



BOARD POLICY

Policy number	G001/22	Version	5
Drafted by	Dean Russell	Approved by Board on	23/9/22
Responsible person	General Manager	Scheduled review date	01/06/24

INTRODUCTION

A Board operates more effectively if the members and office-bearers of the Board know their respective duties and obligations.

PURPOSE

This policy seeks to ensure that members and office-bearers of the Board know their respective duties and obligations.

POLICY

Members and Office-bearers of the Board shall have the duties and obligations set out in Appendix #1, below.

AUTHORISATION

Dean Russell- General Manager

23/09/2022

NEW SOUTH WALES TOUCH ASSOCIATION

BOARD OFFICE BEARER PROCEDURES

Policy number	G001a/22	Version	5
Drafted by	Dean Russell	Approved by Board on	23/09/22
Responsible person	General Manager	Scheduled review date	01/6/24

RESPONSIBILITIES

The General Manager (GM) shall be responsible for including this policy in the induction package provided to new Board members.

The GM shall be responsible for ensuring that a copy of this policy is available for reference in Board meetings.

The Board Chairperson shall be responsible for making a ruling on any point in dispute in this policy.

PROCEDURES

This policy shall be included in the induction package provided to new Board members.

A copy of this policy shall be available for reference in Board meetings.

Any point in dispute in this policy shall be resolved by the Chair.

RELATED DOCUMENTS

- NSWTA Constitution
- Board Induction Booklet
- Board Attendance Policy
- Conflict of Interest Declaration

AUTHORISATION



Dean Russell- General Manager

23/09/2022

NEW SOUTH WALES TOUCH ASSOCIATION

APPENDIX 1

POSITION STATEMENT: BOARD MEMBER- CHAIRPERSON

Statutory duties (i.e. those specifically required by law) are given in blue bold type	
Governance	Be appointed from amongst the Interested Directors Provide leadership to the organisation
	Ensure [in partnership with the Board] that the organisation's objectives, goals and mission are being followed
	Work with the GENERAL MANAGER to ensure [in partnership with the Board] that the organisation develops in the appropriate direction
	Work with the GENERAL MANAGER to ensure [in partnership with the Board] that the organisation operates in an ethically, environmentally, and socially responsible fashion
Planning	<i>Oversee [in partnership with the Board] the production of a Strategic Plan for the organisation</i>
	Oversee [in partnership with the Board] the regular review and development of the Strategic Plan
Meetings	Ensure that appropriate standing orders are in place
	With the Secretary and the GENERAL MANAGER, prepare the agenda in advance of the meeting
	Chair Board meetings according to Standing Orders
	Rule on issues of meetings procedure not covered in the Standing Orders
	Report to the Annual General Meeting on the situation of the organisation
Administrative & Management	Chair the Executive Committee between Board meetings
	Serve on Board committees as required
	Liaise with Board committee chairs and report to the Board where appropriate
	Assign [in partnership with the Board] administrative duties to Board members and volunteers
	Personally carry out administrative duties as assigned
	Ensure that appropriate recruitment policies and procedures are in place for GENERAL MANAGER and other staff
	Oversee the recruitment of the GENERAL MANAGER
	Ensure that appropriate personnel policies and procedures are in place for GENERAL MANAGER and other staff
	Oversee the annual performance review of the GENERAL MANAGER
	Oversee the succession of the GENERAL MANAGER
	Oversee the management of the business of the Board
	Oversee the management of the recruitment, induction, and training of Board members [in partnership with the Board]
	Oversee the management [in partnership with the Board] of the assessment, review and renewal of the Board



	Oversee the management of the organisation's grievance procedures
	Ensure the harmony of Board deliberations
	Manage [in partnership with the Board] the succession of the position of Chair
	Serve as liaison with the GENERAL MANAGER and, through them, to the staff
	In consultation with the GENERAL MANAGER, report to the Board on staff management issues
Ethics	Ensure both as an individual and as a Board operate in all matters pertaining to the Board and the sport act in an ethical manner for the betterment of the game for all.
Media	Under the organisation's Media Policy, serve as spokesperson for the organisation as appropriate
Promotion	Promote the organisation in the community as opportunities arise
Negotiation	Work with the GENERAL MANAGER in negotiation with other organisations; report to the Board
Legal	Oversee staff to ensure that <ul style="list-style-type: none"> • the modes of performance of all legal requirements are featured in the procedures manual • the performance of all legal requirements is reported to the Board • the performance of all legal requirements is fully documented.
	Ensure that all legal requirements are met
Finance	With the INTERESTED DIRECTOR WITH RESPONSIBILITY OF FINANCE, oversee the GENERAL MANAGER to ensure that the organisation's financial control procedures are adequate and that risk management strategies are in place
Other duties	As for Board members (below)

POSITION STATEMENT: BOARD MEMBER- INTERESTED DIRECTOR WITH RESPONSIBILITY OF FINANCE

Governance	Ensure that the Board maintains the degree of financial literacy necessary to conduct the business of the organisation
	Advise the Board on matters of finance
	Advise the Board on fundraising
	Oversee the production of appropriate fully documented financial policies and procedures
	Have a finance/accountancy degree or formal training in a finance related industry
Qualification	Extensive finance management services experience within chosen field
	A demonstrated background in strategy development aligning operational activities with corporate goals
	Accountancy degree or equivalent qualification
Planning	With the GENERAL MANAGER, oversee [in partnership with the Board] the production of a Business Plan for the organisation
	With the GENERAL MANAGER, oversee [in partnership with the Board] the regular review and development of the Business Plan
Ethics	Ensure both as an individual and as a Board operate in all matters pertaining to the Board and the sport act in an ethical manner for the betterment of the game for all.
Meetings	Report to the Board at each meeting on the financial situation of the organisation
	Report to the Board at each meeting on variances from the approved budget
	With the Secretary, place any necessary financial items on the Board agenda in advance of the meeting
	Report to the Annual General Meeting on the financial situation of the organisation
Administrative & Management	Serve on the Executive Committee between Board meetings
	Chair the Finance Committee, Risk and Audit.
	Serve on Board committees as required
	Liaise with Board committee chairs on financial issues and report to the Board where appropriate
	Personally carry out financial duties as assigned
	Oversee the organisation's bookkeeping
	With the Chair, oversee the GENERAL MANAGER in ensuring that the organisation's financial records are adequate, protected, backed up, and accessible.



	Oversee the organisation's banking
	Oversee the maintenance of the organisation's asset register
Finance	Oversee the GENERAL MANAGER to ensure that the organisation's financial control procedures are adequate and that appropriate safeguards against fraud are in place
	Oversee the GENERAL MANAGER to ensure that risk management strategies (including appropriate insurances) are in place
	Oversee the collection and reception of all money due to the organisation and the making of all payments authorised by the organisation
	With the GENERAL MANAGER, oversee the organisation's investment strategy and report to the Board
	Oversee the preparation of the Budget for the coming year
	Oversee the review of income and expenditure against the budget on a continuous basis
Legal	With the GENERAL MANAGER, ensure the organisation's compliance with all applicable tax arrangements
Other duties	As for Board members (below)

POSITION STATEMENT: BOARD MEMBER- INTERESTED DIRECTOR WITH RESPONSIBILITY OF TECHNICAL

General	On being elected to the Board, undertake induction and training procedures as provided by the Board
	Be a member of the NSWTA
Ethics	Maintain high ethical standards for the betterment of the game
	Be of good character
Governance	Ensure State Panels and Technical Directors consider, debate, and vote on issues before the them prior to Board recommendations on the basis of the best interests of the organisation only
	Ensure State Panels and Technical Directors comply with the rules, policies, and standing orders of the organisation
Planning	Review the organisation's Technical Plan and Calendar with State Directors and the GENERAL MANAGER or Delegate
	Develop, review and monitor policy
	Demonstrated strategic plan development and management experience
Meetings	Attend all meetings, or, if absolutely unavoidable, apologise in advance for absence
	Where Technical papers are circulated in advance of the meeting, read papers and consider issues before the meeting
	Provide leadership with the Technical Policy and State Directors to contribute to the discussion and resolution of issues at meetings and otherwise as appropriate
	Represent State Directors and Panel at Board level
Administrative & Management	Have high qualifications in at least two technical areas e.g. fulfil the criteria of a Director's Position
	Ability to write and edit technical documents
	Demonstrated ability to develop & write policy and programs
	Receive and disseminate information promptly to the Board, the GENERAL MANAGER & State Directors



	Monitor Directors Development, research and budgetary plans
	Monitor performance of State Directors and their Panels
	Demonstrated leadership skills
	Demonstrated negotiation skills
	Demonstrated relationship building skills
	In conjunction with the relevant State Directors & Panels review NSWTA material
Finance	Co-ordinate budget requests & development grants of Technical arms to the GENERAL MANAGER & INTERESTED DIRECTOR WITH RESPONSIBILITY OF FINANCE
Equity	Possess a high degree of knowledge in the area of Equity issues in sport
	Promote a working knowledge of Equity requirements in Touch
Criteria	High level qualifications in at least two technical areas
	Be an Elite Level Coach in a relevant technical discipline
	Be a Facilitator in a relevant technical discipline
Other duties	As for Board members (Interested Director)

POSITION STATEMENT: BOARD MEMBER- INTERESTED DIRECTOR

General	On being elected to the Board, undertake induction and training procedures as provided by the Board. One Interested Director being from a Country based Affiliate
	Be a member of the NSWTA
Governance	Demonstrated strong understanding of Governance practices
	Comply with the rules, policies, and standing orders of the organisation
Planning	Demonstrated strategic plan development and management experience
Ethics	Maintain high ethical standards for the betterment of the game
	Be of good character
Meetings	Attend all meetings, or, if absolutely unavoidable, apologise in advance for absence
	Where Board papers are circulated in advance of the Board meeting, read papers and consider issues before the meeting
	Contribute to the discussion and resolution of issues at meetings and otherwise as appropriate
Administrative & Management	Approach employees of the organisation (paid or unpaid) only through the CEO
	Only discuss an matters in relation to staff performance with the GENERAL MANAGER
	Serve on Board committees as required
	Demonstrated high level business skills and practices
	Demonstrated high level financial acumen and risk management
	Demonstrated leadership skills
	Demonstrated negotiation skills
	Demonstrated relationship building skills
Media	Make comments to the media only as provided in the organisation's Media Policy
Promotion	Promote the organisation in the community as opportunities arise
Fundraising	Participate enthusiastically in any fundraising approved by the Board
Legal & Ethical	Avoid making any improper use of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	Avoid making any improper use of any information acquired by virtue of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation

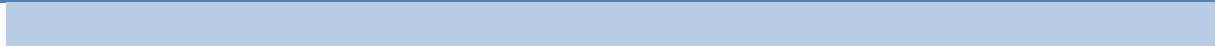


	If they have any direct or indirect material personal interest in any contract with the organisation, inform the Board immediately
	If they have any direct or indirect material personal interest in any contract with the organisation, not vote in the Board on that issue
	If they have any non-material personal conflict of interest in any matter before the Board, or believe that the perception of such a conflict might arise, inform the Board immediately and follow the Board's rulings as to proper procedure
	At all times conduct Board business politely and with consideration for others, without ill feeling, improper bias, or personal animus



Position Statement: INDEPENDENT DIRECTOR

General	On being elected to the Board, undertake induction and training procedures as provided by the Board. Preferable to from a Country based Affiliate
Governance	Demonstrated strong understanding of Governance practices
	Comply with the rules, policies, and standing orders of the organisation
Planning	Review and approve the organisation's Strategic Plan, and other consequential arrangements (Business Plan, Marketing Plan, etc)
Ethics	Maintain high ethical standards for the betterment of the game
Meetings	Attend all meetings, or, if absolutely unavoidable, apologise in advance for absence
	Where Board papers are circulated in advance of the Board meeting, read papers and consider issues before the meeting
	Contribute to the discussion and resolution of issues at meetings and otherwise as appropriate
Administrative & Management	Approach employees of the organisation (paid or unpaid) only through the CEO
	Serve on Board committees as required
	Review and approve the organisation's systems for financial control and risk management
	Only discuss an matters in relation to staff performance with the GENERAL MANAGER
Media	Make comments to the media only as provided in the organisation's Media Policy
Promotion	Promote the organisation in the community as opportunities arise
Fundraising	Participate enthusiastically in any fundraising approved by the Board
Legal & Ethical	Avoid making any improper use of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	Avoid making any improper use of any information acquired by virtue of their position in the organisation so as to gain any material advantage for themselves, or for any other person, or to the detriment of the organisation
	If they have any direct or indirect material personal interest in any contract with the organisation, inform the Board immediately
	If they have any direct or indirect material personal interest in any contract with the organisation, not vote in the Board on that issue
	If they have any non-material personal conflict of interest in any matter before the Board, or believe that the perception of such a conflict might arise, inform the Board immediately and follow the Board's rulings as to proper procedure
	At all times conduct Board business politely and with consideration for others, without ill feeling, improper bias, or personal animus





APPENDIX 2

NSWTA BOARD DECLARATION

I.....[insert name] of.....

[insert address] hereby accept to hold a position within New South Wales Touch Association as a Board Member. In consideration of my acceptance of my volunteer position it is accepted I acknowledge and agree that:

1. In this Board declaration: "Claim" means and includes any action, suit, proceeding, claim, demand, damage, cost or expense however arising including but not limited to negligence but does not include a claim against a Touch Football Organisation under any right expressly conferred by its constitution or regulation.

- NSWTA means the New South Wales Touch Association Incorporated and its successors and assigns;
• Touch Football Activities means performing or participating in any capacity in any authorised or recognised Touch Football Organisation, activity including, but not limited to, a game of touch football;
• Touch Football Organisation means NSWTA and, where the context so permits, its respective directors, officers, members, servants or agents.

2. If my application for participation as a Board Member is accepted, I acknowledge that I will be bound by and agree to comply with the rules, regulations and policies of the Touch Football Organisation for the agreed term of appointment.

3. Exclusion of Implied Terms: I acknowledge that where I am a consumer of recreational services, as defined by any relevant law, certain terms and rights usually implied into a contract for the supply of goods or services may be excluded. I acknowledge that these implied terms and rights and any liability of the Touch Football Organisation flowing from them, are expressly excluded to the extent possible by law, by this volunteer declaration. To the extent of any liability arising, the liability of the Touch Football Organisation will, at the discretion of the Touch Football Organisation, be limited in the case of goods, to the replacement, repair or payment of the cost of replacing the goods and in the case of services, the resupply of the services or payment of the cost of having the services supplied again.

