill sets the Committee requires of its new Committee member?
- (b) The following process should be followed when seeking to recruit a new Committee member (as may be deemed appropriate from time to time by the Committee):-
 - (i) Referrals and word-of-mouth:
 - (ii) Publicize within the Association network, which may include a post on the Association social media forum or by email.
- (c) Any person wishes to be a Committee Member must complete the nomination form approved by the Committee from time to time.

3.6 Induction Process

- (a) Upon election of a new Committee member the following process will be followed:-
 - (i) Step One - Initial contact: The President will make contact as soon as the appointment has occurred.
 - (ii) Step Two – Corporate Governance and Induction: The Secretary will arrange a meeting with the new Committee member and:-
 - (A) provide them with a copy of the Rules, this Manual, the By-Laws, background information about the Association and any strategic plans, policies, budgets, an annual reports or other documents relating to the corporate governance of the Association;





- (B) take the new Committee member through the minutes of recent meetings and brief them on issues the Committee is dealing with at the present time, or will be looking at in the future;
 - (C) provide the new Committee member with the contact information of all Committee members;
 - (iii) Step Three - Declaration: During the induction meeting referred to above the Secretary shall present the new Committee member with a declaration for signing. This declaration shall act as a declaration from the new Committee member that they are not disqualified from acting in the capacity as a Committee member of the Association.
 - (iv) Step Four - Tour: During the induction meeting referred to above the Secretary shall provide that person with an orientation of the Association facilities and documentation, as may be required.
- (b) The Secretary may delegate the tasks under clause 3.6(a) to the Centre Coordinator.

3.7

Committee meetings

- (a) The Committee must hold meetings in accordance with the Rules.
- (b) Effective Committee meetings are necessary to ensure that the Association is governed as efficiently and effectively as possible.
- (c) Committee meetings shall be chaired by the President. If the Present is not available then the meetings shall be chaired by the Vice President.
- (d) The President may adjourn a Committee meeting if it is apparent there would be insufficient Committee members to justify a meeting on the scheduled date and time or in the reasonable opinion of the President it would be beneficial to adjourn the Committee meeting.
- (e) Not less than three (3) business days prior to a scheduled Committee meeting the Secretary must circulate to all Committee members:-
 - (i) a copy of the minutes of the previous committee meeting;
 - (ii) the Agenda;
 - (iii) the Head Coach report; and
 - (iv) any other documents considered necessary for the meeting.
- (f) Minutes of all Committee meetings must be recorded by the Secretary (or as delegated to the Centre Coordinator). The minutes must include:-
 - (i) the date, time and venue of the meeting;
 - (ii) the names of those Committee members and invitees present at the meeting;
 - (iii) the name of the chair, Treasurer and Secretary;
 - (iv) any apologies tendered;
 - (v) any failure of a quorum;
 - (vi) a list of items considered at the meeting;
 - (vii) and resolutions pertaining to those item considered at the meeting;
 - (viii) details of any declarations of a conflict of interest or other matter which is reasonably considered important to record in the minutes; and
 - (ix) any matters directed by the chair to be recorded in the minutes.



- (g) A special Committee meeting may be called at any time by the President or by no fewer than two (2) Committee members. Seven (7) days' notice must be provided of any such meeting. If a special meeting is called then the Committee member/s who called the meeting must circulate an agenda containing the topics to be discussed at the proposed meeting (and all supporting papers if relevant) to all Committee members.
- (h) If there is any dispute at a Committee meeting then the decision of the chair shall be final.
- (i) The quorum for an Committee meeting is contained in the Rules.
- (j) Voting at a Committee meeting is documented in the Rules. The method of voting (e.g. show of hands, ballot etc.) shall be determined by the chair.
- (k) Committee members may vote for any motion or may abstain. A motion is declared carried of the majority of Committee members who voted on the motion vote in its favour. In the event of an equality of votes for and against a motion then the chair shall have the final casting vote.
- (l) Any Committee member may speak to any motion when granted the right to speak by the chair. The chair shall grant priority to Committee members who express an inattention to move dissent with a decision of the chair.
- (m) The Committee may invite the Head Coach and/or Centre Coordinator to attend part or all of a Committee meeting at its discretion.

3.8 President

- (a) The President is the presiding Committee member and helps the Committee to make effective decisions for managing and operating the Association by fulfilling the following duties:
 - (i) opens the meetings;
 - (ii) determining whether there is a quorum;
 - (iii) establishes the schedule of the meeting;
 - (iv) coordinates the subject matter of the agenda.
- (b) The President is charged with providing leadership and direction to the Committee.
- (c) The President is also responsible for ensuring that the Committee fulfils its responsibilities for the governance and success of the Association.
- (d) The President must work to optimize the relationship between the Committee, any paid employees, volunteers and other members, and to achieve the club's agreed goals.
- (e) The Presidents is generally the spokesperson for the Association.

3.9 Vice President

- (a) The Vice President is responsible for assisting the President to fulfil his/her responsibilities for the governance and success of the Association.
- (b) The Vice President has all the powers and responsibilities of the President under the Rules and the By-Laws. In the absence of the President the Vice President assumes the duties and responsibilities of the President.

3.10 Secretary

- (a) The Secretary is responsible for the documentation and communication of the activities of the Committee.
- (b) The secretary is the primary administration officer of the Committee and provides the links between the Committee, members and outside agencies.
- (c) The Secretary should be a good communicator, maintain confidentiality on relevant matters and have the ability to delegate tasks and supervise others. Amongst the Secretary's tasks are to



prepare agendas, prepare and distribute minutes, receive and disseminate correspondence to and from the club etc.

(d) The Secretary's duties include:-

- (i) keeping the register of members;
- (ii) sending and receiving letters, emails or other documents;
- (iii) advising the president or treasurer about urgent matters that arise from letters or other documents;
- (iv) taking nominations for the committee;
- (v) telling members about meetings (giving plenty of notice);
- (vi) calling and convening all meetings;
- (vii) arranging the venue;
- (viii) preparing the agenda;
- (ix) gathering and presenting any relevant documents; and
- (x) taking and keeping of minutes of meetings.

3.11 Treasurer

- (a) The Treasurer is responsible for the financial affairs of the Association in accordance with the Act and the Rules.
- (b) The Treasurer is responsible for the financial supervision of the Association to allow the Committee to provide good governance of the Association. The Treasurer is the chief financial management officer whose tasks include the preparation of annual budgets, planning for the Associations financial future and monitoring the Associations revenue and expenditure.
- (c) It is desirable that the treasurer is well organized and possesses a level of financial expertise.
- (d) The Treasurer's duties include:-
 - (i) keeping and maintaining an asset register for the Association;
 - (ii) managing the petty cash balance;
 - (iii) keeping the petty cash book up-to-date;
 - (iv) documenting all payments made, including receipts, invoices and statements;
 - (v) maintaining all deposit and cheque books;
 - (vi) making sure that the Committee approves or ratifies all payments made and records details of these payments in the minutes;
 - (vii) keeping all financial records in Queensland.

