



Dear Association,

On Behalf of Tenpin Bowling Association of Queensland Inc. (TBAQ) we would like to thank you for your commitment and the many hours you volunteer for our sport!

Associations are vital to the sustainability and growth of any sport. Without your dedication our sport would struggle to survive.

Tenpin Bowling Association of Queensland Inc. offers many sport services. We also offer help and support to Centre Associations. TBAQ will have new resources for local Associations on line through 'Club Spot' in 2017 – please view a demonstration on <https://vimeo.com/177340376>

Early in 2017 we will have our Tenpin version up and running – we will be asking you for information on your association late in 2016 and onward in the first 2 months of 2017 to complete this task.

This folder has been created to provide information to Associations on a wide range of topics. It has been designed to help Associations in the interim and Committee Members increase their capacity to attract more people to the sport of Tenpin.

If you require any assistance, please do not hesitate to contact TBAQ.

Look our News Letters (Queensland News) on our website ([www.tbaq.org.au](http://www.tbaq.org.au)) We thank you again for your contribution to our sport and look forward to working with you in the future.

Yours Sincerely,

Linton Chataway

State Development Officer

# TBAQ Board of Management

TBAQ Inc. is governed by a Board of Management which is responsible for the strategic direction of the sport in Queensland.

Board members are elected at the Annual General Meeting held every year in March. The Independent Representative and the AMF Representative are not elected at the AGM, as they are appointed by their governing bodies. The Vice President North is elected at the NQ AGM.

The 2017 Board of TBAQ consists of the following members:

- Chairperson – Michael McKenna
- Vice President North – Frank Nucifora
- Vice President South – Morty Douglass
- Immediate Past President – Trevor Gilliland
- Treasurer – John McKenna
- Secretary - Benjamin Moore
- Independent Bowling Centre Representative – Brian Bates
- AMF Representative – Gary Horay

To contact any of the above Board Members please address the initial enquiry to the Secretary:

**Email:** [benjamin.moore77@gmail.com](mailto:benjamin.moore77@gmail.com)

## TBAQ Contact Details



<b>Tenpin Bowling Association of Queensland Inc.</b>	
Address	Office 2.03 Sports House, 150 Caxton St, Milton, Qld 4064
Office Phone	(07) 3876 5400
Office Fax	(07) 3369 1118
Office Email	<a href="mailto:tbaq@tbaq.org.au">tbaq@tbaq.org.au</a>
Website	<a href="http://www.tbaq.org.au">www.tbaq.org.au</a>
Facebook	<a href="http://www.facebook.com/tenpinbowlingqueensland">www.facebook.com/tenpinbowlingqueensland</a>

<b>Staff Name</b>	<b>Position</b>	<b>Email</b>	<b>Contact for information on</b>
Gail Torrens	CEO – State Administrator	<a href="mailto:gail@tbaq.org.au">gail@tbaq.org.au</a>	All TBAQ Operations
Linton Chataway	State Development Officer	<a href="mailto:dev@tbaq.org.au">dev@tbaq.org.au</a>	Roll ‘n Strike School Program, Roll ‘n Strike Leagues Teacher In-Service/Training, Interschool Challenge, Pan Pacific Games, Sporting Schools, Grant Applications
John McNaughton	State Development Officer (part time)	<a href="mailto:tbaq@tbaq.org.au">tbaq@tbaq.org.au</a>	As above
Dylan Stubbs	State Development Officer (part time)	<a href="mailto:tbaq@tbaq.org.au">tbaq@tbaq.org.au</a>	As above
Jayden Leming	Social media moderator and part time Development officer	<a href="mailto:tbaq@tbaq.org.au">tbaq@tbaq.org.au</a>	As above
Kassey Fechner	Social media moderator	<a href="mailto:tbaq@tbaq.org.au">tbaq@tbaq.org.au</a>	Social media
Ryan Xia	Accounts	<a href="mailto:accounts@tbaq.org.au">accounts@tbaq.org.au</a>	Invoicing, payment information
Gail Torrens	State Coaching Director	<a href="mailto:gail@tbaq.org.au">gail@tbaq.org.au</a>	Coach upskilling (workshops) and training, state training squads, athlete talent ID and pathway, education and training calendar.
Andrew Grandison	South QLD Coaching Coordinator	<a href="mailto:andygrandison@hotmail.com">andygrandison@hotmail.com</a>	Coaching Accreditation Training and Workshops/Volunteers

## TBA Contact Details



Tenpin Bowling Australia	
Address:	PO Box 244 Albion, Qld 4010
Office Phone:	(07) 3262 4455
Office Fax:	(07) 3262 5544
Office Email:	tenpin.bowling@tenpin.org.au
Website:	www.tenpin.org.au
Facebook:	<a href="http://www.facebook.com/TenpinBowlingAustralia">http://www.facebook.com/TenpinBowlingAustralia</a>

Staff Name	Position	Email	Contact for information on
Kelly Warren	Office Manager	tenpin.bowling@tenpin.org.au	Operational issues and information dissemination
Chris Rushton	General Manager	chris.rushton@tenpin.org.au	Operational issues and information dissemination
Bianca Flanagan	National Education Coordinator	bianca.flanagan@tenpin.org.au	Coaching Accreditation and Courses
Kris McCahon	Office Administration	tenpin.bowling@tenpin.org.au	Administration
Steve Daw	National Events Coordinator	steve.daw@tenpin.org.au	National Events
Mike Griffith	National Junior Participation Coordinator	mike.griffith@tenpin.org.au	Sporting Schools, Junior Programs
Matt Stevens	National Membership Officer	membership@tenpin.org.au	TBA Membership

## **Association Information:**

# Sports Community – Club Spot

In 2017, TBAQ has agreed to partner with Club Spot to assist associations with information they require. Local associations will have access to resources relevant to their associations needs through an online portal provided by Club Spot. The online portal will include templates and guides provided by TBAQ and Club Spot. The portal has the ability to have the resources categorised based on the position of the person within the association.

More information will be provided on how to access the Club Spot portal in 2017.

## Association Member Contacts

### President

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

### Vice President

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

### Treasurer

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

### Secretary

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

### Fundraising Officer

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

**(Position)**.....

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

**(Position)**.....

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

**(Position)**.....

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....

**(Position)**.....

Name.....

Postal Address..... Post Code.....

Contact Number..... Email.....