4. Release and Indemnity: In consideration of NSWTA accepting my application for participation as a Board Member, I, to the extent permitted by law:

a) release and will release the Touch Football Organisation from all Claims that I may have or may have had but for this release arising from or in connection with my participation in any Touch Football Activities; and

b) Indemnify and will keep indemnified the Touch Football Organisation in respect of any Claim by any person arising as a result of or in connection with my participation in any Touch Football Activities.

Signed:

Date:



5. Fitness to Participate: I declare that I am medically and physically fit and able to participate in the Touch Football Activities. I will immediately notify NSWTA in writing of any change to my medical condition, fitness or ability to participate. I understand and accept that the Touch Football Organisation will continue to rely upon this declaration as evidence of my fitness and ability to participate.

6. Medical Treatment: I consent to receiving any medical treatment that a Touch Football Organisation reasonably considers necessary or desirable for me during my participation as a volunteer in Touch Activities. I also agree to reimburse the relevant Touch Football Organisation for any costs or expenses incurred in providing me with medical treatment.

7. Right to Use Image: I acknowledge and consent to photographs and electronic images being taken of me during my participation in any Touch Football Activities. I acknowledge and agree that such photographs and electronic images are owned by NSWTA and that the Touch Football Organisation may use the photographs or electronic images for promotional or other purposes without my further consent being necessary. Further, I consent to the Touch Football Organisation using my name, image, likeness and also my performance in the Touch Football Activities, at any time, by any form of media, to promote the Touch Football Activities.

8. Privacy: I understand that the information I have provided above is necessary for the objects of the Touch Football Organisation. I acknowledge and agree that the information will be disclosed to NSWTA and will only be used for the objects of the Touch Football Organisation, NSWTA general business and to provide me with services. I understand that I will be able to access the information through NSWTA. If the information is not provided, this application may be rejected. I acknowledge that the Touch Football Organisation may also use my personal information for the purposes of providing me with promotional material from NSWTA sponsors or third parties. I may advise NSWTA if I do not wish to receive from the Touch Football Organisation, any sponsor or third party promotional material.

9. Severance: If any provision of this Board declaration is invalid or unenforceable in any jurisdiction, the phrase or clause is to be read down for the purpose of that jurisdiction, if possible, so as to be valid and enforceable. If the phrase or clause cannot be so read down it will be severed to the extent of the invalidity or unenforceability. Such severance does not affect the remaining provisions of this participant declaration or affect the validity or enforceability of it in any other jurisdiction.

10. Board of Management Code of Conduct. As an important volunteer, and member of Touch Football Australia, a Board Member holding position of authority must:

- i. Act with **honesty and integrity**. Be open and transparent in all dealings, use power responsibly, do not place yourself in a position of conflict of interest, strive to earn and sustain member trust of a high level. Act in a professional and courteous manner.
- ii. Act in **good faith in the best interests of NSWTA**. Demonstrate accountability for your actions in line with policy and procedure; do not engage in activities that may bring you or NSWTA into disrepute.

Signed:

Date:



- iii. Act **fairly and impartially**. Avoid bias, discrimination, caprice or self-interest.
- iv. **Use information appropriately**. Ensure information gained as a Board Member is only applied to proper purposes and is kept confidential.
- v. **Use your position appropriately**. Do not use your position as a Board Member to seek an undue advantage for yourself, family members or associates, or to cause detriment to NSWTA; ensure that you decline gifts or favours that may cast doubt on your ability to apply independent judgement.
- vi. Act in a **financially responsible** manner.
- vii. Exercise **due care, diligence and skill**. Ascertain all relevant information, make reasonable enquiries, and understand the financial, strategic and other implications of decisions.
- viii. **Comply with the NSWTA Constitution and all legislative and regulatory requirements for the position.**
- ix. Demonstrate **leadership and stewardship**. Promote and support the application of NSWTA’s values.

Breach of duties – action taken against a Board Member whose actions are not consistent with their duties under the Code of Conduct is likely to range from a reprimand to possible removal, in accordance with the provisions of the constitution.

11. I have provided the information required above and signed this declaration acknowledging that I have read and agree to the outline of requirements within the Board of Management Handbook.

I warrant that all information provided is true and correct. I acknowledge this Board Member declaration cannot be amended. If I do amend it my application will be null and void. It cannot be accepted by NSWTA.

I have read, understood, acknowledge and agree to the above terms including the warning, exclusion of implied terms, release and indemnity.

Signed:

Date:

Name:



APPENDIX 3

NSWTA BOARD CONFLICT OF INTEREST DECLARATION

Name _____

CONFLICT OF INTEREST

A conflict of interest is defined as an actual and or perceived interest by a New South Wales Touch Association (NSWTA) Board Member that results in, or has the appearance of resulting in, personal, organisational, or professional gain. A conflict of interest occurs when a Board Member has a direct or fiduciary interest in another relationship.

The definition of conflict of interest includes any bias or the appearance of bias in a decision-making process that would reflect a dual role played by a Board Member of the organisation or group.

- i. NSWTA is required to maintain a register of its Board Member's interests. Declarations of private interests must be completed by candidates on appointment to a volunteer role.
- ii. Every Board Member is required to review and update their declaration of interest whenever their circumstances change, and at least once annually.

ENGAGEMENT IN TOUCH FOOTBALL ACTIVITY

It is recognised that any volunteer may wish to participate in the sport of Touch Football as a player, coach or official. If so, then members do so as individuals, not as representatives of NSWTA.

NSWTA members engaged in Touch Football related activities, whether as part of their duties or as an individual, will invariably be recognised as NSWTA members. Appropriately or not, the conduct of a Board Member in such situations will be under public scrutiny. When this occurs, NSWTA Board Members are to consider that they are representing the organisation and adhere to the Code of Conduct.

In particular, Board Members should note to *"refrain from any behaviour that may bring NSWTA or its members into disrepute."* This includes on-field behaviour.

INVOLVEMENT IN REGIONAL BOARDS OR POSITIONS

Election of members of Regional Boards is the responsibility of Affiliates. Under no circumstances are NSWTA Board Members to be involved in lobbying or seen to be involved in lobbying or trying to influence the outcomes.

It is also desirable that NSWTA Board members not hold positions on Regional Boards and or Committees. Accusations of conflict of interest and favouritism are unavoidable in these circumstances and Board Members must remain at arm's length where possible.

INVOLVEMENT IN COMMITTEES

In volunteer committees, relevant Board Members should provide support, leadership and contribute as appropriate. Engagement of volunteers is of pivotal importance and obtaining the benefit of their



expertise and advice is critical to the future of the sport. Volunteers should ensure the volunteer role is to support these committees and the interests of NSWTA.

BOARD MEMBER RESPONSIBILITIES

It is in the interest of the organisation, and to strengthen trust and confidence within, to expedite resolution of problems, to mitigate the effect and to minimise organisational and individual stress that can be caused by a conflict of interest.

Board Members are to avoid any conflict of interest, even the appearance of a conflict of interest. This organisation serves the community as a whole rather than only serving a special interest group. The appearance of a conflict of interest can jeopardise the credibility of the organisation. Any conflict of interest, potential conflict of interest, or the appearance of a conflict of interest is to be reported to NSWTA immediately. Board Members are to maintain independence and objectivity with members, the community, and organisation. Volunteers are called to maintain a sense of fairness, civility, ethics and personal integrity even though law, regulation, or custom does not require them.

CONFLICT OF INTEREST REGISTER INSTRUCTIONS

- Who completes this template? Each NSWTA Board Member outlining all Touch Football roles or any business interests as they relate to the operation of NSWTA.
- How this template is completed:
 - List all related Touch Football activities or roles you hold within the sport, other sports and or any business relationships you may have with NSWTA:
 - List local affiliate related activities or roles,
 - List regional related activities or roles,
 - List national related activities or roles,
 - List any international activities or roles,
 - List outside sports or interests that may conflict with Touch Football pursuits,
 - Disclose any hobbies or business interests as they relate to the business operation or opportunity to benefit from NSWTA.

Note: These could adapt and change during your term of appointment and it is your responsibility to re-supply this information as your potential



Activity or Touch Football Role	Frequency of duties	Specify Nature of duties	Could this affect your role with NSWTA (Y/N?)	How will you manage these conflicts? (Disclose, refrain from decisions, Removal?)

I have provided the information required above and signed this declaration acknowledging that I have read and agree to the outline of requirements within the Board Handbook.

I warrant that all information provided is true and correct. I acknowledge this conflict of interest declaration cannot be amended. If I do amend it my application will be null and void. It cannot be accepted by NSWTA.

I have read, understood, acknowledge and agree to the above terms.

Signed:

Date:

Name:

BOARD RECRUITMENT POLICY

Policy number	G001b/14	Version	1
Drafted by	Dean Russell	Approved by Board on	10/07/14
Responsible person	General Manager	Scheduled review date	01/06/14

INTRODUCTION

The nomination and selection of Board members is the prerogative of the members of the NSWTA through the election process. However, given the responsibilities of the Board, there is a need for the Board to have an appropriate mix of expertise and experience. Policies and procedures must facilitate the election of those people who best meet the needs of the Board.

PURPOSE

Board members should provide an appropriate mix of skills to provide the necessary breadth and depth of knowledge and experience to meet the Board's responsibilities and objectives. The Board also aims for a composition which will appropriately represent the interests of the various groups contained within the organisation's common bond and which will include a diversity of Australia's peoples.

POLICY

The Board should attempt, using its network of contacts within and without the organisation's membership, to identify appropriate individuals with needed skills and interests as potential Board members. When vacancies arise among the elected Board positions, such individuals should be encouraged to nominate for election. Such individuals may also be appointed by the Board, where the Constitution provides, to vacant Board positions.

AUTHORISATION



Dean Russell- General Manager

10/07/2014

NEW SOUTH WALES TOUCH ASSOCIATION



RESPONSIBILITIES

It shall be the responsibility of each member of the Board to explore among their networks the possibility of nominating for a position on the Board of the organisation.

It shall be the responsibility of the Secretary to draw up and maintain a list of prospective candidates for the Board. All entries on this list shall be reported to the Board.

It shall be the responsibility of the Board to ensure that any nominees, candidates, or new members are acquainted with the organisation's purposes, policies, and procedures.

PROCEDURES

The Board shall regularly assess its composition by reference to

- Necessary areas of expertise
- The ideal balance between experience and freshness
- Desirable diversity in relevant areas
- Contributions from relevant stakeholders.

The Board shall identify areas where existing Board composition falls short of the ideal.

Board members shall attempt to recruit from their networks Board candidates who would fill those gaps.

The Board shall collect suggestions from members and draw up a list of suitable candidates for the Board, and for Board committees and working parties.

Where vacancies occur on the Board or its committees and working parties other than at the expiration of elected terms, appointments shall be made from this list.

Before each annual election the Board shall attempt to recruit nominations for the Board from this list.

RELATED DOCUMENTS

- NSWTA Constitution
- NSWTA Board Charter
- Board Induction Booklet
- Board Attendance Policy
- Conflict of Interest Policy
- Code of Ethics



BOARD HANDBOOK

Policy number	G001c/14	Version	1
Drafted by	Dean Russell	Approved by Board on	10/07/14
Responsible person	General Manager	Scheduled review date	01/06/16

NSW TOUCH ASSOCIATION INCORPORATED STAFF HANDBOOK

TABLE OF CONTENTS

1. ABOUT THIS HANDBOOK

- 1.1 Familiarity and Compliance with NSWTA Policies

2. NSWTA INCORPORATED – BACKGROUND

- 2.1 A CLEAR 2020 VISION- Strategic Plan / Operational Plan
- 2.2 Corporate Values
- 2.3 Client Service

3. RESPONSIBILITIES, BEHAVIOURS AND CONDUCT

- 3.1 Director Code of Conduct
- 3.2 Board Responsibilities to the Organisation
- 3.3 Code of Conduct
 - Code of Conduct – General Principles
- 3.4 Equal Employment Opportunity
- 3.5 Sexual Harassment and Discrimination
- 3.6 Drugs, Smoking & Alcohol
- 3.7 Dress Standards
- 3.8 Punctuality
- 3.9 Business Ethics and Conflict of Interest
- 3.10 Engagement in touch football activity
- 3.11 Involvement in Regions
- 3.12 Involvement in Committees
- 3.13 Care and Use of Property Computers, Computer Network, E-mails and the Internet
- 3.14 Confidential Information
- 3.15 Intellectual Property
- 3.16 Contact with the Public, the Media and the Government
 - Media Releases and Enquiries
 - Contact with Politicians
- 3.17 Security - General
- 3.18 Visitors to Organisation Premises

4. TENURE

- 4.1 Term of Appointment
- 4.2 Board Vacancy
- 4.3 Remuneration of Expenses
- 4.4 Reimbursement
- 4.5 Review of Expenses
- 4.6 Holding of Other Offices
- 4.7 “Caretaker” Mode



- 4.8 Travel
- 4.9 Travel Expenses
- 4.10 Approval of Travel
- 4.11 Reasonable Limits and Allowable Expenditure
- 4.12 Transport Expenses
- 4.13 Travel by Non-NSWTA Personnel
- 4.14 Entertaining

- 5. DELEGATIONS**
- 5.1 Preamble and Definitions
- 5.2 Summary of General Manager Expenses

- 6. WORK, HEALTH AND SAFETY**
- 6.1 Incidents

- 7. STAFF RECRUITMENT**
- 7.1 Selecting the Best Candidate
- 7.2 Interviewing and Assessment
- 7.3 Negotiating remuneration and employment terms and conditions
- 7.4 Administration of the offer and appointment
- 7.5 Termination
- 7.6 References

- 8. COMMUNICATION**
- 8.1 Role of the Board
- 8.2 Making a Difference
- 8.3 Responsibilities of Front Desk and Staff
- 8.4 Dealing With Aggressive or Challenging Members
- 8.5 Internet and Email Usage
- 8.6 Email Etiquette
- 8.7 Information Procedures
- 8.8 Reporting Procedures

- 9. POLICIES AND APPENDIXES**
- a. Emergency Drill
- Armed Hold Up
- Fire
- Bomb Threat
- Emergency Evacuation Procedures



1. ABOUT THIS HANDBOOK

This Board Handbook is an internal document of the policies, procedures and employment conditions applicable to all Board and Committee members of the NSW Touch Association Incorporated (NSWTA).

The handbook provides you with the necessary information to understand the procedures of the NSWTA. It will assist in the service delivery of the sport to members through efficient, open, effective and accountable participation in all aspects of NSWTA.