3.12 Sub-Committee

- (a) The Committee may form a sub-committee for any purposes in accordance with the Rules.

3.13 Classes of Membership

- (a) The classes of membership are governed by the Rules.

3.14 Centre Coordinator

- (a) Although responsibility will rest with the Committee (or such person on the Committee as specified in this Manual and the Rules), nothing in this Manual precludes the Committee from delegating tasks to the Centre Coordinator.



4. PART 4 – COMMITTEE DUTIES AND REPSONSIBILITIES

4.1 General

- (a) There is a mistaken view that people who volunteer their time in not-for-profit community organisations do not have to comply with any legal duties because they are 'volunteering'. This is incorrect. The law says that the relationship between a Committee member and the organisation is one of 'trust' (the legal term is a 'fiduciary relationship').
- (b) In these kinds of relationships, the law says that people who are in a position of 'trust' must act in the best interests of those who have trusted them.
- (c) As a Committee member he/she has been elected (or invited onto the Committee) by the Association's members and are trusted to make decisions on behalf of the Association. Effectively, the members are entrusting the steering of the Association to the Committee for the period that he/she is on the Committee. In return, by becoming a Committee member he/she agrees to act in the best interests of the Association and are accountable for the decisions he/she makes. Over time, the law has formed these notions into 'legal duties'
- (d) As a Committee member of the Association, the vast majority of functions are likely to be non-legal. Committee members main roles involve helping the Association pursue its purpose, to make key decisions about planning, resources and strategic direction of the Association and, to support the stated purpose of the Association.
- (e) The Committee must at all times act in accordance with the best interests of the Association and in accordance with public expectations.
- (f) The Committee must strive to always be more accountable, transparent and consultative to ensure that the Association strives to achieve:-
 - (i) greater effectiveness and efficiency, including by being more responsive to the Associations key stakeholders (if any) and members; and
 - (ii) greater trust and respect of those who take good governance seriously, particularly governments and businesses when determining the giving of grants, donations and other forms of support.
- (g) The Committee:-
 - (i) is answerable and responsible for the Association's results, including its successes and failures;
 - (ii) must ensure that information about the Association (including operations, procedures, financial status, directions, etc.) are clear and documented appropriately;
 - (iii) must at all times be willing to ask key stakeholders and other relevant individuals and groups their view of a particular issue, strategy or direction and to take into account their views before a decision is made or action is taken.
- (h) It is imperative that all Committee members understand their roles and responsibilities and carry them out to the best of their abilities. There are various common law and legislative duties in Australia placed on Committee members in not-for-profit organizations. These duties are designed to promote good governance and ensure that committee members act in the interests of the organisation, which includes putting the organisations interests ahead of their own.
- (i) This Part reiterates some of those common law and legislative duties.

4.2 Duty to act in good faith

- (a) The Committee has a duty to act bona fide (in good faith) in the interests of the Association as a whole. The Committee must act honestly at all times.



- (b) The test as to whether this duty has been complied with is a subjective test of “honesty or good faith”. Committee members breach the duty where they fail subjectively (i.e. in their own minds) to give proper consideration to the Association’s interests. This will occur where, for example, a Committee member assumes the company’s interests correspond with their own interests and do not consider its interests as a separate entity.
- (c) However, there are qualifications on the above subjective test. It imports an objective standard (i.e. what is reasonable in the eyes of an objective bystander) of whether an intelligent and honest person in the position of the Committee member could, in the whole of the relevant circumstances, have reasonably believed that the transactions were for the benefit of the Association.

4.3 Duty to act for a proper purpose

- (a) The Committee must make decisions which help the Association to achieve its purpose and objectives. In this regard, the Committee must ensure that the Association is making decisions for the right purpose and make sure that they are familiar with the aims and purpose of the Association, so the decisions of the Committee can guide the Association towards achieving these aims.
- (b) The Committee must not use their powers for an improper purpose. This would include obtaining an advantage for themselves to the detriment of the Association.

4.4 Duty to act with reasonable care, diligence and skill

- (a) The Committee:-
 - (i) Must take the position as a member of the Committee seriously;
 - (ii) Whilst there is no requirement that any Committee member have a specific skill set to be a member of the Committee, each Committee member should make use of any skills and experience they have for the benefit of the Association wherever possible;
 - (iii) Must give sufficient time, thought and energy to any tasks the Committee member has undertaken and to decisions required to make; and
 - (iv) Must monitor the affairs, activities, strategic direction and financial position of the Association. Each Committee member should have an understanding of the Association’s financial affairs and position at all times and should never permit the Association to incur debts knowing or suspecting that they cannot be paid as and when they fall due (i.e. engaging in insolvent trading).
- (b) The Committee is obligated to make reasonable decisions. These decisions do not have to be perfect. Sometimes tough decisions must be made. Sometimes decisions also result in outcomes that were not foreseen or contemplated, or even beneficial to the Association. This does not automatically mean that the Committee did not properly consider the matter or make a reasonable decision. The duty of reasonable care simply requires the Committee:-
 - (i) to make the decision in good faith and for a proper purpose; and
 - (ii) to properly inform themselves about the subject matter to an appropriate extent so that a rational decision can be made which is believed to be in the best interests of the Association.

4.5 Duty not to misuse information

- (a) The Committee must refrain from improperly using any information obtained because of their position on the Committee. This may include information obtained at Committee meetings, information divulged in their capacity as Committee member).
- (b) A Committee member must never use this information to gain a personal advantage (or an advantage for another) to the detriment of the Association.



- (c) Information which is deemed as 'confidential information' of the Association must never be revealed outside of the Association. This confidential information may include client details, commercially sensitive plans or bids, employee or salary issues etc.

4.6 Duty to disclose and manage conflicts of interest

- (a) A conflict of interest is not the same as a disagreement between Committee members. A conflict of interest situation arises when a Committee member is presented with the opportunity or potential to 'use' that position in some way for their own personal benefit (or for the benefit of relatives or another organisation).
- (b) Conflicts of interest situations often arise and cannot always be avoided. Conflict of interest situations are not prohibited. The legal duty relates to the process Committee members must follow in conflict of interest situations.
- (c) A Committee must disclose conflicts of interests (or possible conflicts of interests) to the Committee and in this regard, if a conflict of interest situation arises (or may reasonably be foreseeable as arising):-
 - (i) The Committee member must inform the Committee about the conflict of interest as soon as is reasonable practical;
 - (ii) The Committee member must be open and honest about the conflict of interest and full disclosure of the conflict of interest (or potential conflict of interest) must be provided to the Committee;
 - (iii) The Committee member will not be entitled to vote on any motion of the Committee which relates to the conflict of interest and if requested by the Chair, shall vacate the committee meeting for the purpose of presenting a motion to the Committee on the matter involving the conflict of interest;
 - (iv) The minutes of the Committee meeting (if appropriate) will correctly record the disclosure of the conflict of interest.