**Bowling Centre Name:**

\_\_\_\_\_

### CENTRES POSTAL ADDRESS

**Postal**

**Address:** \_\_\_\_\_

**State:** \_\_\_\_\_ **Post Code:** \_\_\_\_\_

### BOWLING CENTRES ACTUAL ADDRESS

**Actual**

**Address:** \_\_\_\_\_

**State:** \_\_\_\_\_ **Post Code:** \_\_\_\_\_

### CONTACT DETAILS

**Proprietor/ Manager:** \_\_\_\_\_

**Ph:** \_\_\_\_\_ **Fax:** \_\_\_\_\_

**Email:** \_\_\_\_\_

**Website:** \_\_\_\_\_

### CENTRE DETAILS

**Number Of Lanes:** \_\_\_\_\_ **Wheel Chair Friendly : Yes No**

**Type of Oil**

**Machine:** \_\_\_\_\_ **Pinsetters:** \_\_\_\_\_

**Scoring System:** \_\_\_\_\_

**Lane Surface:** \_\_\_\_\_

**Bumpers: Yes No are they Manual or Automatic**

**Do you have a TBA registered Coach available for lessons? Yes or No**

**Coach Name:** \_\_\_\_\_ **email:** \_\_\_\_\_

**Number of staff working in your centre:** \_\_\_\_\_ **Is your centre on Face Book? Yes or No**

**Bank:** \_\_\_\_\_  
**Account**

**Name:** \_\_\_\_\_

**BSB:** \_\_\_\_\_ **Account Number:** \_\_\_\_\_

# Association Information...

(Add a copy of your Association forms)

## **Legal Requirements for incorporated associations –**

Committee Members must be

- Members
- Living
- 18 years or older
- Reside in Queensland if Secretary (65kms of border)
- Not be insolvent or a bankrupt
- Not be convicted of an indictable offence (In last ten years)
- Not be a mental patient within the legal meaning (Mental Health Act)

## **Induction Meeting**

- Only needs to be 10-15 minutes
- Should cover:
  - Their position description
  - Read through of policies relating to them
  - Discussion of the clubs management flow chart
  - Any special rules or regulations
  - Written acknowledgement of:
    - Any equipment they have taken custody of
    - Their willingness to abide by the club's policies
    - Proof of identification and blue card (if required)
    - Contact details for their supervisor
    - Details of any training they currently have or are willing to undergo

### **All Committee Should ....**

- Be well prepared
- Attend all meetings or be available at the club to speak to members
- Recruit new committee members and volunteers throughout the year
- Realise their responsibilities and take them seriously
- Asks questions (best outside of meeting)
- Put systems in place for the future
- Think strategically
- Handle people and conflict with confidence
- Have great communication skills

### **Monthly Financial Reports -**

At least original bank statement & cash book report. Best option....

- Profit & Loss Year to Date Vs Budget
- Balance Sheet
- Outstanding Debtors
- Outstanding Creditors
- Bank Reconciliation
- Cash Flow

Meeting Agenda Template

**Meeting Title:**

**Meeting Time and Date:**

**Meeting Venue:**

**Attendees:**

**Apologies:**

**Agenda Items:**

1	<b>Meeting open</b>	
2	<b>Minutes of the previous meeting</b>	
3	<b>Business arising from minutes of previous meeting</b>	
4	<b>Correspondence</b>	
	Inwards	Outwards
	• • •	• • •
5	<b>Business arising from correspondence</b>	
6	<b>Treasurer's report (see attached)</b>	
7	<b>Accounts for payment</b>	
8	<b>Subcommittee and other reports (see attached)</b>	
9	<b>Election of new members (if applicable)</b>	
10	<b>Election of office bearers (if applicable)</b>	
11	<b>Motions on notice (including Mover)</b>	
12	<b>General business</b>	
13	<b>Notices of motions</b>	
14	<b>Next meeting</b>	
15	<b>Meeting close</b>	

# Club TAGS - Financial Reporting Requirements

## Information Sheet

Queensland Government Office of Fair Trading

For the purposes of financial reporting, an incorporated association may be classed as a level 1, level 2 or level 3 association, depending on its current assets and revenue. The three levels have different financial reporting requirements.

Current assets are assets that are easily turned into cash. They include cash itself, shares, accounts receivable and short-term investments. Current assets do not include property or depreciable assets. Total revenue is an incorporated association's total income during its last financial year before any expenses are deducted.

If your incorporated association's activities are governed by more than one piece of legislation, then you will need to make sure the financial reporting requirements of all the legislation are met. For example, if your incorporated association operates under the Gaming Machine Act 1991 or raises funds under the Collections Act 1966, then auditing requirements under these pieces of legislation will also need to be met.

Your incorporated association level and auditing requirements are as follows:

Level 1	Current assets of more than \$100 000 or total revenue of more than \$100 000	A certified accountant or auditor must audit the financial statements.
Level 2	Current assets between \$20 000 and \$100, 000 and/or total revenue between \$20 000 and \$100 000.	<p><b><i>Incorporated associations required under the Collections Act 1966, Gaming Machine Act 1991 or under any law for any other purpose:</i></b></p> <p>A certified accountant or auditor, or person approved by the Commissioner for Fair Trading, must audit the financial statements.</p> <p><b><i>For other level 2 incorporated:</i></b></p> <p>A certified accountant or auditor, or a person approved by the Commissioner for Fair Trading, must verify the financial statements.</p> <p>The verification statement must state 'I have sighted the association's financial records and the financial records show that the association has bookkeeping processes in place to adequately record the association's income and expenditure and dealings with its assets and liabilities'.</p>
Level 3	Current assets of less than \$20 000 and total revenue of less than \$20 000	<p><b><i>Incorporated associations required under the Collections Act 1966, Gaming Machine Act 1991 or under any law for any other purpose:</i></b></p> <p>A certified accountant or auditor, or person approved by the Commissioner for Fair Trading, must audit the financial statements.</p> <p><b><i>For other level 3 incorporated:</i></b></p> <p>The President or Treasurer must verify the financial statements.</p> <p>The verification statement must state 'The association keeps financial records in a way which properly records the association's income and expenditure and dealings with its assets and liabilities'.</p>

\*Information sourced from the Queensland Office of Fair Trading. All information is current as at July 2011

## Annual returns

Your incorporated association must prepare an annual return for lodgement with the Office of Fair Trading. The management committee must ensure financial statements are prepared and presented to the AGM for adoption.

The annual return must include a copy of the financial statement presented at the AGM, signed and dated by either the President or the Treasurer, including:

- A profit and loss statement (income and expenditure)
- A balance sheet (assets and liabilities)
- All mortgages, charges and securities that affect any of your incorporated association's property at the close of the financial year
- A copy of the accountant or auditor's report, or the verification statement, signed in accordance with your incorporated association's reporting requirements.

## Annual return form

Within one month of the AGM, your incorporated association must:

- Complete and lodge Associations Incorporation form 12 - Annual return of association
- Pay the applicable fee.

You will be sent this form within one month of your incorporated association's financial year ending. If you do not receive or need another copy of this form, send a request to the Office of Fair Trading's Registration Services branch.

If your incorporated association has not conducted any financial transactions during its financial year, and it has no assets or liabilities, you must submit a statutory declaration with the Form 12 stating this.

If your incorporated association would like a receipt for the annual return fee, request one when you lodge the return.