The contents of this Handbook may need to change from time to time as situations arise. Changes are not always the choice of NSWTA. Factors such as economic climate and changes to relevant Federal and State Laws can influence how we operate. It is important that you keep updated with relevant Federal and State Laws so you are aware of changes as they happen.

1.1 FAMILIARITY AND COMPLIANCE WITH NSWTA POLICIES

All members should ensure that they are both familiar with NSWTA's current policies and that they adopt these policies in carrying out their duties. Reference should be made to this Handbook to familiarise yourself with current policy. Should problems arise which cannot be resolved using stated policies they should be referred to the General Manager for assistance or the the relevant legal practitioner.



2. NSW TOUCH ASSOCIATION (INC) – BACKGROUND

New South Wales Touch Association (NSWTA) was formed in 1972 and incorporated in 1981. NSWTA includes players, administrators, officials and game development personnel and is affiliated with the Touch Football Australia (NSWTA) formerly Australian Touch Association (ATA).

The sport of Touch football provides an opportunity for all members of the community to participate in a minimal contact sport.

The NSWTA is a not for profit State Sporting Organisation with approximately 110 000 members and currently 142 affiliated park competitions divided into six regions.

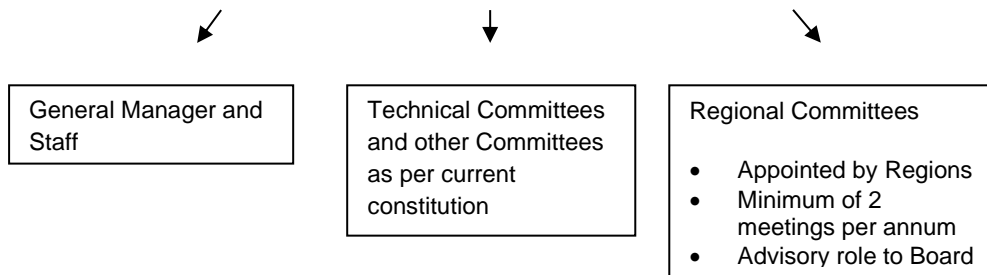
The governance structure of the Association is as follows:-

MEMBERS/GENERAL MEETING

- Regions – right to appoint Delegate. Delegate has right to attend, debate and vote at General Meetings of NSWTA
- Affiliates – right to appoint Delegate. Delegate has right to attend, debate and vote at General Meetings of NSWTA
- Ordinary Members - individual financial members of Affiliates. Right to attend and debate but no right to vote at General Meetings of NSWTA
- Individual Members – individual members of NSWTA. Right to attend and debate but no right to vote at General Meetings of NSWTA
- Life Members – life members of NSWTA. Right to attend and debate but no right to vote at General Meetings of NSWTA.
- Patrons – patrons of NSWTA. Right to attend and debate but no right to vote at General Meetings of NSWTA.
- The role of the General Meeting is essentially to elect those who govern and to approve any changes to the Constitution.
- Specific proxy voting for elections and amendments to Constitution to be included (optional clause)

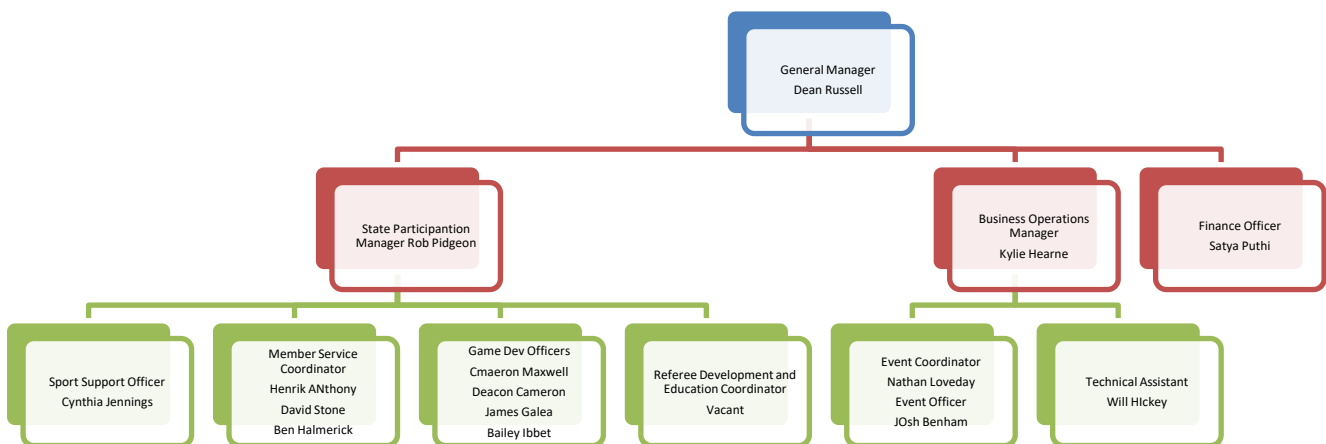
THE BOARD– GOVERNING BODY

- 5 Members
 - President – chair of meetings
 - Vice President
 - Finance Director
 - Technical Director
 - Elected directors to appoint one further member to fill any necessary skill gaps, within 6 weeks of the AGM
- General Manager not a director, but right to attend and debate but not vote at Board meetings.
- Elected directors, 2 year term and elected in alternate years.
- Appointed director, term of 12 months
- No maximum term for directors
- Conflict of interest to be declared and if elected to NSWTA Board,
- Nominations for elected positions from Regions and Affiliates
- If nominations = vacancy, then members to approve by majority resolution. If nominations less than vacancy, to be filled by the Board
- Voting first past the post



To NSWTA currently employ 13 staff, in the areas of administration and development.

The NSWTA conducts various competitions each year catering for participants from Under 10 years of age to over 50. These events range from the beginner touch player to the sports elite and we look to provide pathways at all age levels.





The NSWTA also has a variety of technical arms established to assist in the running of the association and sport and conducts regular Refereeing, Coaching and Selecting courses.

2.1 TOUCH FOOTBALL 2024

TOUCH FOOTBALL 2024
Enhance the experience
– Grow our game!

TOUCH FOOTBALL 2024 provides the blueprint for how NSWTA will collaborate with purpose with our key partners to drive the increased capability, relevance and sustainability of the organisation, as we drive towards 2024 – and beyond.

Our purpose

To lead, unite and empower the Touch Football community to enhance the experience and grow our game!

Our CARE values

Our values define our character and guide how we behave when it matters most, as we collectively enhance the experience and grow our game.

Care - We care about our sport and the people within our Touch Football community.

Accountability - We do what we say we will do, when we say we will do it.

Respect - We welcome everyone to our sport and value what they bring.

Excellence - We embrace change, have a growth mindset and strive to be better tomorrow than we are today.

What's most important?

Our drive to deliver on our TOUCH 2024 Strategic Plan and achieve our purpose will be focused on 3 Strategic Priority Areas and Our Foundations.



2.2 CORPORATE VALUES

NSWTA acts in accordance with the following:

- We aim for excellence in delivery of Touch Football
- We rely on a collaborative approach which brings together the expertise and knowledge of staff and volunteers and our financial resources to achieve our mission.
- We adopt best practice in the development of member education, training and support.
- We are accountable for our decisions and actions and act in accordance with our policies and procedures.
- We are accountable for the application and disbursement of income derived from operations
- We are innovative and committed to improving skills and enhancing knowledge to meet our aims.
- We support the principles of access for groups or individuals in any way disadvantaged and we support equal opportunity.
- We support principles of excellence in service.
- We are committed to quality management.



2.3 CLIENT SERVICE

Procedures are in place to handle all areas of client service. These procedures are complemented by regular training programs to ensure you are up to date in these crucial aspects of our business.

We expect you to contribute towards the positive service and commitment to our clients. It is our goal to maintain and fulfil our clients' requirements and meet all expectations while staying within budget.

We cannot fulfil this goal without the ongoing support of the entire organisation of the NSWTA. It is only through teamwork and collective strength that we can stimulate the kind of quality product and superior service that results in long term customer satisfaction.

Regardless of whether your involvement with client service is direct or supportive, you have an impact on the client's impression of our organisation.

Any and every contact with a client of our organisation - written or verbal – leaves an impression. NSWTA wants to ensure that this impression is a positive one by encouraging all Board and staff to uphold the highest standards in quality and service. Each moment of client service should be outstanding.



3. RESPONSIBILITIES, BEHAVIOURS AND CONDUCT

3.1 DIRECTOR CODE OF CONDUCT

As a Director, and member of the Board, of NSWTA, a Director must:

i. Act with **honesty and integrity**. Be open and transparent in all dealings; use power responsibly; do not place yourself in a position of conflict of interest; strive to earn and sustain member trust of a high level. Act in a professional and courteous manner.

ii. Act in **good faith in the best interests of NSWTA**. Demonstrate accountability for your actions; do not engage in activities that may bring you or NSWTA into disrepute.

iii. Act **fairly and impartially**. Avoid bias, discrimination, caprice or self-interest;

iv. **Use information appropriately**. Ensure information gained as a director is only applied to proper purposes and is kept confidential.

v. **Use your position appropriately**. Do not use your position as a director to seek an undue advantage for yourself, family members or associates, or to cause detriment to NSWTA; ensure that you decline gifts or favours that may cast doubt on your ability to apply independent judgement.

vi. Act in a **financially responsible** manner. Enquire about and understand financial reports and other financial material submitted to the Board for consideration.

vii. Exercise **due care, diligence and skill**. Ascertain all relevant information; make reasonable enquiries; understand the financial, strategic, policy and other implications of decisions.

viii. **Comply with the NSWTA Constitution and all legislative and regulatory requirements for the position.**

ix. Demonstrate **leadership and stewardship**. Promote and support the application of NSWTA's values.

Directors are required to sign the NSWTA Directors' Code of Conduct on appointment to the Board.

Breach of duties – Action taken against a Board member whose actions are not consistent with their duties under the Code of Conduct is likely to range from a reprimand by the President to possible removal as a Director, in accordance with the provisions of the constitution.

3.2 BOARD RESPONSIBILITIES TO THE ORGANISATION

The Constitution states the following in relation to the powers and duties of the Board.

- Clause 3 states;
Solely for furthering the objects set out above the Association has, in addition to the rights, powers and privileges conferred on it under the Act, the legal capacity and powers of a company as set out under section 124 of the Corporations Act.



Unless a Delegation is made in this document, all decisions and approvals shall be confirmed by Board Resolution and, where required to be evidenced by Deed or Contract, shall be signed by Two Directors.

In summary the Board is accountable to the Members of NSWTA for NSWTA's performance and its responsibilities include:

- i.** Providing strategic direction and approving corporate strategic initiatives;
- ii.** Managing the relationships with Regions and the partnerships with both NSWTA and QTA;
- iii.** Leading the selection and performance management of senior staff;
- iv.** Board performance and composition;
- v.** Approving NSWTA's budget, monitoring management and financial performance;
- vi.** Considering and approving NSWTA's annual financial statements;
- vii.** Approving the risk management strategy and monitoring its effectiveness;
- viii.** Considering the social, ethical and environmental impact of NSWTA's activities;
- ix.** Managing the relationship with key stakeholders;
- x.** Selecting and recommending to Members the appointment of the external auditor; and
- xi.** Ensuring compliance with regulatory requirements.
- xii.** Ensuring compliance with approved NSWTA policy

In general terms, the Board has delegated to the General Manager responsibility for:

- i.** Implementing corporate strategies and Board instructions;
- ii.** Developing NSWTA's annual budget with the Finance and managing day to day operations within the budget;
- iii.** Maintaining an effective risk management framework;
- iv.** Selecting and Managing Staff
- v.** Keeping the Board fully informed about developments in the sport specifically to Affiliates, Regions, QTA and NSWTA and advising of any emerging risks; and
- vi.** Managing day to day operations in accordance with standards for financial, social, ethical and environmental practices, which have been set by the Board in accordance of policy and procedure.
- vii.** Managing partnerships and relationships with key stakeholders including but not limited to NSWTA, QTA, the Regions, the Affiliates, Sport NSW, the Department of Sport and Recreation and all sponsors.



viii. Overseeing and approval of all decisions and regulations governing the events of the NSWTA

The Delegations document is within this document.

3.3 CODE OF CONDUCT

The Code of Conduct is issued as a guide to the proper behaviour of the Board and employees of NSWTA. Broadly it embodies the following principles:

- Board members shall comply with the provisions of this Code;
- Board members shall be conscientious in the performances of official duties and scrupulous in the use of official information, equipment and facilities;
- Board members shall, in their dealings with members of the public, stakeholders or fellow Board members, exercise proper courtesy, consideration and sensitivity;
- Board members should ensure that personal behaviour should not reflect seriously or adversely on the NSWTA or fellow employees.

CODE OF CONDUCT

General Principles

Board Members must meet the following requirements in their day-to-day work for NSWTA:

- Avoid real or apparent conflicts of interest
- Ensure adequate protection of intellectual property and confidential information and strict observance of business protocols while you are a Board Member and after you leave the organisation.
- Respect the rights, dignity and worth of all people involved in the sport of Touch, regardless of age, gender, race, place of origin, athletic ability, colour, sexual orientation, religion, political beliefs, socio-economic status, or cultural background.
- Be fair, considerate and honest in competition and all dealings with others.
- Do not use your involvement with the sport of Touch to promote your own beliefs, behaviours or practices where these are inconsistent with those of the NSWTA, the NSW Regions and local associations.
- Make a commitment to providing a quality service and share the responsibility and work loads
- Respect the property of others and treat as if it was their own
- Participate as members of the sport of Touch to achieve the NSWTA's goals and objectives by supporting innovation, creativity and change.
- Be aware of, and maintain an uncompromising adherence to the NSWTA's standards, rules, regulations and policies.
- Operate within the rules of the sport including national and state guidelines and policies, which govern the Touch Football Australia, the NSWTA, the NSW Regions and local associations.
- Demonstrate a high degree of individual responsibility especially when dealing with persons under 18 years of age, as your words and actions are an example.
- Avoid unaccompanied and unobserved activities with persons under 18 years of age, whenever possible.
- Refrain from any behaviour that may bring the sport of Touch, the Touch Football Australia, the NSWTA, the NSW Regions and local associations into disrepute.