5. PART 5 – RISK MANAGEMENT AND INCIDENT REPORTING

5.1 Risk Management Plan

- (a) The Committee will endeavour to complete the Risk Management Report annually.
- (b) Will use best endeavours to complete during the period from the annual general meeting of each year and prior to the commencement of fixtures in the immediately following year.

5.2 Incident Report

- (a) If any incident whatsoever occurs in our Hall then the;-
 - (i) The person involved in the incident must complete the Incident Report as soon as reasonable possible after the incident; and
 - (ii) A Committee member or the Head Coach / Centre Coordinator who witnessed the incident and/or was present in the Hall at the time of the incident must complete the incident report as soon as is reasonably possible after the incident occurring and email a copy to all Committee members.
- (b) The Incident Report must be available at all times at the control desk in the Hall.



6. PART 6 – WORKING WITH CHILDREN

6.1 General

- (a) All sporting organisations have a responsibility to provide safe environments for children and young people, ensuring they are safe from abuse and protected from people unsuitable to work with children.
- (b) Our Association endorses the recommendations and guidelines of “Play by the Rules”, an Australian organisation which is a collaboration between the Australian Sports Commission, Australian Human Rights Commission, all state and territory departments of sport and recreation, all state and territory anti-discrimination and human rights agencies, the Office of the Children's Guardian, the Australian New Zealand Sports Law Association (ANZSLA) and the Anti-Discrimination Board of NSW.

6.2 Legal Requirements

- (a) A person will need a Working with Children Check, also known as the ‘blue card’, if they propose to work in a paid or voluntary capacity or to carry on a business in a child-related area regulated by the Commission for *Children and Young People and Child Guardian Act 2000*.
- (b) Once a person is checked and approved they are issued with a blue card. Volunteers and paid employees in any sporting organisations generally fall under the ‘churches, clubs and associations’ category of regulated employment. This includes our Association.
- (c) Volunteers and paid employees in private businesses may fall under the ‘sport and active recreation’ category of regulated employment. This would include any paid coach at our Association or Centre Coordinator.
- (d) The check is a detailed national criminal history check that includes charges and investigations relating to children. People such as those with previous convictions involving children are disqualified from applying for, or renewing, a blue card (refer to website for details).
- (e) A blue card remains current for two years. Existing card holders will be notified by the Queensland Commission for Children and Young People and Child Guardian before their card expires.
- (f) Each Committee member must maintain a blue card at all times.

6.3 Maintaining Boundaries

- (a) Coaches and other personnel in positions of authority should maintain clear:-
 - (i) Physical boundaries
 - (A) use drills to develop fitness, not as a punishment;
 - (B) never use physical contact that is appropriate for the development of the Sport without the permission of the child's parent;
 - (C) work within sight of others at all times
 - (ii) Emotional boundaries
 - (A) use positive feedback on performance, not negative feedback about the person;
 - (B) be encouraging and avoid put-downs
 - (iii) Social boundaries
 - (A) attend sport related events such as sponsorship and fundraising events, celebrations and annual meetings but do not socialise with athletes outside of functions;



- (B) do not socialise with children via social media
- (iv) Sexual boundaries
 - (A) do not have sexual relationships with any athletes being coached.
 - (B) do not touch athletes in ways likely to make them feel uncomfortable

6.4 Minimise physical contact

- (a) Generally, physical contact with players or participants should be to:
 - (i) develop sport skills; or
 - (ii) treat an injury or prevent an injury; or
 - (iii) meet the specific requirements of the Sport./
- (b) All physical contact by personnel should fulfil the following criteria:
 - (i) physical contact should be appropriate for the development of the Sport's skills;
 - (ii) permission from the player or participant should always be sought as well as from the parent or guardian;
 - (iii) players or participants should be congratulated or comforted in public not in an isolated setting.

6.5 Being alone with a child

- (a) To protect yourself and the child from risk:
 - (i) do not isolate yourself and a child and avoid being alone with any particular child;
 - (ii) if a child approaches you and wants to talk to you privately about a matter, do so in an open area and in sight of other adults (e.g. other coaches or the Committee or parents/guardians);
 - (iii) before going into change rooms knock or announce that you will be coming in and always have at least one adult with you in a change room with children.

6.6 Pick Up and Drop Off Requirements

- (a) Our Association is committed to providing a safe environment for the participation of children and young people. Part of this is ensuring that children and young people are not left alone after practice or games.
- (b) Parents and/or guardians need to be responsible for the collection of their children from practise and games.
- (c) Parents and/or guardians should always:-
 - (i) be familiar with the time and location of practice and games and when they can expect to collect their children;
 - (ii) pick their children up on time or make other arrangements.
 - (iii) pick their child up from inside the Hall and not have the child or children wait outside the Hall.
 - (iv) inform the Head Coach about any changes in arrangements for picking up their child.
 - (v) ensure that the Head Coach has an emergency contact name and numbers and these emergency contact details are in the Association's register/system.
- (d) We will always have someone on our Committee or a designated coach at the Hall during nominated practice hours.



- (e) Any practice outside of nominated coaching hours is at the sole responsibility of the parent/guardian.

6.7 Maintain control – avoid losing your temper

- (a) Adopt positive language and behaviour (e.g., avoid bad or aggressive language that could intimidate a child or set a poor example).
- (b) If you find that you regularly lose your temper with children, you should seek support in learning how to manage children's behaviour so that you don't lose your temper or consider whether you have the patience to work with children.
- (c) Some ideas to assist with maintaining control include:-
 - (i) set up some basic rules at the beginning of the training season such as be nice but firm, be fair, follow instructions, have a go, no put downs. Make sure children are aware of these rules. "Nice but firm" avoids creating problems of ambiguity as it makes it clear where an adult stands in relation to the child. Being "fair" is also important because of the strong message it sends to young, impressionable children.
 - (ii) give positive messages.
 - (iii) have a time out area for children and young people that are not behaving.
 - (iv) adopt a card system to express concerns with a child's behaviour rather than becoming verbally agitated. For example a yellow card is a warning, two yellow cards means time out for two minutes and a red card could mean the child misses out of a game.

6.8 Qualified personnel should attend to injuries

- (a) Only personnel who are qualified in administering first aid or treating sports injuries should attempt to treat an injury. Personnel should avoid treating injuries out of sight of others.
- (b) Other considerations include:-
 - (i) the comfort level and dignity of the player/participant should always be the priority.
 - (ii) only uncover the injured area, or drape private parts of the player/participants body.
 - (iii) always report injuries and any treatment provided to parents and document an incident.
 - (iv) any injury should be reported on the Incident Report detailed in this Manual.
 - (v) if necessary, seek medical attention as soon as possible or recommend that parents seek medical attention.
- (c) Our Association as a "blood rule" which provides that no person may participate in the Sport whilst they are bleeding. The flow of blood must be stopped before being allowed to again join in the Sport.