## Reportable financial year

Under normal circumstances, an incorporated association's reportable financial year is 12 months. Most incorporated associations select a financial reporting period of either January to December or July to June.

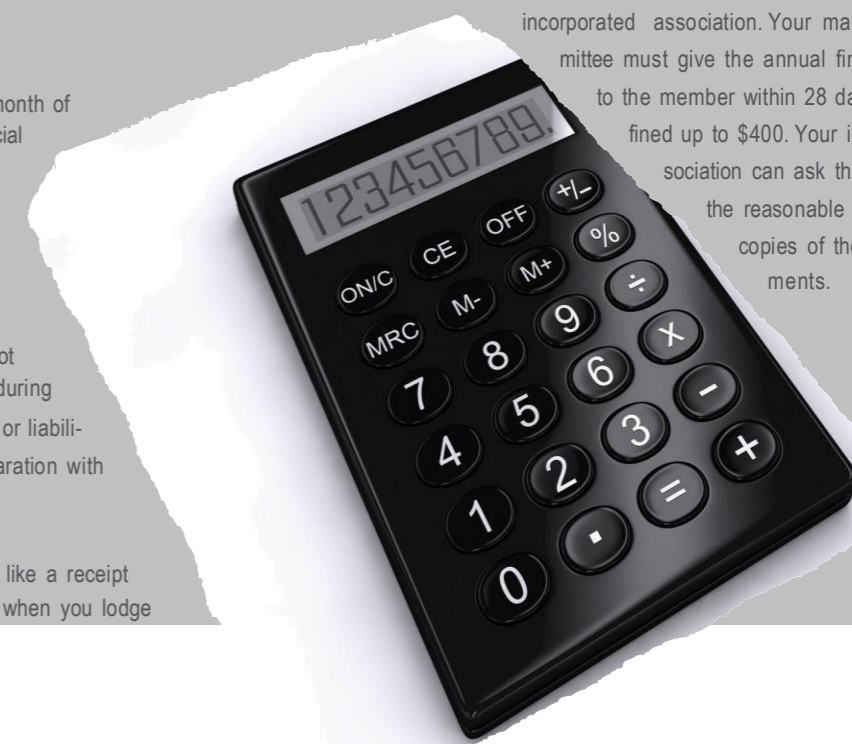
If your incorporated association's reportable financial year is not 12 months (for example, when it first incorporates or if it changes the period), it cannot be less than three months or more than 15 months.

## Extensions for lodgement

The Office of Fair Trading grants extensions only in exceptional circumstances. If your association needs more time to lodge the annual return, send the Registration Services branch a written request. Include your incorporated association name, number, postal address and the reasons for your request. The Office of Fair Trading will tell you within two weeks if they have granted your extension.

## Viewing financial records

Any member can ask to see any annual financial statement of their incorporated association. Your management committee must give the annual financial statement to the member within 28 days or it may be fined up to \$400. Your incorporated association can ask the member to pay the reasonable costs of providing copies of the financial statements.



## Auditors

If required, your incorporated association's financial statements can be audited or verified by:

- A person registered as an auditor under the Commonwealth Corporations Act 2001
- A member of CPA Australia who is entitled to use the letters CPA or FCPA
- A member of The Institute of Chartered Accountants in Australia who is entitled to use the letters CA or FCA
- A member of the National Institute of Accountants who is entitled to use the letters MNIA, FNIA, PNA or FPNA.

If your auditor or verifier does not fit any of these categories, the President, Treasurer or Secretary of a level 2 or 3 incorporated association may lodge Associations Incorporation Form 21 - Application for approval to conduct audit or provide verification statement.

Your auditor or verifier cannot be:

- A member of your incorporated association's management committee
- An employee of the incorporated association
- A business partner, employer or employee of a management committee member
- A spouse or dependent of any of the above.

The model rules require an incorporated association to appoint its auditor or verifier for the present financial year.

You will need to provide your auditor or verifier with:

- Cash receipts
- Register of receipt books
- Receipt books containing duplicates of issued receipts
- Unused receipt books
- Duplicate bank deposit slips
- Cash receipts journal
- Cash payments
- Vouchers for payments made in chronological order
- Cheque butts (used, unused and cancelled)
- Cash payments journal

- Cash at bank
- Ledger account (if applicable)
- Bank statements for the year, plus one month before and one month after
- Bank reconciliations for financial year, and from the previous financial year
- Petty cash
- Petty cash vouchers
- Petty cash summary
- Depreciable assets
- Register of all non-current assets including any additions or disposals that occurred during the financial year
- Documentation supporting disposals
- Accounts receivable
- List of all amounts due at end of the financial year
- Indication of number of days account has been outstanding and when payment is expected
- Liabilities
- List of all amounts owing at the end of the financial year
- List of loans payable, to banks or otherwise, including interest rates, principal outstanding and repayments
- Minute books
- A copy of your incorporated association rules
- Register of members
- Any other documentation the auditor or verifier requests.

## Record keeping

Financial recording requirements for your incorporated association include keeping:

- A cash book or statement of amounts received and paid
- A receipt book of receipt forms
- All association bank statements
- A register of assets
- A petty cash book.

Larger incorporated associations may also be required to use a journal and/or ledger. This depends on the type of financial operations your incorporated association requires. If you are unsure, contact your auditor or verifier for more information.

All financial records for your incorporated association must be kept for at least seven years after the final entry.

## Cash book and receipt book

Your incorporated association's cash book is used to record all cash or cheque payments (expenditure) and receipts. It is generally kept in chronological order and split into two sections, one for payments and one for receipts. Your receipts should reconcile with your bank statements.

All monies received should be recorded and a receipt issued. Your incorporated association is required to keep a duplicate of all receipts, and you'll need these at audit time.

You also need to keep a register of these receipt books. Generally, incorporated associations use more than one receipt book each financial year, and this will help you and your auditor or verifier keep track of them.

The cash book should be balanced at regular intervals (e.g. monthly), and a reconciliation made between the cash book and bank balance.

## Bank Statements and Petty cash book

Your incorporated association must hold an account with a financial institution in Queensland. Unless your incorporated association intends to make all payments over \$100 via electronic funds transfer, the account will need to be a cheque account, or at least an account from which cheques can be drawn.

The management committee must be recorded in meeting minutes as either approving or ratifying all payments. Therefore, any invoices that need to be paid must be raised by the Treasurer at a management committee or general meeting for approval.

Any payment over \$100 must be paid by cheque or electronic transfer. Any amount less than this can be paid from your incorporated association's petty cash. All payments from petty cash must be recorded in the petty cash book.

## Journals and ledgers

Keeping a journal and ledger is generally only necessary for larger incorporated associations that must keep track of numerous accounts. All transactions are initially recorded in the journal in chronological order, then into the ledger. The ledger is a place to keep track of a number of accounts that may be used for different purposes.