- Provide a safe environment for the conduct of activities.
- Not wilfully damage in any way property
- Be mindful that you are representing the sport of Touch prior to, during, and post event
- Understand the repercussions if you breach, or are aware of any breaches of this Code of Behaviour
- Be a positive role model.
- Share failure and celebrate success
- Show concern and caution towards others who may be sick or injured.
- Respect and acknowledge the contribution of the Volunteers and those who create the opportunity for our members to play the sport of Touch (e.g. scorers, coaches, timekeepers, administrators and referees).
- Do not interfere with the progress and/or conduct of a game.
- Use of social networking sites to ridicule, defame, bully, slight and or make any comment that could be viewed as detrimental to any individual, group or organisation involved in the sport of Touch, will be viewed as a breach of the Code of Behaviour.
- Be professional in, and accept responsibility for, your actions.
- Consider the state, national and international priorities for the development of the sport as well as local needs when contributing to decision making.
- Be aware of, and maintain an uncompromising adherence to NSWTA staff culture document, standards, rules, regulations and policies.
- Do not use your involvement with NSWTA to promote your own beliefs, behaviours or practices.
- Refrain from any form of harassment of others.
- Refrain from any behaviour that may bring NSWTA or its members into disrepute.
- Provide a safe environment for the conduct of all activities.
- Understand the repercussions if you breach, or are aware of any breaches of, this code of behaviour.

NSWTA BOARD CULTURE STATEMENT

“A Culture based on Performance to deliver a Strong Team”

NSWTA Board commit to the following values as key to the organisations culture & each other. As such this means:

Team work

- A job description is a guide in our organisation – it is about being supportive & helpful to each other when required
- Your need, is my job
- Always supportive - I've got your Back!!!
- Communication is critical to know what is going on at all levels and needs to be constructive.
- In order to do your job well then you need to enjoy the environment – be positive.
- All roles within the team are equally respected.



- Trust the front line staff and take on board their views; they know how to do things.
- Take responsibility for your own actions.
- Regardless of the vote, once taken, win or lose it is a Board decision.

Results oriented

- Focus on the matter at hand but be aware of the effect overall.
- Performance reflection and appraisal is a responsibility of each Board member.
- Deliver what you say you will & don't over promise
- Weigh up the workload before you say YES!!!
- Keep the customer satisfied & know what makes them tick
- We are Number 2 Striving to Be Number 1 Always. Don't be Complacent

Efficiency

- Effective planning will ensure efficiency
- Team work – this can only help but makes us efficient
- The world does not revolve around 1 person – answer a question or query in a timely manner even if you can't reach the answer. We will work toward finding an answer always.
- Communication is the number 1 indicator to this value.
- Take the best path once rather than look for shortcuts.

Professionalism

- The organisation needs to look that way & we need to be aware of each others needs at specific times.
- The organisation looking good includes us.
- This is how others see you in the marketplace.
- Adhere to policy and be transparent in decision making.
- Punctuality & courtesy along with a positive approach.
- Don't use the small sport excuse.
- Diplomatic & firm.

Customer focus

- Number 1 in the business – know what they want.
- LISTEN.
- Communication is the key to a positive experience for them.
- Add a twist to the customer is always right – the customer knows what they want & you need to be well prepared if you are offering alternatives.
- We will commit to getting their view.

Open & honest

- Accountability to all parties.
- If you can't say everything through confidentiality then let them know.
- What is said in the Boardroom is the business of the Boardroom.
- Constructive feedback is best heard as soon as possible & if there is conflict involved then we need to have it resolved to adhere to all values.



3.4 EQUAL OPPORTUNITY

NSWTA provides opportunity without discrimination against race, gender, age, religion, colour and any disability or impairment.

This policy extends to all applicants for Board positions both elected and appointed consistent with their ability to do the work required. This policy works in compliance with Federal and State Laws. This equal employment opportunity includes election, appointment, compensation and training, also including leaves of absence and in some cases, termination from the Board.

We endeavour to consistently seek capable people to the Board to operate our in a safe and profitable manner. This allows all Board members to utilise their skills to their fullest potential.

Any breach of this anti-discrimination policy will be considered a serious offence and disciplinary action may be taken.

3.5 SEXUAL HARASSMENT AND DISCRIMINATION

Sexual harassment in the organisation can take many forms. Sexual harassment applies to any relationship between Board member and other Board member, peers, partners, stakeholders and subordinates.

Examples of conduct that may, depending on the circumstances, be considered discrimination or harassment include:

- Sexually harassing another person;
- Comments about a person's sexual life or physical appearance;
- Comments on marital, parental or career status;
- Comments on pregnancy status;
- Comments on living with AIDS or Hepatitis C;
- Suggestive behaviour;
- Unnecessary physical intimacy such as brushing up against a person;
- Sexual jokes, offensive telephone calls, emails, photographs, reading matter or objects;
- Sexual propositions or continued requests for dates;
- Physical contact such as touching or fondling;
- Indecent assault or rape (which are also criminal offences)

Sexual harassment and discrimination will not be tolerated. If for any reason you believe you are a victim of sexual harassment it is important that you report this to the General Manager. A report of the facts will be made in complete confidence.

Where appropriate, NSWTA will not hesitate to report sexual harassment allegations to a relevant commission or tribunal. If it has been established that an offence has been committed it may result in disciplinary action or dismissal to the offender.

3.6 DRUGS, SMOKING & ALCOHOL

The use of any and all banned substances within NSWTA's workplaces is strictly prohibited.



We enforce a strict drug free environment at all times. The use of drugs can create unnecessary risks and creates a threat to fellow Board members, employees and the membership. It is impossible for you to carry out the position of your role responsibly and safely whilst under the influence of drugs.

Furthermore, any Board member using drugs can cause serious damage to NSWTA's reputation and perception in the marketplace. Any use of drugs whilst acting as a representative of NSWTA will not be tolerated.

It is therefore strictly prohibited to manufacture, distribute, possess, sell or use a controlled substance at NSWTA, or whilst you are representing NSWTA on or off NSWTA premises. Any offence may result in immediate dismissal and may lead to possible prosecution.

Furthermore, NSWTA is a non-smoking environment. Smoking in any form is strictly prohibited on or within the grounds of our premises. If you smoke, any cigarette breaks must be taken outside the perimeters of the meeting and or event. This policy is to protect the health and safety of other Board members, employees, membership and clients at NSWTA deemed workplaces. Smoking, whilst at a NSWTA event, is strictly prohibited.

Finally, NSWTA requires that alcohol should only be consumed in moderation whilst on or meetings, events and/or functions where you are representing the NSWTA. Alcohol may seriously affect your performance and therefore it is NSWTA policy that no Board member be under the influence of alcohol at meetings, events and/or functions where you are representing the NSWTA. Be aware that being in breach of this policy may be cause for disciplinary action and in some cases termination.

3.7 DRESS STANDARDS

Board members are expected to dress appropriately for their duties. Whilst representing NSWTA, discretion should be used to determine dress appropriate to the occasion. For meetings the Board are expected to be uniformed in in the Board suit and tie/scarf with a white business short or in the official NSWTA polo shirts and dress pants or skirts for females. If undertaking field work then the NSWTA field uniform is to be worn.

3.8 PUNCTUALITY

All Board members expected to manage their time efficiently and effectively. In line with this, punctuality is essential in attending both internal and external meetings and events given they are viewed as representing the organisation in an employed capacity by many external clients. In the case where a staff member is unavoidably held up or is going to be late for a pre-arranged meeting or event, all reasonable attempts should be made to inform those involved in the meeting of the delay.

Normal office hours are regarded as 9am to 5pm. Therefore staff are expected to be at their desk to commence work at 9am. Any staff that on occasions have breakfast at work are to have this completed prior to 9am.



3.9 BUSINESS ETHICS AND CONFLICT OF INTEREST

Ethical Behaviour

Whilst engaged as a Board member of NSWTA you will be a custodian of our good name and reputation. Consequently it is vital that your conduct be of the highest standard at all times.

You must satisfy the standards of honesty and integrity at all times and adhere to the fundamental ethical practices and principals of the NSWTA as outlined in our mission and other relevant documents.

Board Members must not use their official position to seek or obtain any financial or other advantage for themselves, their family or any other person or organisation. This includes soliciting or accepting gifts, rewards or benefits which might compromise one's integrity. It would be prudent for the Board to consult with the President or General Manager prior to acceptance of invitations, hospitality, or receipt of any gifts to determine what action is appropriate.

Gifts to Board Members should be considered gifts to the organisation. Gifts between \$20 and \$200 are to be recorded on the Gift Register. Gifts over \$200 should not be accepted without consulting with the President or General Manager, and in any case never where there could be any suggestion that the integrity of the organisation is called into question.

Potential Conflict of Interests

You have the responsibility to work in the best interests of NSWTA and avoid situations and actions that may be, or create the appearance of being, in conflict with NSWTA's overall objectives and principles.

Clause 29 of the NSWTA constitution covers the issue and management of potential conflict of interest.

The following are examples of activities that have the potential to cause conflict and should be avoided:

- Holding a substantial financial interest in any organisation with which we have business dealings (e.g. suppliers and sponsors);
- The acceptance by an Board member from any party or supplier of services, either directly or indirectly, of cash payments (other than reimbursements for reasonable out-of-pocket expenses), services, loans (except from banks or other financial institutions) or discounts (except those offered to all employees/volunteers of the Association).

Non Pecuniary matters

In accordance with the Constitution, non-pecuniary matters, relating to for example involvement in an issue in the sport to be discussed at Board level, do not generally qualify as "potential conflicts of interest" matters and do not fall within the above process.



Problems arising through these situations can usually be avoided by conducting any business transactions in an ethical and honest manner. The following guidelines may assist in determining what is considered proper:

- Payment for an appropriate lunch or meal in connection with a business meeting, for as long as they are kept on a reciprocal basis and maintain relevance to the business at hand;
- Advertising novelties, provided that they do not appreciate in value and are widely distributed to others under essentially the same business relationship with the donating party (example give-aways like pens, coasters, watches);
- Company products made available under customer or PR programs (such as product samples);
- Relationships with commercial clients where reciprocal gifts or dealings are exchanged without inference of unethical conduct. In certain countries local custom dictates exchange of gifts as a matter of courtesy (Asia is an example).

Decisions on Conflicts of Interest

If there is doubt as to whether a matter constitutes a potential conflict of interest, it is for the Board and ultimately the Chair to determine if an issue is to be managed as such under the Constitution, having proper regard to the requirements of the Constitution and good governance practices.

Disclosure of Potential Conflict of Interest

All Board Members are obliged to disclose any interests that are in conflict with their duties. Specifically the Board member must disclose the nature of the interest to the President and General Manager where:

- a Board member has a pecuniary or other personal interest in the matter; and
- that interest conflicts or may conflict with the duties of an Board member in relation to that matter,

This duty to disclose is very broad and covers situations where a personal or family relationship may, or may be seen to; create conflict with the Board member's duties.

As soon as an Board member believes that an actual or potential conflict has arisen they should discuss the matter with the President and General Manager.

The General Manager should then:

- assess whether there is or could be a conflict; and
- Determine what if any action is recommended
- Report this to the President

In all cases this should entail a written file note covering the facts, assessment and decision which is placed on the Board member's file and the Board notified.



Each Board member should be mindful that they remain under a duty to notify the President and General Manager of any change in circumstances that may occur.

Form for Disclosure of Potential Conflict Of Interest

Appendix 3 of the NSWTA Board policy provides the instrument for notifying potential commercial conflicts of interest. This is to be tabled and recorded in the minutes at the Director's first Board meeting or as soon as it is reasonably apparent that a potential commercial conflict of interest is a possibility.

The onus is on the Board member to ensure the matter(s) is (are) communicated and lodged appropriately. The declaration is to be renewed each twelve months of service.

Access to Records

Board members have unrestricted access (subject to conflicts of interest) to company records and information and receive regular detailed financial and operational reports from management.

Board members are entitled to consult with the General Manager and the Business Operations Manager at any time. However, enquiries should be raised through the President or General Manager.

Independent Advice

The Board may resolve to fund independent professional advice sought by Board members to help them carry out their responsibilities. While the President's prior approval is needed, it may not be unreasonably withheld subject to over-riding budget considerations, and, in the President's absence Board approval may be sought.

3.10 ENGAGEMENT IN TOUCH FOOTBALL ACTIVITY

It is recognised that any volunteer may wish to participate in the sport of Touch Football as a player, coach or official. If so, then members do so as individuals, not as representatives of NSWTA.

NSWTA members engaged in Touch Football related activities, whether as part of their duties or as an individual, will invariably be recognised as NSWTA members. Appropriately or not, the conduct of a Board Member in such situations will be under public scrutiny. When this occurs, NSWTA Board Members are to consider that they are representing the organisation and adhere to the Code of Conduct.

3.11 INVOLVEMENT IN REGIONAL BOARDS OR POSITIONS

Election of members of Regional Boards is the responsibility of Affiliates. Under no circumstances are NSWTA Board Members to be involved in lobbying or seen to be involved in lobbying or trying to influence the outcomes.

It is also desirable that NSWTA Board members not hold positions on Regional Boards and or Committees. Accusations of conflict of interest and favouritism are unavoidable in these circumstances and Board Members must remain at arm's length where possible.

3.12 INVOLVEMENT IN COMMITTEES

In volunteer committees, relevant Board Members should provide support, leadership and contribute as appropriate. Engagement of volunteers is of pivotal importance and obtaining the benefit of their expertise and advice is critical to the future of the sport. Volunteers should ensure the volunteer role is to support these committees and the interests of NSWTA.

3.13 CARE AND USE OF PROPERTY

Board members are responsible to ensure that equipment and facilities provided should be treated with the same level of care which reasonable people accord their own valuable possessions. In addition, staff should ensure that equipment and facilities provided are not used improperly.

Specifically, private use of equipment and facilities (including vehicles, phones, laptops and other electronic equipment) should be kept to a minimum unless an agreement to the contrary has been made with the General Manager.

Any misuse of NSWTA equipment and facilities that result in damage will be repaired at the expense of the Board member responsible.

3.14 CONFIDENTIAL INFORMATION

In this section “confidential information” means:

- governance, financial, technological, strategic, judicial or business information;
- research, development, operational, legal, marketing or accounting information;
- technology and intellectual property rights;
- customer and supplier information;
- staff and personnel information; and
- other information specifically marked as being confidential, or which is known to the recipient to be confidential or which is otherwise provided in circumstances which indicate that the information is confidential

unless it:

- is trivial in nature;
- is already public knowledge when it is disclosed to the Board member;
- becomes public knowledge after it is disclosed to the Board member other than because of a breach of confidentiality by the Board member or a person to whom the Board member discloses it; or
- is in, or comes lawfully into, the possession of the Board member other than because of a breach of confidentiality by some other person.