6.9 photographing children

- (a) It's important that everyone understands current advice around acquiring and using images of children. In relation to the photographing of children:-
 - (i) no one (including professional photographers, spectators, fans, coaches or members) may photograph children without the consent of the parent/guardian first being obtained;
 - (ii) no photos of any child may be uploaded on social media without the consent of the parent/guardian first being obtained.



- (b) If the photographs/videos are to be used generally, e.g., as teaching tools or for some other purpose such as for promotional reasons, obtain the written consent of the parents that the photographs/videos can be used for those purposes.
- (c) If anyone has concerns or complaints of inappropriate photographic behaviour then it should be reported to the President or in the absence of the President then the Vice President.



7. PART 7 – PLAYERS WITH A DISABILITY

7.1 General

- (a) It is important that participants with disabilities have the same opportunities to be involved in the Sport and recreation activities as able bodied participants. This may require, where reasonable, the modification of games, equipment and rules.

7.2 Our Commitment

- (a) Our Association welcomes all members of the community, regardless of their abilities. The Committee will include people with disability in our Association in both playing and non-playing roles to the greatest extent that the Committee can.
- (b) The Association must endeavour to make our Association as accessible as possible, based on our Hall capabilities, the ability of individuals involved in our Sport, the type and level of competition (e.g., junior versus senior competition and social versus pennant) etc.

7.3 What our Association will do

- (a) Our Association will always put people first, focus on what they can do and find out how they want to participate.
- (b) We will where reasonably possible ask each individual and their parents/guardians if necessary for their advice about what modifications would help them to participate.
- (c) Where possible, we will make adjustments to our coaching, equipment, rules or playing environment. If a certain modification or adjustment is not currently possible the Association will let the participant know.
- (d) Our Association expect all members of our Association to accept and welcome people with disability and to ensure that people of all abilities are included in our Association's social activities and are recognised for their contribution and achievement.
- (e) Provide information about other options for participation outside our club; for example, letting people know about sports that are primarily or only for people with disability, or clubs where major modifications have been made to increase opportunities for participation.

7.4 What we ask Members to do

- (a) If a member has a disability then that member should (or the member's parent/guardian if necessary):
 - (i) tell the Committee and/or the appointed Centre Coordinator and/or Head Coach what may be done to help include the member in the Sport;
 - (ii) understand that our Association will do our best to make any necessary adjustments or modifications;
 - (iii) talk to the Committee if there are any concerns or ideas to help us make our Association more inclusive.



8. PART 8 – CONSUMPTION OF ALCOHOL

8.1 Our Commitment

- (a) Our Association supports the responsible consumption of alcohol and takes seriously any inappropriate behaviour that results from excessive drinking.
- (b) Alcohol-free social events will be provided for young people and families.
- (c) We will not endorse or support any event or other celebrations that involve excessive consumption of alcohol.
- (d) If we sell, serve or supply alcohol at a club function or event we will meet liquor licencing requirements and alcohol will be served with regard to the safety and wellbeing of patrons.
- (e) Depending on the licence we hold (e.g. a limited or full licence):
 - (i) A committee person will be present at events where alcohol is served.
 - (ii) Posters about responsible drinking and standard drinks measures will be prominently displayed.
 - (iii) A person under the age of 18 will not be permitted to be behind the bar under any circumstances.
 - (iv) People under 18 years will not knowingly be served alcohol, and we will ask for photo ID if we're unsure.
 - (v) Excessive or rapid consumption of alcohol will not be encouraged.
 - (vi) Alcohol will not be served to people who are intoxicated. Signs of intoxication include slurred speech, impaired balance, poor coordination, reduced inhibition, aggressive, belligerent and disrespectful behaviour.
 - (vii) Efforts will be made to help people who are intoxicated to get home safely (e.g. calling a taxi for them),
 - (viii) A selection of low-cost, low-alcohol and alcohol-free drinks (such as soft drinks and juices) will be provided at the bar and social functions.
 - (ix) A range of snacks and meals will be available when alcohol is served.

8.2 What we ask you to do

- (a) All members and sporting personnel are required comply with the following:
 - (i) drink and behave responsibly at all club functions, events and away trips
 - (ii) do not supply alcohol to team members if they are under 18 years of age
 - (iii) do not drink alcohol if you are under 18 years at the club, club functions or matches or while away on trips
 - (iv) do not bring alcohol or drink alcohol while at games (e.g. as a spectator, in your role as a coach, as an official or as a volunteer).
 - (v) do not encourage others to drink alcohol excessively
 - (vi) do not encourage or take part in team bonding activities that involve alcohol
 - (vii) do not spike another person's drink.

8.3 Non-Compliance

- (a) The club will take action for breaches of behaviour and responsibilities outlined in this policy:-
 - (i) if members or sporting personnel become drunk at the clubrooms or other social events they will be asked to leave. Ongoing occurrences of intoxication will be in



breach of codes of behaviour and can result in disciplinary action (e.g., suspension or termination of membership).

- (ii) spiking of drinks is a criminal offence that can be reported by victims to the police and lead to serious police charges being laid against the offender/s. Separate action can be taken as a breach of our state sporting organisations and clubs Member Protection or Welfare policy to provide for the protection, safety and welfare of members.
- (iii) serving alcohol to a minor is a criminal offence that can be reported by victims and their parents to the police and the relevant liquor licensing authority and can lead to heavy fines. Separate action can be taken as a breach of our state sporting organisations and clubs Member Protection or Welfare policy to provide for the protection, safety and welfare of children.
- (iv) any person under the age of 18 years found to consume alcohol while at a club function or on an away trip in the care of the club (e.g. country carnival) may be suspended for the remainder of the competition/tournament. Where a person under the age of 18 is found to have consumed alcohol, parents shall be advised and be responsible for getting their son/daughter home at their own expense.
- (v) any member or sporting personnel found to have behaved inappropriately because of over consumption of alcohol (e.g. sexual harassment, verbal abuse, physical assault, neglect of a child) will face disciplinary action as outlined in our Member Protection or other Welfare policy or covered by our codes of conduct,



9. PART 9 – DISCRIMINATION AND EQUAL OPPORTUNITY

9.1 General

- (a) Our Association is strongly committed to equal opportunity for all members.
- (b) Our Association promotes a close interactive relationship between all members, employees and the Committee and will not countenance any form of discrimination whatsoever.

9.2 Commitment

- (a) The Committee will ensure as far as is reasonable possible that all By-Laws and this Manual are free from discrimination based on gender, marital status, age, race and creed and that all such By-Laws and this Manual are developed and implemented in such a way as to promote equality of opportunity within our Sport.