## Asset register

The asset register is a place for your incorporated association to record the details of all assets acquired and owned since incorporation. You need to include details such as the date of acquisition, cost, depreciation, location (if applicable) and disposal of assets. This register will assist your management committee to keep track of your association's assets, and will also be needed at audit time.



# Sample Budget

[Organisation Name]

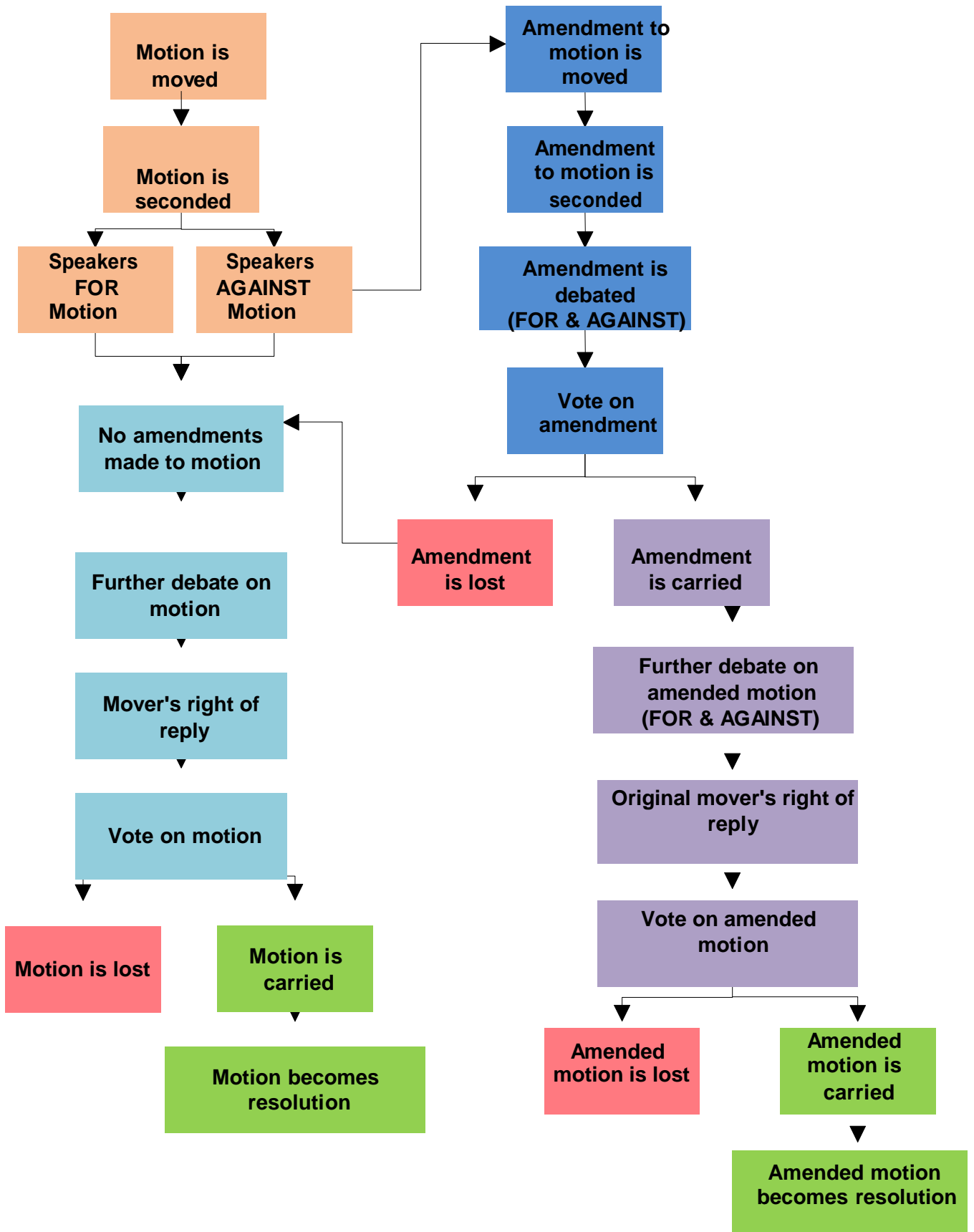
For the year ended [Date]

Income	2015	2016
Annual dinner income		
Canteen income		
Lane hire fees		
Donations		
Fundraising income		
Game fees		
Grants income		
Interest received		
Merchandise sales		
Registration fees		
Representative squad income		
Special event income (e.g. carnivals)		
Sponsorship income		
Uniform sales		
<b>Total Revenue</b>	<b>\$0.00</b>	<b>\$0.00</b>

Expenditure	2015	2016
Accountancy and audit fees		
Affiliation fees		
Annual dinner expenses		
Bad debts		
Bank charges		
Canteen stock		
Capital expenditure (e.g. grant acquittals)		
Cleaning and cleaning supplies		
Consumables (e.g. kitchen and bathroom)		
Electricity		
Equipment purchases		
Event expenses		
First aid and medical supplies		
Insurance		
Interest		
IT expenses		
Lease fees		
Legal fees		
Licenses		
Merchandise expenses		
Office supplies and stationery		
Phone		
Printing		
Promotions and marketing expenses		
Referees fees		
Repairs and maintenance		
Representative team expenses		
Sponsorship advertising expenses		
Staff and volunteer training expenses		
Subscriptions		
Travel and accommodation expenses		
Trophy expenses		
Uniform expenses		
Utilities (water, sewerage)		
Vehicle expenses		
Venue hire		
Volunteer reimbursement and recognition		
Wages and on costs (e.g. leave loading, superannuation, recruitment expenses)		
<b>Total Expenses</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Net Profit (Loss)</b>	<b>\$0.00</b>	<b>\$0.00</b>



# Motions



## **Constitution and By Laws:**

# Model rules

## 1 Interpretation

(1) In these rules—

*Act* means the *Associations Incorporation Act 1981*.

*present*—

(a) at a management committee meeting, see rule 23(6); or

(b) at a general meeting, see rule 37(2).

(2) A word or expression that is not defined in these model rules, but is defined in the Act has, if the context permits, the meaning given by the Act.

## 2 Name

The name of the incorporated association is [*to be completed*] (*the association*).

## 3 Objects

The objects of the association are—

[*the objects should be stated fully*]

## 4 Powers

(1) The association has the powers of an individual.

(2) The association may, for example—

(a) enter into contracts; and

(b) acquire, hold, deal with and dispose of property; and

(c) make charges for services and facilities it supplies; and

(d) do other things necessary or convenient to be done in carrying out its affairs.

(3) The association may take over the funds and other assets and liabilities of the present unincorporated association known as the [*to be completed*] (the *unincorporated association*).

(4) The association may also issue secured and unsecured notes, debentures and debenture stock for the association.

## 5 Classes of members

(1) The membership of the association consists of ordinary members, and any of the following classes of members— [*the names of the classes (if any) should be stated fully*]

(2) The number of ordinary members is unlimited.