Where in the course of engagement with NSWTA, an Board member comes into the possession of or has access to confidential information, the Board member must, except as otherwise required for the proper performance of the duties:

- hold the confidential information in strict confidence and take all steps necessary to preserve its confidentiality;

- only disclose the confidential information to another person with the prior written permission of NSWTA and, if required by NSWTA, subject to the person or entity to whom the disclosure is made having signed a confidentiality agreement with NSWTA in a form acceptable to NSWTA; and
- not otherwise use or copy or make available to any other person the confidential information.

Subsequent to engagement with NSWTA, or if earlier requested by NSWTA, the Board member must:

- immediately deliver to NSWTA all forms of any confidential information under the possession, power or control of the Board member; and
- confirm in writing promptly when he / she has done so.

In accepting engagement with NSWTA, and without limiting any other rights of NSWTA, Board members agree to indemnify NSWTA in respect of all claims, losses, liabilities, costs or expenses of any kind incurred directly or indirectly as a result of deliberate or negligent breach by an Board member of any obligations under this section.

Any breach of confidentiality by a Director is actionable under the Code of Conduct provisions.

3.15 INTELLECTUAL PROPERTY

Considerable resources have been expended in developing the organisation's intellectual property.

In this section "works" means any and all letters, notes, memoranda, reports documents, manuals, programs, computer programs, devices, inventions of any description developed or created solely or in part by the Board member in the course of the performance of the duties or in the context of an Board member's engagement by NSWTA or by using any equipment or facilities of NSWTA. The Board member gives his or her consent to NSWTA in relation to all acts or omissions by NSWTA which may infringe the Board member's moral rights under the *Copyright Act 1968* (whether occurring before or after this consent is given) in relation to all works as defined above).

The entire unencumbered worldwide intellectual property rights, including copyright, in the works and any and all common law rights and remedies in relation to the works are and remain the property of (or, to the extent necessary, are assigned to) NSWTA.

The works must only be used or dealt with by the Board member as required for the proper performance of the duties. All developments, modifications or alterations made by the Board member of or to the works, or of or to any other materials in which intellectual property rights subsist which come into the Board member's possession as a consequence of his engagement by NSWTA will be and remain the property of (or, to the extent necessary, are assigned to) NSWTA.

The Board member must execute any document or do any thing reasonably required by NSWTA in order to effect or perfect NSWTA's title in any intellectual property arising as a consequence of this section.

3.16 CONTACT WITH THE PUBLIC, THE MEDIA AND THE GOVERNMENT



When attending official functions on behalf of NSWTA Board members are expected to conduct themselves in an acceptable manner. Specifically, this means Board members should maintain appropriate standards of dress and etiquette including drinking alcohol in moderation. In addition,

representation or comments should not be made regarding information or NSWTA policy that is confidential in nature.

To ensure the accuracy of information and to protect the reputation of the organisation, the following guidelines apply to the preparation of media releases, all contact with the media, all public speaking engagements and contact with politicians.

3.16.1 Media

All media enquiries should be directed through the General Manager or event Media Officer.

The General Manager or President will be the spokespersons in all matters of State concern unless previously approved. The General Manager or relevant Manager will be the spokespersons in all matters of Regional or Affiliate concern unless previously approved.

If Board members are required to speak at public events, ensure all relevant facts are included in any speeches or presentations. If unsure, seek approval from the General Manager or relevant Manager.

3.16.2 CONTACT WITH POLITICIANS

The General Manager and President are responsible for communications with politicians at State level. Managers and Development Officers are responsible for communications with regional/local politicians. The Board and General Manager together will determine the most appropriate representation for contact with local elected representatives according to the situation. Initiating political contact should only be undertaken after prior consultation with the President and General Manager.

Where politicians initiate contact or requests for information, the General Manager / Manager should be advised as soon as possible.

Requests from politicians for information will be given a high priority consistent with NSWTA's bipartisan political approach.

3.17 SECURITY

The security of all organisation property and records is of vital importance. It is in the best interests of the organisation and Board members that a high level of awareness be maintained at all times. It is organisation policy to ensure the protection of members, property, equipment, records, confidential information, data and staff and to assist Board members in caring for their own property on organisation premises.

It is the responsibility of the General Manager to investigate reports of security breaches and to recommend remedial action as is deemed necessary.



3.18 VISITORS TO ORGANISATION PREMISES

NSWTA has a significant legal responsibility for the safety and security of all persons entering NSWTA premises. To achieve an acceptable level of security and protection, Board members when on site are

required to control the movement of persons other than Board members or employees into and out of the organisation.

It is NSWTA's policy that all persons entering organisation premises, for whatever reason, or for whatever period of time, shall be the responsibility of and under the control of specific employees.

Directors would not normally have cause to visit a workplace on any regular basis other than for periodic arranged meetings. Directors attending a NSWTA office are to notify a manager accordingly on or before arrival and act in accordance with occupational health and safety and other requirements as advised. Directors attending an office are to ensure that, as far as possible, the visit has minimal impact on regular workflows of staff.



4. TENURE

4.1 TERM OF APPOINTMENT

CASUAL VACANCY

In this case, you are filling a casual vacancy on the Board and your term expires at the AGM for the financial year you were appointed in accordance with **clause 27.3** of the NSWTA constitution.

APPOINTED INDEPENDENT DIRECTOR

In this case, your appointment to the Board is as an Appointed Independent Director, pursuant to **clause 26** of the NSWTA constitution. Your term as a Board Member expires at the conclusion of the next Annual General Meeting.

ELECTED DIRECTOR

Your appointment to the Board is from the conclusion of the AGM at which you were elected until the conclusion of the second AGM following. At the conclusion of such a period it would be necessary for you to stand for re-election to continue as a Director.

4.2 BOARD VACANCY

The Constitution provides the following situations in which the office of Director becomes vacant.

4.2.1 GROUNDS FOR TERMINATION OF DIRECTOR

In addition to the circumstances (if any) in which the office of a Director becomes vacant by virtue of the Act, the office of a Director becomes vacant if the Director:

- (a) dies;
- (b) becomes bankrupt or makes any arrangement or composition with his creditors generally;
- (c) becomes of unsound mind or a person whose person or estate is liable to be dealt with in anyway under the law relating to mental health;
- (d) resigns his office in writing to the Association;
- (e) is absent without the consent of the Board from 2 consecutive meetings of the Board;
- (f) holds any office of employment of the Association;
- (g) without the prior consent or later ratification of the Members in General Meeting holds any office of profit under the Association;

- (h) is directly or indirectly interested in any contract or proposed contract with the Association and fails to declare the nature of his interest;
- (i) is removed from office by Special Resolution under **Rule 27.2**; or
- (j) would otherwise be prohibited from being a director of a corporation under the Corporations Act or is disqualified from office under the Act.
- (k) conducts him or herself in a manner which is deemed by the majority of the board to be contrary to the interest of the Association.

4.2.2 REMOVAL OF A DIRECTOR

- (a) The Association in a General Meeting may by Special Resolution remove any Director, before the expiration of their term of office. If a Director is removed in accordance with this Rule the office of the Director becomes vacant and shall be filled in accordance with the procedure set out in **Rule 27.3**.
- (b) Where the Director to whom a proposed resolution referred to in **Rule 27.2(a)** makes representations in writing to the General Manager and requests that such representations be notified to the Members, the General Manager may send a copy of the representations to each Region or, if they are not so sent, the Director may require that they be read out at the meeting, and the representations shall be so read.

4.3 REMUNERATION AND EXPENSES

Overarching consideration regarding costs and expenses

As a 'not for profit' organisation, and as Board members are caretakers of the business on behalf of the members, there is an obligation to ensure expenditure on travel, entertainment and other reimbursements is in line with business requirements, reasonable and defensible to the members at all times.

4.3.1 Honorarium

As NSWTA is a not-for-profit organisation, there are no fees for Board members. Members have agreed to an honorarium for Directors which is determined yearly in the approved budget. Payment of which is not due until the fourth quarter of the calendar year. This will be made available, subject only to any further decision taken by Members.

4.3.2 Expenses

i. The overarching consideration regarding the paying or reimbursement of expenses is value for money for the organisation and the defensibility of any expenses or claims. Where you are aware that expenses will be incurred, prior arrangements can be made. This may be through a process of 'cash advance' however it preferable that all bookings and accounts are handled via the office.

ii. Any expenses not accompanied by the appropriate documents will not be reimbursed

iii. The General Manager, via the Administration Assistant, will generally arrange for travel (plane, car) and accommodation, where required for NSWTA business, to be booked and paid via NSWTA accounts



or credit cards. Where incurred as part of a broader travel booking or required to attend to NSWTA business, taxi fares will be paid for or reimbursed.

- iv. Bookings outside these arrangements must be discussed with the General Manager in advance.
- v. Board Members are asked to consider the not-for-profit status of the organisation and the defensibility of claims. Opportunities for cost-reduction, such as sharing transport etc, must be considered.
- vi. NSWTA will provide for reasonable meal and refreshment expenses while on NSWTA business. This will be either directly, through allowance or on reimbursement.

4.4 REIMBURSEMENT

- i. Where NSWTA arranges transport or provides for an allowance in advance, claims for reimbursement for alternative arrangements will not generally be considered except in exceptional circumstances and on approval by the General Manager in consultation with the Finance Director.
- ii. Claims for use of a private motor vehicle on NSWTA business should be approved in principle in advance.
- iii. The Board has agreed that reimbursement for expenses would not normally be sought for individual expenses incurred by a Director that are less than \$25, or where total claimable expenses for a day do not exceed \$25.
- iv. Reimbursement is not to be unreasonably withheld. However, without advance approval, reimbursement may be refused.

4.5 REVIEW OF EXPENSES

Directors' expenses are periodically reviewed by the President or, in the case of the President's expenses, by the Director of Finance and Audit Committee.

4.6 HOLDING OF OTHER OFFICES

Clause 29.1 of the Constitution provides the following in relation to the holding of other positions in the sport. The constitution is clear on this matter.

"Clause 29.1"- A Director is disqualified by holding any place of profit or position of employment in the Association or in any company or incorporated association in which the Association is a shareholder or otherwise interested or from contracting with the Association either as vendor, purchaser or otherwise except with express resolution of approval of the Board. Any such contract or any contract or arrangement entered into by or on behalf of the Association in which any Director is in any way interested will be voided for such reason.

Section **3.10-3.12** of this handbook provides that a Board member may occupy volunteer position(s) within the sport and outlines appropriate protocols. Also to be clear any person whom is engaged as employed or contracted by an affiliate, as per the constitution and this policy cannot hold a Board position.



4.7 'CARETAKER' MODE

During the period preceding an Annual General Meeting, or any General Meeting where the appointment / re-appointment / removal of Board members is to be considered, the Board assumes a "Caretaker" role. [References to AGM in this document refer also to General Meetings defined in this clause].

The caretaker period begins at the time the Notice calling an Annual General Meeting is issued and continues until the conclusion of that Annual General Meeting.

During this period, the business of NSWTA continues and ordinary matters can be progressed per the Board's current delegations. However, the following conventions are to be observed during this period to ensure that the Board's actions do not bind the new Board and limit its freedom of action or decision-making. During caretaker, a Board is not to:

- i. Make major policy decisions that are likely to commit a new Board;
- ii. Making significant appointments; and/or
- iii. Enter into major contracts or undertakings.

For clarity, the General Manager may exercise his/her delegations. However, larger matters of business defined in the delegations as requiring one or more Board members to approve, or the whole Board, may not proceed unless there is a matter of particular urgency, to be determined by the General Manager. Where Board involvement is considered by the GENERAL MANAGER to be required prior to the AGM, the Board may decide and continuing Board members are to be called on to execute documentation.

In any case of doubt as to the application of this policy, the GENERAL MANAGER and continuing Board members will be the decision-makers.

4.7.1 MAJOR POLICY DECISIONS

The Board is to avoid making major policy decisions during the caretaker period that are likely to commit an incoming Board. The question of whether or not a decision qualifies as 'major' is a matter for judgment. Relevant considerations include the significance of the decision in terms of policy and resources, but also whether it is a matter of contention between candidates or between members/Delegates and the Board.

4.7.2 SIGNIFICANT APPOINTMENTS

Boards are not to make senior management appointments during this period. This would include those levels where the Board has a role in the appointment or performance management of staff. If deferring the appointment is impracticable, usually for reasons associated with the proper functioning of the organisation, there are several options:

- i. The Board should make an acting appointment where permissible; or
- ii. The Board could make a short term appointment covering the period until shortly after the relevant AGM; or



iii. If those options are not practicable, the President is to consult all candidates standing at the AGM regarding a full term appointment and act on consensus (all in agreement), otherwise the matter may not be progressed until after the AGM.

4.7.3 MAJOR CONTRACTS OR UNDERTAKINGS

Board are to avoid entering major contracts or undertakings during the caretaker period. In determining whether or not a contract or undertaking is major, consideration should be given to the dollar value of the commitment and also whether the commitment involves a routine matter of administration or rather implements or embeds a policy, program or administrative structure which is politically contentious amongst the members.

In this context, matters of business defined in the Board's delegations as requiring one or more Board members, or the whole Board, to approve are not to proceed unless there is a matter of particular urgency, to be determined by the GENERAL MANAGER. Where the GENERAL MANAGER determines the matter must be progressed prior to the AGM, and delegations call for only one or two Board members to approve the matter, the decision on the commitment rests with the Board and continuing Board members are to be called upon to execute any documentation.

The GENERAL MANAGER should also consider explaining the implications of the election to the other party and advise that the agreement of the incoming Board will be required before finalisation of arrangements; and/or ensure that any controversial contract includes clauses providing for termination by a future Board.

4.7.4 BOARD TRAVEL

The Board will not normally travel to meetings or events during the caretaker period, to avoid the perception of using NSWTA funds for 'campaigning'. Should attendance of a Board member at an event or meeting be a requirement during this period, the representative(s) should come from the continuing Board members, preferably the President if continuing.

Any Board travel during this time must be agreed in advance by the President (if continuing) or GENERAL MANAGER as being unavoidable; otherwise expenses will not be paid/reimbursed.

4.7.5 AVOIDING STAFF INVOLVEMENT IN ELECTION ACTIVITIES

The GENERAL MANAGER is to oversee the issuing of notices, agendas and papers for General Meetings.

All communication on matters to do with the notices, agendas, papers or elections proposed for General Meetings is to be directed to and addressed by the GENERAL MANAGER. Once the meeting has commenced, these matters naturally transfer to the Chair of the meeting.