9.3 Reporting

- (a) If anyone considers that they have been the subject of discrimination of any type then this should be reported to the President as soon as is reasonable possible who will record the complaint and take steps to see that it is dealt with promptly and properly with the Committee. If this President is not available then the matter should be report to the Vice President.



10. PART 10 – SOCIAL MEDIA

10.1 General

- (a) Social media is changing the way we communicate.
- (b) This social media policy/by-law has been developed to inform our Sport community about using social media so people feel enabled to participate, while being mindful of their responsibilities and obligations. In particular, this By-Law provides practical guidance allowing all parties to benefit from the use of social media, while minimising potential risks and protecting those involved.
- (c) This By-Law assists to establish a culture of openness, trust and integrity in all online activities related to our Association.
- (d) In circumstances where guidance about social media issues has not been given in this By-Law, a common sense approach is to be adopted.

10.2 Scope

- (a) Social media refers to any online tools or functions that allow people to communicate and/or share content via the internet.
- (b) This social media By-Law applies to platforms including, but not limited to:-
 - (i) Social networking sites (e.g. Facebook, Twitter, LinkedIn, Google+, Pinterest, Yammer, etc.);
 - (ii) Video and photo sharing websites or apps (e.g. YouTube, Vimeo, Instagram, Flickr, Vine, etc.);
 - (iii) Blogs and micro-blogging platforms (e.g. Tumblr, Wordpress, Blogger, etc.);
 - (iv) Review sites (e.g. Yelp, Urban Spoon, etc.);
 - (v) Live broadcasting apps (e.g. Periscope, Meerkat, Facebook Mentions, etc.);
 - (vi) Podcasting (e.g. iTunes, Stitcher, Sound cloud, etc.);
 - (vii) Geo-spatial tagging (e.g. Foursquare, etc.);
 - (viii) Online encyclopaedias (e.g. Wikipedia, etc.);
 - (ix) Instant messaging (e.g. SMS, Skype, Snapchat, WhatsApp, Viber, etc.);
 - (x) Online multiplayer gaming platforms (e.g. World of Warcraft, Second life, Xbox Live, etc.);
 - (xi) Online voting or polls;
 - (xii) Public and private online forums and discussion boards;
 - (xiii) Any other online technologies that allow individual users to upload and share content.
- (c) This By-Law is applicable when using social media as:-
 - (i) an officially designated individual representing our Association on social media; and
 - (ii) if you are posting content on social media in relation to our Association that might affect the Association's achievements, products, services, events, sponsors, members or reputation.
- (d) This By-Law does not apply to the personal use of social media where it is not related to or there is no reference to our Association or anything undertaken or conducted by our Association. However, any misuse by an person of social media in a manner that does not directly refer to the Association may still be regulated by other policies, rules or regulations of our Association.



10.3 Using Social Media in an Official Capacity

- (a) Any person or member must be authorised by the Committee before engaging in social media as a representative of our Association.
- (b) To become authorised to represent our Association in an official capacity, the person must have written authorisation from the Committee specifying what forms of social media may or may not be acceptable and the permitting specific content to be posted on social media.
- (c) As a part of our Association the members are an extension of the Sport and Association brand. As such, the boundaries between when a person is representing themselves and when they are representing the Association can often be blurred. This becomes even more of an issue as the person increases their profile or position within the Association. Therefore it is important that people represent both themselves and the Association appropriately online at all times.

10.4 Guidelines

- (a) Members must adhere to the following guidelines when using social media related to the Association or the Sport conducted by the Association (which includes competitions, teams, participants, services, events, sponsors, members or reputation):-
 - (i) Use common sense. Whenever you are unsure as to whether or not the content you wish to share is appropriate, seek advice from others before doing so or refrain from sharing the content to be on the safe side.
 - (ii) Be smart about protecting yourself and your privacy. When posting content online there is potential for that content to become publicly available through a variety of means, even if it was intended to be shared privately. Therefore, you should refrain from posting any content online that you would not be happy for anyone to see, even if you feel confident that a particular individual would never see it.
 - (iii) Where possible, privacy settings on social media platforms should be set to limit access. You should also be cautious about disclosing your personal details.
 - (iv) Your honesty or dishonesty may be quickly noticed in the social media environment. Do not say anything that is dishonest, untrue or misleading. If you are unsure, check the source and the facts before uploading or posting anything. You should always error on the side of caution. If in doubt, do not post or upload.
 - (v) Do not post anonymously, using pseudonyms or false screen names. Be transparent and honest. Use your real name, be clear about who you are and identify any affiliations you have.
 - (vi) If you have a vested interest in something you are discussing, point it out. If you make an endorsement or recommendation about something you are affiliated with, or have a close relationship with, you must disclose that affiliation.
 - (vii) The web is not anonymous. You should assume that all information posted online can be traced back to you. You are accountable for your actions both on and offline, including the information you post via your personal social media accounts.
 - (viii) Wherever practical, include a prominent disclaimer stating who you work for or are affiliated with and that anything you publish is your personal opinion and that you are not speaking officially for the Association. This is good practice and is encouraged, but don't count on it to avoid trouble, it may not have legal effect.
 - (ix) You should always respect confidentiality and sensitivity. When using social media, you must maintain the privacy of the Association's confidential information. This includes information that is not publically accessible, widely known, or not expected to be shared outside of the Association.



- (x) Remember, if you are online, you are on the record—much of the content posted online is public and searchable.
- (xi) It is perfectly acceptable to talk about the Sport and have a dialogue with the community, but it is not okay to publish confidential information of the Association or to speak negatively about the Association. Confidential information includes things such as details about litigation, unreleased product information and unpublished details about our tournaments or events.
- (xii) When using social media you should be considerate to others and should not post information when you have been asked not to, or where consent has not been sought and given. You must also remove information about another person if that person asks you to do so.
- (xiii) Permission should always be sought if the use or publication of information is not incidental, but directly related to an individual. This is particularly relevant to publishing any information regarding minors. In such circumstances, parental or guardian consent is mandatory.

10.5 Gaining permission when publishing a person's identifiable image

- (a) No person or member is permitted to publish the identifiable image of any member on any form of social media without first obtaining the express permission from the individual concerned to use a direct, clearly identifiable image of that person.
- (b) Members should also refrain from posting any information or photos of a sensitive nature. This could include accidents, incidents or controversial behaviour. This by-law must be read on conjunction with the by-laws relating to authorisation to post any pictures of images online contained in this Manual or the By-Laws.

10.6 Complying with applicable laws

- (a) No one may post or link to content that contains illegal or indecent content, including defamatory, vilifying or misleading and deceptive content.