## 6 Automatic membership

A person who, on the day the association is incorporated, was a member of the unincorporated association and who, on or before a day fixed by the management committee, agrees in writing to become a member of the incorporated association, must be admitted by the management committee—

(a) to the equivalent class of membership of the association as the member held in the unincorporated association; or

(b) if there is no equivalent class of membership—as an ordinary member.

## 7 New membership

- (1) An applicant for membership of the association must be proposed by 1 member of the association (the *proposer*) and seconded by another member (the *seconder*).
- (2) An application for membership must be—
  - (a) in writing; and
  - (b) signed by the applicant and the applicants proposer and seconder; and
  - (c) in the form decided by the management committee.

## **8 Membership fees**

- (1) The membership fee for each ordinary membership and for each other class of membership (if any)—
  - (a) is the amount decided by the members from time to time at a general meeting; and
  - (b) is payable when, and in the way, the management committee decides.
- (2) A member of the incorporated association who, before becoming a member, has paid the members annual subscription for membership of the unincorporated association on or before a day fixed by the management committee, is not liable to pay a further amount of annual subscription for the period before the day fixed by the management committee as the day on which the next annual subscription is payable.

## **9 Admission and rejection of new members**

- (1) The management committee must consider an application for membership at the next committee meeting held after it receives—
  - (a) the application for membership; and
  - (b) the appropriate membership fee for the application.
- (2) The management committee must ensure that, as soon as possible after the person applies to become a member of the association, and before the management committee considers the persons application, the person is advised—
  - (a) whether or not the association has public liability insurance; and
  - (b) if the association has public liability insurance—the amount of the insurance.
- (3) The management committee must decide at the meeting whether to accept or reject the application.
- (4) If a majority of the members of the management committee present at the meeting vote to accept the applicant as a member, the applicant must be accepted as a member for the class of membership applied for.
- (5) The secretary of the association must, as soon as practicable after the management committee decides to accept or reject an application, give the applicant a written notice of the decision.

## **10 When membership ends**

- (1) A member may resign from the association by giving a written notice of resignation to the secretary.
- (2) The resignation takes effect at—
  - (a) the time the notice is received by the secretary; or
  - (b) if a later time is stated in the notice—the later time.
- (3) The management committee may terminate a members membership if the member—
  - (a) is convicted of an indictable offence; or
  - (b) does not comply with any of the provisions of these rules; or
  - (c) has membership fees in arrears for at least 2 months; or
  - (d) conducts himself or herself in a way considered to be injurious or prejudicial to the character or interests of the association.

(4) Before the management committee terminates a members membership, the committee must give the member a full and fair opportunity to show why the membership should not be terminated.

(5) If, after considering all representations made by the member, the management committee decides to terminate the membership, the secretary of the committee must give the member a written notice of the decision.

### **11 Appeal against rejection or termination of membership**

(1) A person whose application for membership has been rejected, or whose membership has been terminated, may give the secretary written notice of the persons intention to appeal against the decision.

(2) A notice of intention to appeal must be given to the secretary within 1 month after the person receives written notice of the decision.

(3) If the secretary receives a notice of intention to appeal, the secretary must, within 1 month after receiving the notice, call a general meeting to decide the appeal.

### **12 General meeting to decide appeal**

(1) The general meeting to decide an appeal must be held within 3 months after the secretary receives the notice of intention to appeal.

(2) At the meeting, the applicant must be given a full and fair opportunity to show why the application should not be rejected or the membership should not be terminated.

(3) Also, the management committee and the members of the committee who rejected the application or terminated the membership must be given a full and fair opportunity to show why the application should be rejected or the membership should be terminated.

(4) An appeal must be decided by a majority vote of the members present and eligible to vote at the meeting.

(5) If a person whose application for membership has been rejected does not appeal against the decision within 1 month after receiving written notice of the decision, or the person appeals but the appeal is unsuccessful, the secretary must, as soon as practicable, refund the membership fee paid by the person.

### **13 Register of members**

(1) The management committee must keep a register of members of the association.

(2) The register must include the following particulars for each member—

(a) the full name of the member;

(b) the postal or residential address of the member;

(c) the date of admission as a member;

(d) the date of death or time of resignation of the member;

(e) details about the termination or reinstatement of membership;

(f) any other particulars the management committee or the members at a general meeting decide.

(3) The register must be open for inspection by members of the association at all reasonable times.

(4) A member must contact the secretary to arrange an inspection of the register.

(5) However, the management committee may, on the application of a member of the association, withhold information about the member (other than the members full name) from the register available for inspection if the management committee has reasonable grounds for believing the disclosure of the information would put the member at risk of harm.

## **14 Prohibition on use of information on register of members**

- (1) A member of the association must not—
  - (a) use information obtained from the register of members of the association to contact, or send material to, another member of the association for the purpose of advertising for political, religious, charitable or commercial purposes; or
  - (b) disclose information obtained from the register to someone else, knowing that the information is likely to be used to contact, or send material to, another member of the association for the purpose of advertising for political, religious, charitable or commercial purposes.
- (2) Subrule (1) does not apply if the use or disclosure of the information is approved by the association.

## **15 Appointment or election of secretary**

- (1) The secretary must be an individual residing in Queensland, or in another State but not more than 65km from the Queensland border, who is—
  - (a) a member of the association elected by the association as secretary; or
  - (b) any of the following persons appointed by the management committee as secretary—
    - (i) a member of the associations management committee;
    - (ii) another member of the association;
    - (iii) another person.
- (2) If the association has not elected an interim officer as secretary for the association before its incorporation, the members of the management committee must ensure a secretary is appointed or elected for the association within 1 month after incorporation.
- (3) If a vacancy happens in the office of secretary, the members of the management committee must ensure a secretary is appointed or elected for the association within 1 month after the vacancy happens.
- (4) If the management committee appoints a person mentioned in subrule (1)(b)(ii) as secretary, other than to fill a casual vacancy on the management committee, the person does not become a member of the management committee.
- (5) However, if the management committee appoints a person mentioned in subrule (1)(b)(ii) as secretary to fill a casual vacancy on the management committee, the person becomes a member of the management committee.
- (6) If the management committee appoints a person mentioned in subrule (1)(b)(iii) as secretary, the person does not become a member of the management committee.
- (7) In this rule— *casual vacancy*, on a management committee, means a vacancy that happens when an elected member of the management committee resigns, dies or otherwise stops holding office.

## **16 Removal of secretary**

- (1) The management committee of the association may at any time remove a person appointed by the committee as the secretary.
- (2) If the management committee removes a secretary who is a person mentioned in rule 15(1)(b)(i), the person remains a member of the management committee.
- (3) If the management committee removes a secretary who is a person mentioned in rule 15(1)(b)(ii) and who has been appointed to a casual vacancy on the management committee under rule 15(5), the person remains a member of the management committee.