No nominee for position, whether a current Board member or not, is to approach any staff member for, or use or seek to use NSWTA resources for, the promotion of themselves or anyone else for any position or office to be decided on at the meeting.



Activity excluded include statements and resumes of candidates may be circulated to Affiliates and Regions in accordance with advertised procedure by the GENERAL MANAGER; teleconferences may

be arranged by the GENERAL MANAGER to enable nominees to speak with delegates, providing equitable opportunity is provided to all candidates.

Major communications or publicity material, promoting to members the activities of NSWTA should not normally be issued during this period unless in the normal course of business, required for normal operational, or policy/legal, reasons. Although the matters to be publicised may be normal events, programs or occurrences, consideration should be given to whether or not the perception of members/delegates would be that the material was designed to influence thinking around the upcoming election in which case it should either be issued prior to caretaker or held over until after the AGM. The GENERAL MANAGER is the decision-maker under this clause.

- Example: NSWTA conducting a previously scheduled tournament during Caretaker – normal communication around the event should occur. Material promoting candidates in conjunction with communication about the tournament should not occur.

Use of official email addresses by candidates should be limited to non-political matters relating to the normal course of business of the organisation. Excessive use of NSWTA phones and other resources during this period should not occur, outside of matters requiring attention in the normal course of business. The GENERAL MANAGER is the decision-maker under this clause.

4.7.6 POLITICAL PARTICIPATION BY STAFF AND VOLUNTEERS

In the best interests of the stability of NSWTA and the probity of the election process, the staff and volunteers are to remain apolitical, continuing to perform the functions of their positions in an impartial and professional manner during the caretaker period.

Employees and volunteers need to exercise judgment if they are scheduled to speak at functions or meetings during the caretaker period. In the case of controversial issues, staff or volunteers should decline invitations to speak. In the case of non-controversial issues, officials may speak, but should explain that the organisation is in caretaker mode and that they will limit their statements to factual issues and matters of administration. Staff and volunteers should avoid publicly explaining or promoting policies during the caretaker period.

4.8 TRAVEL

NSWTA does not engage the services of a dedicated travel provider. All travel arrangements and bookings are to be made via the NSWTA office. All Board members travelling under and paid for by NSWTA must do so via the Office to ensure the process is completed without expense to that member.

All domestic travel (including flights, vehicle hire and accommodation) for NSWTA Staff, Board members, Regional Directors, State Technical Panels, State representative teams and support personnel, must be booked through NSWTA Office.

For air travel, it is NSWTA policy that the best available fare, regardless of carrier, should be taken unless there are exceptional circumstances. All air travel will be by economy class. For vehicle hire and accommodation, it is also NSWTA policy that the best available rate, regardless of company, should



be taken unless there are exceptional circumstances. It is recognised that the necessities of obtaining accommodation and vehicles convenient to the place of work may mean taking a higher rate from time to time. In such cases, travellers should inform the office when making a booking request.

When a booking is cancelled 24 hours prior to the anticipated travel and the ticket is non refundable, the booking reference remains live for a period of twelve months. The booking is for the value of the ticket, not necessarily the destination. It is the responsibility of the traveller to ensure the ticket is used within the 12 month period.

4.9 TRAVEL EXPENSES

NSWTA will meet all reasonable costs of travel by its Board members. Reasonable costs are determined from time to time by NSWTA, having regard to price changes and business requirements.

Sections **4.3-4.4** also cover expenses and reimbursements.

Travel expenses for accommodation, meals and incidentals incurred by Board members travelling domestically shall be paid by NSWTA on an actual expenditure basis wherever practical, either through the payment of a tax invoice, reimbursement of receipts or through a credit card as approved by the General Manager or provided by the staff member in attendance.

Where actual expense payment by NSWTA is not practical or where the Board member does not he/she may be granted an advance to cover accommodation, meals, incidentals and, if required, accommodation expenses prior to the travel or seek reimbursement for expenses incurred during travel.

Travel expenses paid on an actual expenditure basis will be subject to reasonable limits for costs incurred inclusive of GST.

All expenditure incurred must be acquitted in full and substantiated by proper tax invoices/receipts as soon as possible unless otherwise agreed with the General Manager. Unless specifically approved by the General Manager expenditure not substantiated by a tax invoice/receipt will not be paid in the case of reimbursement, or will be required to be repaid in the case of an advance. Travel expenses or advances are not payable out of petty cash.

4.10 APPROVAL OF TRAVEL EXPENSES

Approval for actual travel expenses or travel advance paid/acquitted by a Board member rests with the authorising party approving the travel. The purpose of prior approval is to ensure that the travel is warranted, funds are available, the mode of travel is appropriate and to provide appropriate information for payment verification and record keeping. Travel expenses incurred are within the reasonable limits set out in this policy. Approval of unsubstantiated claims is at the discretion of the President or General Manager. In approving unsubstantiated claims staff are taking responsibility for the validity and accuracy of the claims.

Travel for Board members requires the approval of the President/General Manager or Finance Director. The General does not require approval for travel domestically but otherwise requires Board approval for overseas travel.

4.11 REASONABLE LIMITS AND ALLOWABLE EXPENDITURE



NSWTA will meet the cost of expenses incurred by Board members in the course of travel as set out in this policy, provided that such expenses fall within reasonable limits or where exceptional circumstances can be demonstrated that result in additional expenses being incurred.

Allowable expenditure during travel includes accommodation costs, meals and other incidental expenses.

The following guidelines should be observed in relation to allowable expenditures for the purpose of travel:

4.11.1 ACCOMMODATION

Accommodation expenses are payable only where travel involves an overnight stay away from home. Wherever possible, Board members should have accommodation selected by the NSWTA office.

As a guide NSWTA would accept accommodation that has been accredited with a 3 to 3 1/2 star NRMA rating or similar, as reasonable.

Accommodation expenses are only payable on the production of a tax invoice.

4.11.2 ACCOMMODATION WITH FRIENDS OR STAFF

As a national sport and with contacts around the state and country, it is possible that Board members may be able to stay with other staff or friends when travelling. There may be economic advantages for the organisation when this occurs depending on where the place is and where work is being conducted.

Board members have the choice of staying in a hotel or with others; they are under no obligation either way, though they must consider operational matters such as distance to place of work when staying with friends.

It is recognised that hosts incur cost and inconvenience when accommodating individuals and should be compensated or rewarded for doing so. Travelling parties may use discretion in rewarding hosts. As a guideline, payment for dinner with a bottle of wine is appropriate.

Rewards must not exceed the expected cost of accommodation in a hotel (approx \$100 per night).

4.11.3 MEAL ALLOWANCE

An allowance is payable for each day for Board related absence. Current allowances is \$55-00

Board members may not incur meal expenses where meals are provided either with the accommodation, during a training course, functions, conferences or by another individual, company or client. Reimbursement of expenses incurred in providing self catered meals will be based on reasonable quantities for the number of meals being self-catered.

4.11.4 INCIDENTAL EXPENSES

Incidental expenses are those expenses not covered under the meals and accommodation categories



but are restricted to expenses incurred as the result of business travel, e.g. for road tolls, parking, telephone, taxi etc.

4.12 TRANSPORT EXPENSES

All reasonable transport expenses including taxis, parking and other car hire expenses will be fully paid for by NSWTA via the NSWTA purchasing credit card, cab charge, invoices to a NSWTA account or through expense reimbursement.

Board Members should ensure that the choice of accommodation minimises the cost of transport to and from the place of work.

4.13 TRAVEL BY NON-NSWTA PERSONNEL

Costs for non-NSWTA personnel travelling on NSWTA business should be paid on NSWTA accounts or credit cards as NSWTA is only able to claim GST input credits if a tax invoice is made out to NSWTA or a NSWTA employee. The cost reimbursement basis for non-NSWTA personnel travel should only be used in exceptional circumstances.

4.14 ENTERTAINING

Meals and incidental expenses do not cover the cost of entertaining guests or other associates. These costs will only be reimbursed or paid for by NSWTA on a case-by-case basis or as approved by the President or General Manager. Not obtaining approval in advance risks expenses not being agreed to.

Board Members are to use judgement when covering cost of official entertaining, e.g. paying for meals for members. As a general guideline, business relationships should work on a reciprocal basis, though Board Members should ensure that relationships are not adversely affected by NSWTA being seen to be 'tight'. However, expenses must be able to be defensible to the members.

Any official entertaining must relate to organisational requirements only; under no circumstances will NSWTA funds be used for non-related activities.



5. DELEGATIONS

i. Under of the constitution of NSWTA, the business of the Association is to be managed by or under the direction of the Board. Unless a delegation is provided for under the constitution or in this document, all decisions and approvals shall be confirmed by Board Resolution and, where required to be evidenced by Deed or Contract, shall be signed by the General Manager and where required one (1) Board Member.

ii. The Board considers it necessary and expedient for the proper management and control of the organisation that the General Manager be able to exercise or perform certain of the Board's powers, duties and functions. By this instrument, and pursuant to **clause 30.4** of the constitution, the Board delegates to the General Manager those powers, duties and functions defined below subject to the limitations in this delegation.

iii. This delegation is valid from the date approved by the Board until such time as amended or revoked by Board resolution.

iv. The NSWTA General Manager is responsible for the administration of this policy.

5.1 PREAMBLE AND DEFINITIONS

NSWTA has a Strategic Plan to guide the development of the sport. Typically, this Plan will cover a three (3) to five (5) year period however from time to time the Board may move to alter the current plans to align with the funding periods of the NSW Department of Sport and Recreation and the national body.

Annually the Plan will be reviewed and updated, and the coverage of the Plan extended another year to retain the agreed platform.

The Board will review the progress of all plans at each Board Meeting and ensure progress against agreed outcomes.

i. All figures are GST inclusive.

ii. Board refers to the Board of New South Wales Touch Association.

iii. Where a contradiction exists within these Delegations, or between these Delegations and any other NSWTA policy, the Delegations will prevail unless determined otherwise by the Board.

iv. This should be read in conjunction with the Staff handbook in relation to delegations as well as schedules associated with direct authority including the Budget of NSWTA.

5.2 SUMMARY OF GENERAL MANAGER DELEGATION

i. This clause is to be read in conjunction with the whole document.

ii. The Board authorises the GENERAL MANAGER to operate the business of the organisation according to the Board approved Budget and Strategic Plan and together with any Business/Operational Plan and Capital Expenditure Plan, and/or any Board approved amendments thereto.



iii. The GENERAL MANAGER is authorised to approve all transactions “within the ordinary course of business” subject to limits contained in this document or agreed by separate schedule within the Budget framework.

iv. Management of all personnel is delegated to the GENERAL MANAGER, subject to the provisions of Part B.

v. The GENERAL MANAGER may sub-delegate authority and must advise the Board of such sub-delegations and any amendments thereto on a quarterly basis.

vi. The GENERAL MANAGER is to report to the Board quarterly on the exercise of the Delegations in this document.

PART A: FINANCIAL DELEGATIONS

OPERATIONAL LIMITATIONS

The following Operational Limits will apply to the general Delegation provided to the GENERAL MANAGER.

Purchasing

The GENERAL MANAGER is authorized to make purchasing arrangements up to an individual transaction or purpose limit of \$40,000 in a financial year or as delegated via the NSWTA Budget.

Revenue

The GENERAL MANAGER is authorised to make contractual arrangements for obtaining revenue up to an individual transaction or purpose limit of \$100,000 in a financial year. Items above this level must have co signature by the Board via at least one delegate and the GENERAL MANAGER unless otherwise agreed by the Board for practical reasons.

Leasing

The GENERAL MANAGER is authorized to enter into leasing arrangements, where the value of any individual lease does not exceed \$50,000 in total cost and where the amount has been specifically included in a Board-approved budget.

Payments

The GENERAL MANAGER is authorized to make arrangements for the payment of the organisation’s expenses in a timely manner; and up to an individual transaction or vendor limit of \$200,000 per transaction throughout the financial year.

Debtor Management

The GENERAL MANAGER is authorized to write-off debts with an individual value of less than \$3,000 [and where all debts of any value written off total no more than \$10,000 per quarter] provided the NSWTA debtor management policy has been followed and it is deemed not economical to pursue recovery. Advice on all such decisions is to be provided to the Board quarterly.

Length of Commitment

The GENERAL MANAGER is authorized to enter into agreements and commitments of up to four years duration, subject to other limits on the GENERAL MANAGER delegation in this document. Agreements outside the prescribed timeframe are to be tabled with the Board.



CAPITAL ITEMS

The GENERAL MANAGER is authorised to carry out capital expenditure to a value of \$60,000 in a financial year, subject to the approved capital expenditure process being followed and a specific project or business plan tabled. The GENERAL MANAGER may authorise the sale of capital assets where any asset or series of linked assets is less than \$5,000 book value.

BUSINESS ACCOUNTS

i. The GENERAL MANAGER is authorised to determine and make changes to the lists of staff members authorised to operate NSWTA's financial accounts held with financial institutions, or other investments, for the purposes of carrying out these delegations and/or the provisions of the GENERAL MANAGER's Delegations. Any changes to authorisations are to be notified to the Board quarterly.

ii. The Board may resolve from time to time to apply additional or over-riding authorisations to operate any or all of NSWTA's accounts at financial institutions, or other investments, with which the GENERAL MANAGER is required to comply.

iii. A confirmation schedule from each financial institution with which NSWTA conducts business confirming the electronic banking authorities in place is to form part of these delegated authorities and is to be reviewed annually.

FINANCIAL MANAGEMENT

Management of Cash

The day-to-day decision-making regarding the management of cash and transfer of funds between accounts and/or investments is the responsibility of the GENERAL MANAGER in accordance with this Delegation document and any other relevant policy or determination of the Board.

Borrowing funds or use of credit facilities.

i. Board approval is required to borrow funds or establish credit facilities for the organisation.

ii. The GENERAL MANAGER is authorised to use existing credit facilities (excluding credit cards covered off in iii)) up to a value of \$50,000 per quarter, with notification immediately required to the Chair as well as the Chair of the Finance and Audit Committee once more than \$20,000 of a credit facility has been used.

iii. Urgent use of credit facilities above this limit (to \$100,000 per quarter) may be given by two Board Members, including at least one of the GENERAL MANAGER or Chair of the FASC, if it is not practical to consult the full Board.

iv. The GENERAL MANAGER is authorised to provide employees with credit or debit cards for purchasing or travel purposes without reference to the Board. The policies governing the use of credit and debit cards are to be addressed in the GENERAL MANAGER's sub-delegations or relevant Staff instruction. The GENERAL MANAGER is responsible for ensuring the appropriate use of such cards for approved purposes. The GENERAL MANAGER is to advise the Board quarterly of the number of such cards and the holders of such cards; and processes/audit procedures in place to ensure appropriate use.