10.7 Abiding by copyright laws

- (a) It is critical that all members comply with the laws governing copyright in relation to material owned by others and the Association's own copyrights and brands.
- (b) A members should never quote or use more than short excerpts of someone else's work, and should always attribute such work to the original author/source. It is good practice to link to others' work rather than reproduce it.

10.8 Discrimination, sexual harassment and bullying

- (a) No one must not post any material that is offensive, harassing, discriminatory, embarrassing, intimidating, sexually explicit, bullying, hateful, racist, sexist or otherwise inappropriate.
- (b) When using social media all member are also bound by the Associations values and anti-discrimination, harassment and bullying policies.

10.9 Dealing with mistakes

- (a) If the Association makes an error while posting on social media that is identified by a member then it should be brought to the Committee's attention immediately.
- (b) The Committee will then take active steps to rectify the error.

10.10 Conscientious behaviour and awareness of the consequences

- (a) When a person writes on social media it is their responsibility. Any failure to abide by these by-laws could put your membership at risk.



10.11 Branding and intellectual property of the Association

- (a) You must not use any of the Association's intellectual property or imagery on your personal social media without prior approval from the Committee.
- (b) Our Association's intellectual property includes but is not limited to:-
 - (i) trademarks
 - (ii) logos
 - (iii) slogans
 - (iv) imagery which has been posted on the Association's official social media sites or website.
- (c) You must not create either an official or unofficial Association presence using the Association's trademarks or name without prior approval from the Committee.
- (d) No member may imply that they are authorised to speak on behalf of the Association unless that member has been given official authorisation to do so by the Committee.

10.12 Breaches of this By-Law

- (a) Breaches of this policy include but are not limited to:-
 - (i) Using the Association's name, motto, crest and/or logo in a way that would result in a negative impact for the Association and/or its members;
 - (ii) Posting or sharing any content that is abusive, harassing, threatening, demeaning, defamatory or libellous;
 - (iii) Posting or sharing any content that includes insulting, obscene, offensive, provocative or hateful language;
 - (iv) Posting or sharing any content, which if said in person during the playing of the Sport would result in a breach of the rules of the Sport;
 - (v) Posting or sharing any content in breach of the Association's By-Laws or this Manual;
 - (vi) Posting or sharing any content in breach of the Association's anti-discrimination, racial discrimination, sexual harassment or other similar policy;
 - (vii) Posting or sharing any content that is a breach of any state or Commonwealth law;
 - (viii) Posting or sharing any material to our social media channels that infringes the intellectual property rights of others;
 - (ix) Posting or sharing material that brings, or risks bringing the Sport or our Association (including the Association officials, members employee, or sponsors) into disrepute.

10.13 Reporting a breach

- (a) If any member notices inappropriate or unlawful content online relating to the Association or the Sport or any of its members, or content that may otherwise have been published in breach of this policy, then it should be reported immediately to the President or in the absence of the President the Vice President.
- (b) The details of all Committee members are available from the Secretary or at the control desk at the Hall.

10.14 Investigation

- (a) Alleged breaches of this social media policy may be investigated according to the Association's policies and/or what the Committee feels is in the best interests of the Association, its members and the Sport.



- (b) Where it is considered necessary, the Committee may report a breach of this social media policy to police.

10.15 Disciplinary process, consequences and appeals

- (a) Depending on the circumstances, breaches of this social media policy may be dealt with in accordance with the disciplinary procedure contained in the Rules.



11. PART 11 – CODE OF BEHAVIOUR

11.1 General

- (a) Set out in this Part of the Manual is the minimum standards for anyone involved in the Sport.
- (b) It applies when playing, training or taking part in club-sanctioned activities. This includes all training sessions, fixtures, events and tournaments.

11.2 Code of Behaviour Principles

- (a) Everyone should always:-
 - (i) act within the rules and spirit of the Sport;
 - (ii) promote fair play over winning at any cost;
 - (iii) encourage and support opportunities for people to learn appropriate behaviours and skills;
 - (iv) support opportunities for participation in all aspects of the Sport;
 - (v) treat each person as an individual;
 - (vi) show respect and courtesy to all involved with the Sport;
 - (vii) respect the rights and worth of every person, regardless of their age, race, gender, ability, cultural background, sexuality or religion.
 - (viii) respect the decisions of officials, coaches and administrators.
 - (ix) wherever practical, avoid unaccompanied and unobserved one-on-one activity (when in a supervisory capacity or where a power imbalance exists) with people under the age of 18.
 - (x) display appropriate and responsible behaviour in all interactions.
 - (xi) display responsible behaviour in relation to alcohol and other drugs.
 - (xii) act with integrity and objectivity, and accept responsibility for your decisions and actions.
 - (xiii) ensure your decisions and actions contribute to a safe environment.
 - (xiv) ensure your decisions and actions contribute to a harassment-free environment.
 - (xv) do not tolerate abusive, bullying or threatening behaviour.
- (b) Additionally, all players should always:-
 - (i) give their best at all times;
 - (ii) participate for their own enjoyment and benefit;
 - (iii) play by the rules and show respect for other players, coaches and officials.
- (c) Additionally, all coaches and employees of the Association should always:-
 - (i) place the safety and welfare of the athletes above all else;
 - (ii) help each person (athlete, official, etc.) to reach their potential. Respect the talent, developmental stage and goals of each person and encourage them with positive and constructive feedback;
 - (iii) obtain appropriate qualifications and keep up-to-date with the latest coaching practices and the principles of growth and development of young players;
 - (iv) ensure that any physical contact with another person is appropriate to the situation and necessary for the person's skill development.



- (d) Additionally, all officials should always:-
 - (i) place the safety and welfare of the athletes above all else;
 - (ii) ensure all players are included and can participate, regardless of their race, gender, ability, cultural background, sexuality or religion;
 - (iii) be consistent, impartial and objective when making decisions;
 - (iv) address unsporting behaviour and promote respect for other players and officials.
- (e) Additionally, all administrators should always:-
 - (i) ensure quality supervision and instruction for players;
 - (ii) support coaches and officials to improve their skills and competencies;
 - (iii) act honestly, in good faith and in the best interests of the sport as a whole;
 - (iv) ensure that any information acquired or advantage gained from the position is not used improperly;
 - (v) conduct club responsibilities with due care, competence and diligence.
- (f) Additionally, all parents should always:-
 - (i) encourage your child to participate, do their best and have fun.
 - (ii) focus on your child's effort and performance, rather than winning or losing.
 - (iii) never ridicule or yell at a child for making a mistake or losing a competition.
 - (iv) help out the coach or officials at training and games, where possible.
 - (v) model appropriate behaviour, including respect for other players and officials.