## **17 Functions of secretary**

The secretary's functions include, but are not limited to—

- (a) calling meetings of the association, including preparing notices of a meeting and of the business to be conducted at the meeting in consultation with the president of the association; and
- (b) keeping minutes of each meeting; and
- (c) keeping copies of all correspondence and other documents relating to the association; and
- (d) maintaining the register of members of the association.

## **18 Membership of management committee**

- (1) The management committee of the association consists of a president, treasurer, and any other members the association members elect at a general meeting.
- (2) A member of the management committee, other than a secretary appointed by the management committee under rule 15(1)(b)(iii), must be a member of the association.
- (3) At each annual general meeting of the association, the members of the management committee must retire from office, but are eligible, on nomination, for re-election.
- (4) A member of the association may be appointed to a casual vacancy on the management committee under rule 21.

## **19 Electing the management committee**

- (1) A member of the management committee may only be elected as follows—
  - (a) any 2 members of the association may nominate another member (the *candidate*) to serve as a member of the management committee;
  - (b) the nomination must be—
    - (i) in writing; and
    - (ii) signed by the candidate and the members who nominated him or her; and
    - (iii) given to the secretary at least 14 days before the annual general meeting at which the election is to be held;
  - (c) each member of the association present and eligible to vote at the annual general meeting may vote for 1 candidate for each vacant position on the management committee;
  - (d) if, at the start of the meeting, there are not enough candidates nominated, nominations may be taken from the floor of the meeting.
- (2) A person may be a candidate only if the person—
  - (a) is an adult; and
  - (b) is not ineligible to be elected as a member under section 61A of the Act.
- (3) A list of the candidates names in alphabetical order, with the names of the members who nominated each candidate, must be posted in a conspicuous place in the office or usual place of meeting of the association for at least 7 days immediately preceding the annual general meeting.
- (4) If required by the management committee, balloting lists must be prepared containing the names of the candidates in alphabetical order.
- (5) The management committee must ensure that, before a candidate is elected as a member of the management committee, the candidate is advised—
  - (a) whether or not the association has public liability insurance; and
  - (b) if the association has public liability insurance—the amount of the insurance.

## **20 Resignation, removal or vacation of office of management committee member**

- (1) A member of the management committee may resign from the committee by giving written notice of resignation to the secretary.
- (2) The resignation takes effect at—
  - (a) the time the notice is received by the secretary; or
  - (b) if a later time is stated in the notice—the later time.
- (3) A member may be removed from office at a general meeting of the association if a majority of the members present and eligible to vote at the meeting vote in favour of removing the member.
- (4) Before a vote of members is taken about removing the member from office, the member must be given a full and fair opportunity to show cause why he or she should not be removed from office.
- (5) A member has no right of appeal against the members removal from office under this rule.
- (6) A member immediately vacates the office of member in the circumstances mentioned in section 64(2) of the Act.

## **21 Vacancies on management committee**

- (1) If a casual vacancy happens on the management committee, the continuing members of the committee may appoint another member of the association to fill the vacancy until the next annual general meeting.
- (2) The continuing members of the management committee may act despite a casual vacancy on the management committee.
- (3) However, if the number of committee members is less than the number fixed under rule 24(1) as a quorum of the management committee, the continuing members may act only to—
  - (a) increase the number of management committee members to the number required for a quorum; or
  - (b) call a general meeting of the association.

## **22 Functions of management committee**

- (1) Subject to these rules or a resolution of the members of the association carried at a general meeting, the management committee has the general control and management of the administration of the affairs, property and funds of the association.
- (2) The management committee has authority to interpret the meaning of these rules and any matter relating to the association on which the rules are silent, but any interpretation must have regard to the Act, including any regulation made under the Act.

*Note—*

The Act prevails if the associations rules are inconsistent with the Act—see section 1B of the Act.

- (3) The management committee may exercise the powers of the association—
  - (a) to borrow, raise or secure the payment of amounts in a way the members of the association decide; and
  - (b) to secure the amounts mentioned in paragraph (a) or the payment or performance of any debt, liability, contract, guarantee or other engagement incurred or to be entered into by the association in any way, including by the issue of debentures (perpetual or otherwise) charged upon the whole or part of the associations property, both present and future; and
  - (c) to purchase, redeem or pay off any securities issued; and
  - (d) to borrow amounts from members and pay interest on the amounts borrowed; and
  - (e) to mortgage or charge the whole or part of its property; and
  - (f) to issue debentures and other securities, whether outright or as security for any debt, liability or obligation of the association; and
  - (g) to provide and pay off any securities issued; and



- (h) to invest in a way the members of the association may from time to time decide.
- (4) For subrule (3)(d), the rate of interest must not be more than the current rate being charged for overdrawn accounts on money lent (regardless of the term of the loan) by—
- (a) the financial institution for the association; or
  - (b) if there is more than 1 financial institution for the association—the financial institution nominated by the management committee.

### **23 Meetings of management committee**

- (1) Subject to this rule, the management committee may meet and conduct its proceedings as it considers appropriate.
- (2) The management committee must meet at least once every 4 months to exercise its functions.
- (3) The management committee must decide how a meeting is to be called.
- (4) Notice of a meeting is to be given in the way decided by the management committee.
- (5) The management committee may hold meetings, or permit a committee member to take part in its meetings, by using any technology that reasonably allows the member to hear and take part in discussions as they happen.
- (6) A committee member who participates in the meeting as mentioned in subrule (5) is taken to be present at the meeting.
- (7) A question arising at a committee meeting is to be decided by a majority vote of members of the committee present at the meeting and, if the votes are equal, the question is decided in the negative.
- (8) A member of the management committee must not vote on a question about a contract or proposed contract with the association if the member has an interest in the contract or proposed contract and, if the member does vote, the members vote must not be counted.
- (9) The president is to preside as chairperson at a management committee meeting.
- (10) If there is no president or if the president is not present within 10 minutes after the time fixed for a management committee meeting, the members may choose 1 of their number to preside as chairperson at the meeting.

### **24 Quorum for, and adjournment of, management committee meeting**

- (1) At a management committee meeting, more than 50% of the members elected to the committee as at the close of the last general meeting of the members form a quorum.
- (2) If there is no quorum within 30 minutes after the time fixed for a management committee meeting called on the request of members of the committee, the meeting lapses.
- (3) If there is no quorum within 30 minutes after the time fixed for a management committee meeting called other than on the request of the members of the committee—
- (a) the meeting is to be adjourned for at least 1 day; and
  - (b) the members of the management committee who are present are to decide the day, time and place of the adjourned meeting.
- (4) If, at an adjourned meeting mentioned in subrule (3), there is no quorum within 30 minutes after the time fixed for the meeting, the meeting lapses.

### **25 Special meeting of management committee**

- (1) If the secretary receives a written request signed by at least 33% of the members of the management committee, the secretary must call a special meeting of the committee by giving each member of the committee notice of the meeting within 14 days after the secretary receives the request.