BUDGET AND LINE VARIANCE

i. The GENERAL MANAGER is responsible for achieving the budgeted end of year result, which may change throughout the year as agreed by the Board due to NSWTA's operating environment.



ii. The delegations and sub-delegations contained in this policy in no way mitigate the responsibility of staff at all levels of the organisation to keep to authorised budgets and forecasts.

iii. The GENERAL MANAGER is authorised to vary individual budget lines by up to \$50,000 in a financial year, reporting such changes quarterly to the Board and maintaining compliance with (i) above.

EXPENSES AND REIMBURSEMENT

i. The GENERAL MANAGER is authorised to approve and pay the reasonable reimbursement of expenses to NSWTA personnel, staff and volunteers, incurred in carrying out NSWTA business.

ii. The GENERAL MANAGER is to ensure that such claims :

Are usually approved in advance, at least in nature and likely scope. The GENERAL MANAGER is authorised to approve reasonable claims retrospectively;

Comply with NSWTA policies; and

Are acquitted appropriately, supported by receipts, and in a defensible manner.

Travel

All overseas travel paid for in whole or part by NSWTA is to be approved in advance by the Board.

The GENERAL MANAGER is authorised to travel domestically (considering budget and defensibility of travel); and requires Board approval for other overseas travel.

The GENERAL MANAGER is authorised to approve domestic travel for employees and volunteers

PART B: PERSONNEL DELEGATIONS

MANAGEMENT OF STAFF

Management of all personnel is delegated to the GENERAL MANAGER, subject to the right of the Board to participate fully in recruitment processes and performance management reviews for designated management positions.

This participation will be determined on a case by case basis by the Board and in conjunction with the GENERAL MANAGER.

TERMS OF EMPLOYMENT

The GENERAL MANAGER is authorised to employ staff under the NSWTA Employment Agreement.

The GENERAL MANAGER is authorised to employ staff under contractual or outsourced arrangements, provided that:

o The Board is notified quarterly where the value of the total contract and any extensions combined will not exceed \$70,000; and

o Board approval is obtained in advance where the total value of the contract exceeds, or is to be extended and so exceed, \$65,000.

PERFORMANCE MANAGEMENT

The GENERAL MANAGER is authorised to establish a performance management framework for all staff. This is a requirement and the GENERAL MANAGER is to report to the Board each twelve (12) months on its implementation and status.



The Board, in conjunction with the GENERAL MANAGER may determine its involvement in the performance review process for identified senior management positions. The Board are not authorised to discuss staff performance with employee other than the GENERAL MANAGER or without the GENERAL MANAGERS consent.

PART C: MISCELLANEOUS PROVISIONS

EMERGENCY ACTION

The GENERAL MANAGER is authorised to take such emergency action as is reasonable in the circumstances without formal approval in order to avoid or reduce the impact of:

- o Threat to the safety and welfare of people as a result of the company's activities and operations; or
- o Risk to the prejudice of the organisations commercial interests without taking such emergency action.

Notification of any such emergency action shall be made immediately to the President and as soon as practicable thereafter to the Board and ratification sought for any such expenditure or commitment.

LEGAL ACTION

Unless otherwise stated in this document, the GENERAL MANAGER is authorised to initiate legal action against third parties to recover debts less than \$20,000. Action for other amounts requires Board approval.

The GENERAL MANAGER is authorised to seek legal advice on matters relating to the conduct of NSWTA business and in accordance with the provisions of these Delegations.

RELATED PARTY TRANSACTIONS

The GENERAL MANAGER is responsible for ensuring that, where reasonably apparent, transactions are not carried out between persons who are related by blood or who have a close personal relationship, without authorisation of the GENERAL MANAGER (or President if the GENERAL MANAGER is potentially involved).



6 WORK, HEALTH AND SAFETY

NSWTA aims to provide the best practicable level of occupational health, safety and welfare for our members and other people in the work area. NSWTA is committed to promoting and maintaining the highest practicable degree of physical, mental and social well-being of our members. This encompasses the provision of a safe and healthy environment by the prevention of accidents and injuries, provision of rehabilitation of injured parties; and consideration of both mental and physical aspects of the role.

To achieve this goal we will:

- i. provide a healthy and safe work environment
- ii. ensure that expert advice is available to those responsible for occupational health and safety
- iii. develop generic occupational health and safety policies as required and tailored to our work and environment
- iv. promote an occupational health and safety environment for our Board Members that is adapted as far as possible to their health and safety needs
- v. encourage a cooperative, consultative relationship between NSWTA and our volunteers on occupational health and safety matters, and
- vi. provide relevant WHS information to all volunteers.

We recognise that a healthy and safe environment is the right of all members and can only be realised when responsibility is defined and accepted at all levels of the organisation.

Sound occupational health and safety practices can only be achieved and maintained through co-operative processes.

We will ensure that appropriate organisational arrangements are made to facilitate the continuing implementation of relevant legislation. We recognise that the legislative requirements are a minimum standard and we will take other steps as necessary to ensure appropriate standards of occupational health, safety and welfare of our employees and other people in the workplace.

There is a shared responsibility among management and volunteers to develop and maintain healthy and safe arrangements and keep health and safety standards under review.

Responsibilities of Board members

Board members must at all times while representing NSWTA take all reasonably practicable steps to observe and implement all instructions relating to safe work practices. To the extent of their control and influence, they will:

- use safe working practices and procedures to avoid creating or increasing a risk to themselves or others in their work area
- report unsafe or defective equipment promptly to the GENERAL MANAGER or his/her absence the most senior staff member.
- co-operate with management in all activities aimed at the prevention of workplace incidents, injuries and illnesses
- notify GENERAL MANAGER or his/her absence the most senior staff member of accidents, injuries and illnesses in the workplace



- follow safe work practices and established procedures and make proper use, in accordance with instructions, of all appropriate safeguards, safety devices and personal protective equipment provided by NSWTA
- report hazards/potential hazards they identify in the workplace.

Board members may cease a particular task or move from a location when they believe that there is an immediate or unacceptable level of risk to their health and/or safety or the health and/or safety of other persons. If this occurs, the Board member must immediately inform the GENERAL MANAGER or his/her absence the most senior staff member of the situation. Board members may be directed to perform alternative duties by the GENERAL MANAGER or his/her absence the most senior staff member whenever their normal duties are unavailable due to an emergency situation.

6.1 INCIDENTS

Education and meetings outlining regular accidents can help reduce and prevent most accidents. It is a policy of NSWTA to avoid accidents at all costs. Time and effort has been spent to ensure that our work place is as safe as possible. If an accident or incident should occur it is important that procedures are followed to prevent future incidents.

All accidents and incidents are to be recorded in an Incident Logbook. Incident report forms are available from management. Managers will help record all relevant details. This is extremely important as it allows NSWTA to analyse all factors involved to prevent future accidents. It is also of the utmost importance that all details are recorded accurately so that compensation or insurance requirements are complied with.

In addition, where there is an injury that must be reported to the relevant NSW Workers Compensation Board (Workcover), the relevant forms must be obtained, completed and forwarded to the Board. Accident and incident reports should be filled in as soon as possible after the event has occurred.

It is the responsibility of all NSWTA personnel to prevent accidents where possible. If you see something that is potentially dangerous or unsafe, please report it to your relevant Manager.

If the accident is of a critical nature Board and staff should refer to the NSWTA Critical Incident Policy.



7 STAFF RECRUITMENT

7.1 SELECTING THE BEST CANDIDATE

NSWTA aims to select the best person for the job and to ensure their skills and aptitudes fit our business objectives, working environment and operations.

7.2 INTERVIEWING AND ASSESSMENT

Wherever possible, existing employees will be invited to be interviewed for promotion opportunities. The NSWTA structure encourages succession planning at all levels. Any internal transfer or advertising will be given a one week expression of interest process prior to external advertising. Suitable candidates may be offered employment or transfer in lieu of any advertising.

Advertising processes will generally be for a minimum of three weeks with a one week short listing process prior to interview.

Senior appointment panels will include the GENERAL MANAGER and at least one member of the Board. A minimum of one other delegate to participate will generally be required by agreement between the GENERAL MANAGER and the Board.

7.3 NEGOTIATING REMUNERATION AND EMPLOYMENT TERMS AND CONDITIONS

Prospective employees will be provided with advice on NSWTA employment conditions and policies. It is the responsibility of all incoming employees to read and accept relevant policies of the organisation.

Candidates proposed for appointment will be provided with details of their proposed responsibilities, remuneration, and details of terms and conditions of employment as per the Employment Agreement.

7.4 ADMINISTRATION OF THE OFFER AND APPOINTMENT

NSWTA will make a formal offer of appointment in writing, detailing the commencement date, probation arrangements, remuneration and terms and conditions of the appointment agreed with the prospective employee. The GENERAL MANAGER is the only delegated employer of NSWTA and must complete all letters of offer or sign any variation to employment conditions.

Prospective employees must provide appropriate documentation of identity, right to work in Australia, Working with Children Check and any other relevant information upon request.

7.5 TERMINATION

Should an employee dispute a termination by NSWTA on the grounds that it is unfair or unlawful, the Workplace Relations Act 1996 provides rights under which the Australian Industrial Relations Commission can resolve the dispute.

7.6 REFERENCES

References are usually provided by individuals who have managed or worked with a former colleague. NSWTA places no restriction on its staff providing references other than the honesty and integrity. A



Certificate of Service or an Employment Separation Certificate will be provided by NSWTA on the request of a departing employee.



8. COMMUNICATION

8.1 ROLE OF THE BOARD

NSWTA staff manages thousands of interactions a year, playing a part in creating a professional and friendly image of the organisation. Often the Board, may be the first point of contact for our customers of the organisation.

Important points to remember

- You are an ambassador for the Association
- It is important how you receive and greet visitors
- Enquiries should be handling effectively
- Security and safety is extremely important and must be dealt with effectively
- Complaints should be effectively screened and referred
- Personal appearance is important for creating an impression of the Association

8.2 MAKING A DIFFERENCE

“Perceived indifference” is the major reason customers decide not to do business. In our role we can make a difference by:

- Promptly returning calls
- Acknowledging members, even when we are busy
- Have basic product knowledge to correctly deal with enquiries

8.3 RESPONSIBILITIES OF THE BOARD

Greetings

- It is important to acknowledge members even if you are busy
- Always welcome a visitor to the Association, maintaining eye contact
- Should the phone your phone ring, excuse yourself first to answer the phone

Email

- All incoming/outgoing email of concern should be promptly answered is to copy the GENERAL MANAGER and appropriate Board and or staff
- All email regarding questions on the financial affairs and status of the organisation is to copy all Board members.

Messages

- Ensure all messages are passed on to appropriate staff member in a timely manner.
- Ensure you have the following details:-
 - For whom
 - From who

New South Wales Touch Association



- Brief message
- Date and time
- Response needed

8.4 DEALING WITH AGGRESSIVE OR CHALLENGING MEMBERS

From time to time, we may encounter an aggressive or challenging member. By effectively dealing with them we can sometimes retain their business.

Remember

- Be positive
- Empathise

Positively confirm that you understand how they feel as this reassures them that you want to help rectify whatever concern they may have.

8.5 INTERNET and EMAIL USAGE

When in the office a Board member may require access to the Internet who have a requirement to use this system as a function of their job at the NSWTA Office.

Authority for Board members to access the NSWTA Wi-Fi network must be obtained from the General Manager.

When accessing the NSWTA Wi-Fi and or using a NSWTA computer, mobile phone or tablet, Board members must comply with all applicable laws and regulations, and NSWTA Internet Usage Policy and must respect the legal protection provided by copyright and licenses with respect to both program and data.

As a guide for when accessing the NSWTA Wi-Fi and or using a NSWTA computer, mobile phone or tablet:

- Internet usage must be able to survive public scrutiny and/or disclosure.
- Board members must avoid accessing sites that may bring NSWTA into disrepute, such as those which carry offensive material. Sensitive information must not be transmitted via or exposed to Internet access.

When accessing the NSWTA Wi-Fi and or using a NSWTA computer, mobile phone or tablet Any breach of this may result in a breach of the NSWTA Board policy. A breach of internet etiquette is:

- Where a Board member uses the Internet to obtain information not consistent with NSWTA normal daily business and research operations as defined under "standard of acceptable conduct" in the Policy of NSWTA.
- Failing to advise GENERAL MANAGER when an E-mail containing offensive material is received.
- If an Board member has been counselled and given a warning for any circumstance (relating to this policy) and deliberately offends on a second occasion,



- Creating or distributing matter such as chain letters or personal advertising so as to cause a nuisance or congest NSWTA network.
- Using a Login ID owned by another user who has authorised Internet access to gain unauthorised access to the Worldwide Web (without that person's authority).
- Allowing unauthorised users access to the Worldwide Web by using the Board member's Login ID.
- Where a Board member uses the Internet knowingly to gain access to sites exhibiting pornographic material.
- Where a Board member deliberately downloads offensive material from the Internet. "Downloads" means that the Board member, after accessing the site, proceeds to operate the computer so that the material is moved from the Internet site to NSWTA files or data sticks.
- Knowingly receiving offensive or pornographic material in an E-mail.
- Sending on to another person, displaying or inviting other Board members to observe, offensive or pornographic material which has been received by E-mail.
- Forgery of E-mail messages.
- Knowingly creating, distributing or activating a computer virus in the NSWTA system. In this case immediate termination would apply;

If any doubt exists as to the appropriate disciplinary stage to be implemented, advice should be obtained from the General Manager.

Action should be taken on every occasion that a breach of the Policy occurs so that a consistent approach across the organisation is apparent to all Board members.

A verbal warning may be given a result of a breach. This verbal warning would follow a discussion between the General Manger and the Board member to establish that an activity, which breaches the Policy, had occurred. In this case the General Manager would record on the Board member's file the circumstances surrounding the matter and include that the Board member had been counselled on the appropriate behaviour required and that a verbal warning had been given to the Board member.

A written warning may be given as a result of a breach. The General Manager will have counselled the Board member and established that the Board member has breached the Policy. A formal disciplinary letter would be prepared be given to the Board member by the General Manager with a record (of the written warning) being kept on the Board member's file.

In the event that the Board member's breach was deemed serious enough then termination of the Board member would occur.

8.6 EMAIL ETTIQUETTE

Email has taken over from direct mail or "snail mail" as the major component of everyday business communion. So that you identify yourself and the NSWTA appropriately always include a signature.