11.3

Spectator Behaviour

- (a) Our Association is committed to providing a safe environment for participation.
- (b) Angry, aggressive or other inappropriate behaviour by any spectators, members, their family, friends or any other person while attending our Hall or other Association event will not be tolerated.
- (c) These behaviours specifically include, but are not limited to:-
 - (i) using bad language;
 - (ii) harassing or ridiculing players, coaches, officials or other spectators;
 - (iii) making racist, religious, sexist or other inappropriate comments to players, coaches, officials or other spectators;
 - (iv) any threatening behaviour or physical altercation between spectators and players, coaches, officials or other spectators;
 - (v) putting undue pressure on children, berating them or putting down their performance;
 - (vi) drinking at a game or training or being drunk at a club event;
 - (vii) breaching the terms of the By-Laws or this Manual, including the Code of Behaviour contained in this Part of this Manual.
- (d) All spectators must at all times:-
 - (i) help create a positive atmosphere for players, officials and other spectators by showing respect for players, officials and other spectators.
 - (ii) abide by our club's Code of Behaviour and refrain from using bad language, harassing or ridiculing others or behaving in a threatening or violent manner.



- (iii) if you are aware of inappropriate spectator behaviour and you feel confident to do so, speak with the person and ask them to stop. If there is a ground official or committee member present, ask for their assistance.
- (iv) report any inappropriate spectator behaviour to the club president or someone in a position of authority.
- (v) call the police or a club official if you are concerned for your safety or the safety of others.

11.4 Non-Compliance

- (a) Depending on the circumstances, breaches of this Code of Behaviour may be dealt with in accordance with the disciplinary procedure contained in the Rules.
- (b) Any member who is found to have behaved inappropriately may be:-
 - (i) subject to cancellation of their membership;
 - (ii) banned from the Hall for a set period of time or indefinitely; and/or
 - (iii) other disciplinary action deemed appropriate by the Committee and permitted under the Rules.
- (c) If any parents or other spectators are found to have behaved inappropriately and/or breach this Code of Behaviour and they are not members of our Association then they may be required to leave the Hall and/or be banned for a certain period of time from entering the Hall (or indefinitely if considered appropriate). This does not prevent the Committee from implementing such disciplinary procedure or process as deemed appropriate by the Committee.



12. PART 12 – ELECTRONIC COMMUNICATION

12.1 General

- (a) Electronic communication is essential for sharing Association news and information with our members.
- (b) We will always try to ensure that our communication is timely, appropriate and related to Association business or the Sport generally.

12.2 What our Association will do

- (a) The Committee and Association representatives will use a range of electronic tools to communicate with our members.
- (b) The communication will always endeavour to protect members' privacy, maintain clear boundaries and ensure that bullying and harassment does not occur.
- (c) The Committee will always endeavour to ensure that the Association website:-
 - (i) contains current information on competitions, social events, committees, policies, constitution, rules and by-laws;
 - (ii) does not contain any offensive content or photos;
 - (iii) is easy to use for all members.
- (d) Committee members, coaches and representatives of the Association may use SMS and email to provide information about competition, training, club-sanctioned social events and other Association business, however, email communication will be used when more information is required.
- (e) The Association treats all social media postings, blogs, status updates and tweets as public 'comment'. Postings (written, photos or videos) will be family-friendly and feature positive Association news and events. No personal information about members will be disclosed.

12.3 What we ask our Members to do

- (a) The Association expects the members to conduct themselves appropriately when using electronic communication to share information with other members or posting material on public websites connected to the Association.
- (b) Electronic communication:-
 - (i) should be restricted to club matters;
 - (ii) must not offend, intimidate, humiliate or bully another person;
 - (iii) must not be misleading, false or injure the reputation of another person;
 - (iv) should respect and maintain the privacy of members;
 - (v) must not bring the club into disrepute.

12.4 Non-compliance

- (a) Members may face disciplinary action for sending inappropriate electronic communication or posting online content or comments that harass, offend, intimidate or humiliate another member, as outlined in our member protection policy or code of conduct.
- (b) Any disciplinary action of this nature would be in accordance with the Rules.
- (c) Under certain circumstances, cyber bullying (e.g. bullying that is carried out through an internet service such as email, a chat room, discussion group, instant messaging or website) is a criminal offence that can be reported to the police.



13. PART 13 – COMPLAINT PROCESS

13.1 General

- (a) Set out in this Part of the Manual is the process for members to make a complaint under this Manual or generally.
- (b) This Part 13 does not apply if a by-law contains a complaint process specific to that by-law, which includes but without limitation any complaint relating to tournament eligibility or rankings for members.
- (c) The Committee takes all complaints seriously. The Association will handle complaints based on the principles of procedural fairness (natural justice) and as set out herein and under the Rules.

13.2 Process for making the Complaint

- (a) If any member wishes to make a complaint then such complaint must be in writing and addressed to the Secretary and/or the President (or in the absence of the President the Vice President).
- (b) The complaint must clearly contain all details of the complaint and any supporting documentation required to support the complaint.

13.3 Committee Investigation

- (a) The written complaint will be circulated amongst all Committee members by the Committee member who receives the complaint.
- (b) The Committee will always endeavour to maintain confidentiality, but may not necessarily agree to anonymity.
- (c) If determined appropriate by the Committee then the Committee may request further particulars from the person who may the complaint. The Committee will always endeavour to obtain as much information as is reasonably required to ensure that the complaint can be properly reviewed and considered.
- (d) Any irrelevant matters forming part of the complaint will not be taken into consideration by the Committee.
- (e) The Committee will review all information and documents before the Committee as fairly and reasonably as possible and will endeavour to be un-bias in all respects.
- (f) The committee will determine (acting reasonably):-
 - (i) If the complaint should be dismissed; or
 - (ii) Of the complaint should be investigated further.
- (g) If the Committee believes that the complaint warrants further investigation then the Committee will set the parameters upon which the investigation will be conducted.

13.4 Unsatisfactory Conduct Finding

- (a) If the committee determines that the complaint has been substantiated on the balance of probabilities and/or disciplinary action should be taken against a member then the committee must:-
 - (i) Issue a written notice to the member in which it is proposed that disciplinary be taken informing the member:
 - (A) of the preliminary findings of the investigation;
 - (B) that they have the opportunity to respond to the preliminary findings;
 - (C) that if the findings are substantiated then it may constitute conduct which is in breach of clause 11.3 of the Rules; and





- (D) clauses 11 and 12 of the Rules will otherwise apply to the investigation, if necessary.
- (b) For the purposes of providing the member with the opportunity to respond to the preliminary findings as specified above, the Committee must ensure that the member has a reasonable and fair opportunity to respond to the findings in accordance with clause 11.1 of the Rules. The manner of response shall be determined by the Committee acting responsible having regard to all circumstances of the matter (e.g. which may be a response in writing or in person at the discretion of the committee).
- (c) Upon receipt of the response from the member in which it is proposed that disciplinary be taken the Committee shall review all information and make a determination on the appropriate course of action to be taken, if any.
- (d) Nothing above prevents the Committee from:-
- (i) Issuing a warning to a member if it is determined appropriate by the Committee;
 - (ii) Requiring a person to make a verbal or written apology;
 - (iii) Require a person to undertake counselling to address the behaviour;
 - (iv) Issuing a fine;
 - (v) Implementing a new by-law or some form of mechanism to deal with the issues the subject to the complaint, as may be determined appropriate by the Committee;
 - (vi) any other form of discipline that the Committee considers reasonable and appropriate.