- (2) If the secretary is unable or unwilling to call the special meeting, the president must call the meeting.
- (3) A request for a special meeting must state—
  - (a) why the special meeting is called; and
  - (b) the business to be conducted at the meeting.
- (4) A notice of a special meeting must state—
  - (a) the day, time and place of the meeting; and
  - (b) the business to be conducted at the meeting.
- (5) A special meeting of the management committee must be held within 14 days after notice of the meeting is given to the members of the management committee.

## **26 Minutes of management committee meetings**

- (1) The secretary must ensure full and accurate minutes of all questions, matters, resolutions and other proceedings of each management committee meeting are entered in a minute book.
- (2) To ensure the accuracy of the minutes, the minutes of each management committee meeting must be signed by the chairperson of the meeting, or the chairperson of the next management committee meeting, verifying their accuracy.

## **27 Appointment of subcommittees**

- (1) The management committee may appoint a subcommittee consisting of members of the association considered appropriate by the committee to help with the conduct of the associations operations.
- (2) A member of the subcommittee who is not a member of the management committee is not entitled to vote at a management committee meeting.
- (3) A subcommittee may elect a chairperson of its meetings.
- (4) If a chairperson is not elected, or if the chairperson is not present within 10 minutes after the time fixed for a meeting, the members present may choose 1 of their number to be chairperson of the meeting.
- (5) A subcommittee may meet and adjourn as it considers appropriate.
- (6) A question arising at a subcommittee meeting is to be decided by a majority vote of the members present at the meeting and, if the votes are equal, the question is decided in the negative.

## **28 Acts not affected by defects or disqualifications**

- (1) An act performed by the management committee, a subcommittee or a person acting as a member of the management committee is taken to have been validly performed.
- (2) Subrule (1) applies even if the act was performed when—
  - (a) there was a defect in the appointment of a member of the management committee, subcommittee or person acting as a member of the management committee; or
  - (b) a management committee member, subcommittee member or person acting as a member of the management committee was disqualified from being a member.

## **29 Resolutions of management committee without meeting**

- (1) A written resolution signed by each member of the management committee is as valid and effectual as if it had been passed at a committee meeting that was properly called and held.
- (2) A resolution mentioned in subrule (1) may consist of several documents in like form, each signed by 1 or more members of the committee.

## **30 First annual general meeting**

The first annual general meeting must be held within 6 months after the end date of the association's first reportable financial year.

### **31 Subsequent annual general meetings**

Each subsequent annual general meeting must be held—

- (a) at least once each year; and
- (b) within 6 months after the end date of the association's reportable financial year.

### **32 Business to be conducted at annual general meeting of level 1 incorporated associations and particular level 2 and 3 incorporated associations**

(1) This rule applies only if the association is—

- (a) a level 1 incorporated association; or
- (b) a level 2 incorporated association to which section 59 of the Act applies; or
- (c) a level 3 incorporated association to which section 59 of the Act applies.

(2) The following business must be conducted at each annual general meeting of the association—

- (a) receiving the association's financial statement, and audit report, for the last reportable financial year;
- (b) presenting the financial statement and audit report to the meeting for adoption;
- (c) electing members of the management committee;
- (d) for a level 1 incorporated association—appointing an auditor or an accountant for the present financial year;
- (e) for a level 2 incorporated association, or a level 3 incorporated association, to which section 59 of the Act applies—appointing an auditor, an accountant or an approved person for the present financial year.

### **33 Business to be conducted at annual general meeting of other level 2 incorporated associations**

(1) This rule applies only if the association is a level 2 incorporated association to which section 59A of the Act applies.

(2) The following business must be conducted at each annual general meeting of the association—

- (a) receiving the association's financial statement, and signed statement, for the last reportable financial year;
- (b) presenting the financial statement and signed statement to the meeting for adoption;
- (c) electing members of the management committee;
- (d) appointing an auditor, an accountant or an approved person for the present financial year.

### **34 Business to be conducted at annual general meeting of other level 3 incorporated associations**

(1) This rule applies only if the association is a level 3 incorporated association to which section 59B of the Act applies.

(2) The following business must be conducted at each annual general meeting of the association—

- (a) receiving the association's financial statement, and signed statement, for the last reportable financial year;
- (b) presenting the financial statement and signed statement to the meeting for adoption;
- (c) electing members of the management committee.

### **35 Notice of general meeting**

- (1) The secretary may call a general meeting of the association.
- (2) The secretary must give at least 14 days notice of the meeting to each member of the association.
- (3) If the secretary is unable or unwilling to call the meeting, the president must call the meeting.
- (4) The management committee may decide the way in which the notice must be given.
- (5) However, notice of the following meetings must be given in writing—
  - (a) a meeting called to hear and decide the appeal of a person against the management committee's decision—
    - (i) to reject the person's application for membership of the association; or
    - (ii) to terminate the person's membership of the association;
  - (b) a meeting called to hear and decide a proposed special resolution of the association.
- (6) A notice of a general meeting must state the business to be conducted at the meeting.

### **36 Quorum for, and adjournment of, general meeting**

- (1) The quorum for a general meeting is at least the number of members elected or appointed to the management committee at the close of the association's last general meeting plus 1.
- (2) However, if all members of the association are members of the management committee, the quorum is the total number of members less 1.
- (3) No business may be conducted at a general meeting unless there is a quorum of members when the meeting proceeds to business.
- (4) If there is no quorum within 30 minutes after the time fixed for a general meeting called on the request of members of the management committee or the association, the meeting lapses.
- (5) If there is no quorum within 30 minutes after the time fixed for a general meeting called other than on the request of members of the management committee or the association—
  - (a) the meeting is to be adjourned for at least 7 days; and
  - (b) the management committee is to decide the day, time and place of the adjourned meeting.
- (6) The chairperson may, with the consent of any meeting at which there is a quorum, and must if directed by the meeting, adjourn the meeting from time to time and from place to place.
- (7) If a meeting is adjourned under subrule (6), only the business left unfinished at the meeting from which the adjournment took place may be conducted at the adjourned meeting.
- (8) The secretary is not required to give the members notice of an adjournment or of the business to be conducted at an adjourned meeting unless a meeting is adjourned for at least 30 days.
- (9) If a meeting is adjourned for at least 30 days, notice of the adjourned meeting must be given in the same way notice is given for an original meeting.

### **37 Procedure at general meeting**

- (1) A member may take part and vote in a general meeting in person, by proxy, by attorney or by using any technology that reasonably allows the member to hear and take part in discussions as they happen.
- (2) A member who participates in a meeting as mentioned in subrule (1) is taken to be present at the meeting.
- (3) At each general meeting—

- (a) the president is to preside as chairperson; and
- (b) if there is no president or if the president is not present within 15 minutes after the time fixed for the meeting or is unwilling to act, the members present must elect 1 of their number to be chairperson of the meeting; and
- (c) the chairperson must conduct the meeting in a proper and orderly way.