Remember that Email is harder to read than paper communication, so shorter emails are more likely to be read than long ones. Sentences should be no longer than 15-20 words.

Board-related emails are still formal business communications and are to form part of our files. Therefore copies of emails related to the business and deemed important information that others in the organisation need to be aware of are to be placed on file.

Answer all questions in the original email; otherwise unnecessary time will be wasted through emails going backwards and forwards. Also try to pre-empt other relevant questions?

If a reply is required it should preferably occur within 24 hours. If you require more time for the response, send an email acknowledging receipt and letting them know this. This same principle applies if you are forwarding to another staff member for action. People are generally more patient when they are kept informed.

Unless you are using an encryption device, assume that mail on the Internet is not secure. So where possible do not use email to transmit sensitive information, or to discuss confidential information.

An email should have a subject that reflects the content of the message.

When replying to an email you must include the original mail in your reply so that the recipient knows what you are replying to.

By reading through the email in the eyes of the recipient, before you send it, you can make adjustments resulting in a clearer message, and hopefully less spelling or grammatical errors.

All our emails should include the standard disclaimers. Note that use of such general statements does not always absolve the NSWTA from consequences of a breach of confidentiality. It is preferable to consider each piece of correspondence carefully before sending it.

Only use "Reply to All" if you really need your message to be read by everyone who received the original message.

Only use Urgent and Important if the message really is such. By overusing this, or the high priority button, it will lose its function when you really need it.

Do not write in capitals, in emails, any words written in upper case are shouted. Keep your email quiet and use upper and lower case as you would in writing a letter.

Do not copy a message or attachment without permission. If you do not ask permission first, you might be infringing copyright laws.

Do not forward emails that are libelous, defamatory, offensive, racist or obscene. Even as a joke you must never make, or forward, any libelous, sexist or racially discriminating comments in emails.

Do not use emoticons and abbreviations. Remember this is business correspondence. Abbreviations are also regularly used in email, but should not be used in any business emails.



8.7 INFORMATION PROCEDURES

NSWTA is committed to ensuring ethical handling of privileged and confidential information, and to implementing procedures that will ensure that all avenues of communication, internal and external, are effective.

All Board members of the NSWTA shall ensure that confidential information or protected information is dealt with in a professional and ethical manner.

Confidential information and protected information shall not be disseminated to any person, corporation or any other agency whatsoever, and shall be used only by officers of the NSWTA in the course of their duties.

Exceptions to this are in the circumstances outlined below:

- information required to be submitted to a government agency in accordance with a legislative provision.
- information released as a result of a subpoena being served upon the Association requiring the release of the information.
- release of the names and addresses of members to Touch Football Australia where the Board has approved such release.
- the release of names and addresses of members required for insurance purposes.
- the release of a club contact phone number or mailing address to a member of the public making an inquiry to play the touch in that area.
- the release of information derived from confidential information, where such information is of a purely demographic or statistical nature.

Where a Board member (other than the General Manager) receives inward correspondence, that Board member shall forward/show either the original or a copy of the correspondence (including a copy made by electronic means) to the General Manager to be placed on the appropriate file.

All inward correspondence shall be filed at the NSWTA's registered office, and shall be available for inspection in accordance with the Constitution. A file may be kept in electronic form if approved by the General Manager.

Where a Board member sends outward correspondence, that Board member shall ensure a copy of the correspondence (including a copy made by electronic means) on the appropriate file.

All outward correspondence shall be filed at the NSWTA's registered office, and shall be available for inspection in accordance with the Constitution. A file may be in electronic form if approved by the General Manager.

Where a Board member receives inward correspondence by email, if deemed appropriate a copy of the message received shall be forwarded to the General Manager to be placed on the appropriate file. If unsure of the appropriateness, check first with the General Manager.

Where a Board member sends outward correspondence by email if appropriate should be copied to the General Manager.



Email is classified as correspondence as such should be filed accordingly.

Members of the Board shall be entitled to receive copies of all minutes of staff meetings, and of committees of the NSWTA on request.

The General Manager will brief, in the first instance senior staff and where appropriate all staff members on the outcomes of Board Meetings and Board of Management Meetings.

A member of the Board is entitled to view all documents held in the NSWTA files.

A member of the Board may also take copies, for their own purposes, of documents referred to in that sub-clause except where such documents may be subject to a claim of privilege. In doing so they must report this to the General Manager who will make record of what documents have been copied.

Nothing in this clause entitles a member of the Board to access protected information within the *Child Protection and Intervention Policy*, unless they are currently involved in an internal investigation under that Policy.

Minutes of meetings shall be taken by an authorised person or by a Board member delegated by the General Manager to do so. The minutes are to be published in draft form and circulated to all members of that meeting, whether Board, BOM or committee.

Where minutes are for Board, Board of Management or committee, at the next meeting of the appropriate meeting of that body, the Agenda shall show as an item of business the confirmation of previous minutes. Upon confirmation by the meeting shall become a legal record of proceedings, and shall be kept on file at the NSWTA's office. The Chairperson of the said meeting is to sign this copy of the minutes.

The Board may from time to time authorise the publication of minutes of Board meetings, or extracts from or summaries of such minutes, in such manner as may be approved.

A person who is a financial member of the NSWTA shall be entitled to inspect at the NSWTA's registered office, copies of the Association's Policies and Procedures for the time being in force.

The General Manager shall periodically distribute copies of Policies and Procedures to associations affiliated to the Association for their reference.

Notwithstanding privacy issues, the contact details of the nominated affiliate/club official selected by that association/club to receive correspondence and advised on their latest Affiliation Payment Return may be released to a member of the public making an inquiry about Touch with that Affiliate/Club, or to another Affiliate/Club official seeking to send promotional information about a tournament or event conducted by that Affiliate/Club.

8.8 REPORTING PROCEDURES

The Business Operations Manager shall provide a Monthly Balance Sheet, Debtors report and Profit and Loss to the Finance Director and the General Manager. Both the General Manager and the Finance



Director member may at any time call for any financial report. The Business Operations Manager will provide to the Board seven (7) days prior to Board meetings the following reports:-

- Balance Sheet
- Job Profit and Loss Report
- Reconciliation Sheet
- Profit and Loss Report
- Debtors List
- Creditors List

The Sports Manager, will provide the General Manager a written report seven (7) days prior to Board meetings outlining activities in their portfolio since the last board meeting. The General Manager will ensure these are circulated with Board papers prior to the meeting.



9. POLICIES AND APPENDIXES

NSWTA attaches the following information as references to this Handbook. All Directors and Volunteers must sign the relevant documentation to stipulate agreement and knowledge of all Association Regulations.

Including the following:

- o NSWTA Constitution
- o Board Recruitment Policy
- o Member Protection Policy
- o Critical Incident Policy
- o Policy Register



APPENDIX A

EMERGENCY PROCEDURES FOR BOARD MEMBERS WHEN AT NSWTA OFFICES

EMERGENCY DRILL

In an emergency evacuation drill you will be notified of the designated date and time.

Your roll may be to call the evacuation.

- To call the evacuation use either:
 - The paging system
 - Use the evacuation siren- SOUND SIREN THREE TIMES
 - Call out in a loud voice

Your calmness is very important in conveying this message. In a clear clam voice, call this twice:

“All personnel please evacuate the premises to the evacuation assembly area”

“All personnel please evacuate the premises to the evacuation assembly area”

All staff are then to move without delay to the evacuation assembly area as designated in the Emergency Evacuation Procedures for the designated area you are in.

IF YOU HAVE NOT BEEN NOTIFIED THAT THIS IS AN EMERGENCY EVACUATION (FIRE) DRILL MOVE TO THE ASSEMBLY AREA after you have completed the above roll.

ARMED HOLD UP

No amount of money is worth a life. Our primary concern in any armed hold up situation is to preserve your life and the life of other Board members and visitors.

Secondly, to prevent injury. If injury occurs, it must take priority over all other matters except the risk of further injury or death. To achieve this, we need to follow these guidelines:

- C *Calm*- Remain calm and do not resist. If you are out of danger then stay out of danger. Phone Police and keep the line open or if you can, safely leave the building, raise the alarm and call the police.
- O *Obey*- Obey instructions but do only what you are told and nothing more. Advise offender if you have to make any movements to comply with his instructions and do not make any sudden movements. If safe to do so, place coins in bag first, followed by smaller denominations notes.
- P *Picture*- Observe as much as possible (speech, mannerisms, clothing, height, tattoos, scars, cars).
- S *Safeguard*- secure your life and property. Don't give chase, but endeavour to observe the direction of their getaway. Be aware of what was touched by the offender and don't touch it yourself.



FIRE

On Discovery of Fire

In the event of fire, or the presence of smoke, no matter how minor it may appear to be, do the following to ensure a safe and orderly evacuation:

- *Do not panic*
- Sound the alarm or raise a verbal warning. **DO NOT SHOUT FIRE** when evacuating visitors/patrons, as this may cause panic. Use the word EMERGENCY. Calmly inform people.
- Stop all vehicle movement where necessary.
- Follow instructions from most senior staff member on duty
- When instructed, evacuate from immediate danger, utilising the nearest safe exits to the specified assembly area.
- Notify your manager/supervisor immediately to call the fire brigade (dial 000) and give advice of the actual fire/emergency. If your Manager/Supervisor is absence, page all staff of imamate danger and then notify Fire Brigade yourself. Give the following details:
 - The location is NSWTA Association, Waterworth Park on Bay view Avenue.
 - Exact location of fire on premises and whether anyone is trapped
 - Number of injuries and type of injuries (if known)
- Turn off all electrical items
- If the fire is in its early stages your manager/supervisor will attempt to extinguish the fire with the fire extinguisher.
- The manager/supervisor will appoint a staff member to take control of any visitors or patrons and withdraw them to the evacuation assemble point.
- If the fire can not be contained, withdraw and close all doors to slow the progress of the fire.
- Never let the fire get between you and an exit.
- Do not take risks. i.e. enter a smoke filled area alone.
- Proceed in single file quickly and in an orderly manner to the nearest available exit, obeying instructions given by manager/supervisor.
- Do not attempt to save personal belongings – **SAVE YOURSELF**
- Report to the manager/supervisor or designated officer at the nominated assembly point (safe area) for roll call. **DO NOT LEAVE THE ASSEMBLY AREA** after you have been accounted for.
- Report to your manager/supervisor or designated officer any Board members/visitors/patrons missing at the assembly point.
- Stay with the group at the assembly point until the responding authorities arrive and the “all clear” has been given.
- Inform manager/supervisor or designated officer if anyone is injured. Lend assistance to injured if required.
- No information is to be given out to the media by Board members regarding the fire.

Do not re-enter the building until the Fire Brigade advises which section of the building is safe for re-entry.

Follow emergency evacuation procedures is required.



BOMB THREAT

Most Bomb threats are hoaxes, but all should be treated as a creditable threat. Most are in the form of a brief telephone call claiming that a bomb has been placed in the building. Anyone answering outside calls, on receiving a bomb threat, should observe the following:

- Keep calm
- Keep the caller on the line as long as possible, *don't hang up*.
- Contact police immediately and advise them of the threat.
- Notify management immediately
- Await instructions from management and proceed with evacuation if instructed.
- Evacuate
- If you come across anything suspicious – *Do not touch it and do not move it*.

Keep the caller talking and try to write down answers to the following questions:

- Where is it?
- When is due to go off?
- What does it look like?
- Why threaten our Association?
- Who are you?
- Male/Female?
- Age?
- Good English? Accent?
- Caller's mood: Excited, Angry, Depressed?
- Caller's speech: Drunk/Slurred, Rambling?
- Background noises: Music, Children, Planes, Trains?
- Is the message read out or spontaneous

Remember your safety, the safety of your co workers and of visitors/patrons is of the utmost importance.

EMERGENCY EVACUATION PROCEDURES

In the case of Fires, Bomb threats, Chemical Accidents and Explosions, an announcement over the paging system will be made. A three blast of the siren will also indicate that evacuation will be necessary. In lieu of both these measures your manager/supervisor may call to you in a loud voice announcing an evacuation.

Steps to follow:

- Do not panic
- Try to display self-confidence
- If smoke is present, stay close to the floor as possible.
- Direct visitors/patrons in a calm and orderly manner to the nearest exit and assist them out of the building to the assembly points.
- Assemble at the designated assembly area and take a roll call.



- Do not re enter the premises until such time as the area is declared all clear by the attending authorities.
- When safe to do so, Board members should enter the premises first to secure any cash and assets remaining.

Evacuation and Assembly Points

a) Down Stairs Office

- Staff are to move out under the direction of the manager/supervisor through the front door.
- One staff member will be designated by the manager/supervisor to open the gates for the cycling tunnel then move to assembly area A.
- One staff member will be designated by the manager/supervisor to check, toilet and change room facilities to take charge of any staff/visitors and patrons and move them to assembly area A.
- All other staff will move to assembly area A where roll call will be taken.

b) Upstairs office and Club House.

- Staff are to move out under the direction of the manager/supervisor through either exit 1 or exit 2.
- One staff member will be designated by the manager/supervisor to take control of any visitors or patrons in the club house.
- One Staff member will be designated to check the upstairs toilet blocks for visitors/patrons.
- All staff/visitors and patrons will in single file move to Assembly area.
- If staff/visitors and patrons have moved out through exit 1, they are to assemble at Assembly area A where roll call will be taken.
- If staff/visitors and patrons have moved out through exit 2, they are to assemble at Assembly area B where roll call will be taken.
- If at Assembly point B, once it is confirmed all are accounted for, the manager/supervisor will make a decision on the safety of moving staff/visitors and patrons down the cyclist tunnel in single file, out the gates to Assembly point A where a roll call will be taken.

Assembly Area A- is located behind the electrical box located near the road entrance at Waterworth Park, adjacent to Bayview Avenue.

Assembly Area B- is located behind the velodrome end entrance to the cyclist tunnel. This is the end of the field adjacent to the railway lines.

Exit 1- is located adjacent to the Bar.

Exit 2- is located in the centre of the clubhouse with double doors.

Managers and supervisors must be aware of all Board members on duty to ensure that they are all accounted for after the evacuation.

Managers and supervisors will designate areas for Board members to check and help assist with the evacuation. You must assist with the evacuation of visitors/patrons without endangering yourself or others.



All staff must familiarise themselves with all exits and assembly areas and will be trained in the correct procedures in case of emergency.

For section 9 of the handbook, the term manager/supervisors extends to the most senior staff member on duty. In the case of equal positions length of service is the determining factor.