SCHEDULE A
RISK MANAGEMENT PLAN

See attached Risk Management Plan



Risk Management Plan

Membership and Child Protections

| Potential Risk | Likelihood | Severity | Risk Rating |
|---|------------|--------------------|-------------|
| Child Protection Incident | | | |
| Treatment | Resources | Responsible Person | Timescale |
| Reporting Procedures in place | | | |
| Screening of volunteers and staff (blue cards and police checks where relevant) | | | |
| Training of new staff/volunteers in child protection issues | | | |

Administration

| Potential Risk | Likelihood | Severity | Risk Rating |
|---|------------|--------------------|-------------|
| Loss of key staff | | | |
| Loss of board members | | | |
| Loss of key volunteers | | | |
| Legal action due to human resource issues e.g. harassment | | | |
| Misconduct of staff – leading to dismissal | | | |
| Poor committee / management structure | | | |
| Poor policies/procedures | | | |
| Treatment | Resources | Responsible Person | Timescale |
| Operations manual in place to ease transition of new staff | | | |
| Succession planning considered | | | |
| Documentation of key knowledge to ensure continuity | | | |
| Policies in place to deal with said issues | | | |
| Code of Conduct for staff Robust employment contracts regularly reviewed | | | |
| Structure reviewed to ensure relevance and legality | | | |
| Regular review of policies for relevance | | | |



Financial Risks

| Potential Risk | Likelihood | Severity | Risk Rating |
|--|------------|--------------------|-------------|
| Financial Misappropriation | | | |
| Damage to office (Fire/Flood) | | | |
| Loss/reduction of government funding | | | |
| Solvency of banks holding funds | | | |
| Misuse of company credit card | | | |
| BAS noncompliance | | | |
| Associations Inc Act noncompliance | | | |
| Spending exceeding budget or income less than budget impacting cashflow | | | |
| Poor financial record keeping | | | |
| Treatment | Resources | Responsible Person | Timescale |
| Regular Financial Reporting for TTQ Board Financial Policies reviewed regularly Procedures in place to require dual signatories for financial transactions | | | |
| Office insurance in place Offsite backup of data | | | |
| Suitable reserves in the bank for short term. Ensure compliance with terms of funding. | | | |
| Investment only in approved financial institutions | | | |
| Policy in place to establish appropriate spending | | | |
| Regular reporting detailing compliance. Board aware of compliance requirements | | | |
| Regular reporting detailing compliance. Board aware of compliance issues. | | | |
| Regular review of financial situation against budgeted figures | | | |
| Regular review of MYOB files by treasurer. Regular reporting for board | | | |



Office

| Potential Risk | Likelihood | Severity | Risk Rating |
|--|------------|--------------------|-------------|
| Fire safety | | | |
| Workplace health and safety | | | |
| Poor maintenance | | | |
| Nonrenewal of lease | | | |
| IT Failure | | | |
| Electrical safety | | | |
| Injury to staff | | | |
| Treatment | Resources | Responsible Person | Timescale |
| Fire safety plan and training in place | | | |
| Reporting of all issues to building management | | | |
| Reporting of issues to building management | | | |
| Ensure compliance with lease terms. Renew lease as appropriate within 6 months of end of lease or seek alternatives | | | |
| Upgrade as necessary Keep regular backups of data Ensure antivirus software up to date | | | |
| Electrical certification as necessary | | | |
| First aid kit in good order. Review of office to minimise risks | | | |

Insurance

| Potential Risk | Likelihood | Severity | Risk Rating |
|--|------------|--------------------|-------------|
| Insufficient cover | | | |
| Failure to renew policies | | | |
| Treatment | Resources | Responsible Person | Timescale |
| Review level of cover annually | | | |
| Regular reporting of renewal of insurance. Board aware of policies and renewal dates. | | | |



Operational Risks

| Potential Risk | Likelihood | Severity | Risk Rating |
|---|------------|--------------------|-------------|
| Injury of player / member of public at TTQ event | | | |
| Legal liabilities due to cancellation of major event | | | |
| Loss of data | | | |
| Loss of major club | | | |
| Incident at national championships | | | |
| Legal liabilities due to incident at TTQ event | | | |
| Treatment | Resources | Responsible Person | Timescale |
| PL insurance in place to cover all events and volunteers | | | |
| Assessment of event insurance – cost/benefit | | | |
| Regular back up procedures in place Offsite storage of backup | | | |
| Appropriate staff levels for junior events Code of Conduct for players / coaches | | | |
| Sound procedures for running events to minimise risk. Training provided for officials / staff as required | | | |

Management Risks

| Potential Risk | Likelihood | Severity | Risk Rating |
|---|------------|--------------------|-------------|
| Legal action due to board/staff decision or action | | | |
| Legal action due to non selection | | | |
| Treatment | Resources | Responsible Person | Timescale |
| D&O insurance in place | | | |
| Robust selection policies in place & policies followed properly | | | |



SCHEDULE B

INCIDENT REPORT

See attached Incident Report





Incident Report

| | |
|--------|--|
| Item 1 | Date of Incident: |
| Item 2 | Location of Incident: |
| Item 3 | <p>Person/s Involved</p> <p>Name:</p> <p>Membership No:</p> <p>Address:</p> <p>Name:</p> <p>Membership No:</p> <p>Address:</p> <p>(Attached separate sheet if required)</p> |
| Item 4 | <p>Witness/s</p> <p>Name:</p> <p>Membership No:</p> <p>Address:</p> <p>Name:</p> <p>Membership No:</p> <p>Address:</p> <p>(Attached separate sheet if required)</p> |
| Item 5 | <p>Details of Incident</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>(Attached separate sheet if required)</p> |





| | |
|---------------|---|
| Item 6 | First Aid Given: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes provide details: <i>(Attached separate sheet if required)</i> |
| Item 7 | Ambulance Required: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes provide details: <i>(Attached separate sheet if required)</i> |
| Item 8 | Reporting: Incident Reported to: |

Signatures

| | | |
|--|--------------------|---------------|
| _____ Signature of Person/s Involved | _____ Full Name | _____ Date |
| _____ Signature of Person/s Involved | _____ Full Name | _____ Date |
| _____ Signature of Witness/s | _____ Full Name | _____ Date |
| _____ Signature of Witness/s | _____ Full Name | _____ Date |
| _____ Signature of Person reported to | _____ Full Name | _____ Date |

Note: Once completed and signed this form must be provided to the Committee