### **38 Voting at general meeting**

- (1) At a general meeting, each question, matter or resolution, other than a special resolution, must be decided by a majority of votes of the members present.
- (2) Each member present and eligible to vote is entitled to 1 vote only and, if the votes are equal, the chairperson has a casting vote as well as a primary vote.
- (3) A member is not entitled to vote at a general meeting if the member's annual subscription is in arrears at the date of the meeting.
- (4) The method of voting is to be decided by the management committee.
- (5) However, if at least 20% of the members present demand a secret ballot, voting must be by secret ballot.
- (6) If a secret ballot is held, the chairperson must appoint 2 members to conduct the secret ballot in the way the chairperson decides.
- (7) The result of a secret ballot as declared by the chairperson is taken to be a resolution of the meeting at which the ballot was held.

### **39 Special general meeting**

- (1) The secretary must call a special general meeting by giving each member of the association notice of the meeting within 14 days after—
  - (a) being directed to call the meeting by the management committee; or
  - (b) being given a written request signed by—
    - (i) at least 33% of the number of members of the management committee when the request is signed; or
    - (ii) at least the number of ordinary members of the association equal to double the number of members of the association on the management committee when the request is signed plus 1; or
  - (c) being given a written notice of an intention to appeal against the decision of the management committee—
    - (i) to reject an application for membership; or
    - (ii) to terminate a person's membership.
- (2) A request mentioned in subrule (1)(b) must state—
  - (a) why the special general meeting is being called; and
  - (b) the business to be conducted at the meeting.
- (3) A special general meeting must be held within 3 months after the secretary—
  - (a) is directed to call the meeting by the management committee; or
  - (b) is given the written request mentioned in subrule (1)(b); or
  - (c) is given the written notice of an intention to appeal mentioned in subrule (1)(c).
- (4) If the secretary is unable or unwilling to call the special meeting, the president must call the meeting.

**40 Proxies**

(1) An instrument appointing a proxy must be in writing and be in the following or similar form—

[Name of association]:  
I, \_\_\_\_\_ of \_\_\_\_\_, being  
a member of the association, appoint \_\_\_\_\_  
of \_\_\_\_\_  
as my proxy to vote for me on my behalf at the (annual) general meeting of the association, to  
be held on the \_\_\_\_\_ day of \_\_\_\_\_  
20\_\_\_\_\_  
and at any adjournment of the meeting.  
Signed this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_.  
Signature

- (2) The instrument appointing a proxy must—
  - (a) if the appointor is an individual—be signed by the appointor or the appointor's attorney properly authorised in writing; or
  - (b) if the appointor is a corporation—
    - (i) be under seal; or
    - (ii) be signed by a properly authorised officer or attorney of the corporation.
- (3) A proxy may be a member of the association or another person.
- (4) The instrument appointing a proxy is taken to confer authority to demand or join in demanding a secret ballot.
- (5) Each instrument appointing a proxy must be given to the secretary before the start of the meeting or adjourned meeting at which the person named in the instrument proposes to vote.
- (6) Unless otherwise instructed by the appointor, the proxy may vote as the proxy considers appropriate.
- (7) If a member wants a proxy to vote for or against a resolution, the instrument appointing the proxy must be in the following or similar form—

[Name of association]:  
I, \_\_\_\_\_ of \_\_\_\_\_, being  
a member of the association, appoint \_\_\_\_\_  
of \_\_\_\_\_  
as my proxy to vote for me on my behalf at the (annual) general meeting of the association, to  
be held on the \_\_\_\_\_ day of \_\_\_\_\_  
20\_\_\_\_\_  
and at any adjournment of the meeting.  
Signed this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_.  
Signature  
This form is to be used \*in favour of\*/\*against [~~strike out whichever is not wanted~~] the  
following resolutions —  
[List relevant resolutions]

**41 Minutes of general meetings**

- (1) The secretary must ensure full and accurate minutes of all questions, matters, resolutions and other proceedings of each general meeting are entered in a minute book.
- (2) To ensure the accuracy of the minutes—
  - (a) the minutes of each general meeting must be signed by the chairperson of the meeting, or the chairperson of the next general meeting, verifying their accuracy; and
  - (b) the minutes of each annual general meeting must be signed by the chairperson of the meeting, or the chairperson of the next meeting of the association that is a general meeting or annual general meeting, verifying their accuracy.

- (3) If asked by a member of the association, the secretary must, within 28 days after the request is made—
- (a) make the minute book for a particular general meeting available for inspection by the member at a mutually agreed time and place; and
  - (b) give the member copies of the minutes of the meeting.
- (4) The association may require the member to pay the reasonable costs of providing copies of the minutes.

#### **42 By-laws**

- (1) The management committee may make, amend or repeal by-laws, not inconsistent with these rules, for the internal management of the association.
- (2) A by-law may be set aside by a vote of members at a general meeting of the association.

#### **43 Alteration of rules**

- (1) Subject to the Act, these rules may be amended, repealed or added to by a special resolution carried at a general meeting.
- (2) However an amendment, repeal or addition is valid only if it is registered by the chief executive.

#### **44 Common seal**

- (1) The management committee must ensure the association has a common seal.
- (2) The common seal must be—
- (a) kept securely by the management committee; and
  - (b) used only under the authority of the management committee.
- (3) Each instrument to which the seal is attached must be signed by a member of the management committee and countersigned by—
- (a) the secretary; or
  - (b) another member of the management committee; or
  - (c) someone authorised by the management committee.

#### **45 Funds and accounts**

- (1) The funds of the association must be kept in an account in the name of the association in a financial institution decided by the management committee.
- (2) Records and accounts must be kept in the English language showing full and accurate particulars of the financial affairs of the association.
- (3) All amounts must be deposited in the financial institution account as soon as practicable after receipt.
- (4) A payment by the association of \$100 or more must be made by cheque or electronic funds transfer.
- (5) If a payment of \$100 or more is made by cheque, the cheque must be signed by any 2 of the following—
- (a) the president;
  - (b) the secretary;
  - (c) the treasurer;
  - (d) any 1 of 3 other members of the association who have been authorised by the management committee to sign cheques issued by the association.
- (6) However, 1 of the persons who signs the cheque must be the president, the secretary or the treasurer.

- (7) Cheques, other than cheques for wages, allowances or petty cash recoupment, must be crossed not negotiable.
- (8) A petty cash account must be kept on the imprest system, and the management committee must decide the amount of petty cash to be kept in the account.
- (9) All expenditure must be approved or ratified at a management committee meeting.

#### **46 General financial matters**

- (1) On behalf of the management committee, the treasurer must, as soon as practicable after the end date of each financial year, ensure a financial statement for its last reportable financial year is prepared.
- (2) The income and property of the association must be used solely in promoting the association's objects and exercising the association's powers.

#### **47 Documents**

The management committee must ensure the safe custody of books, documents, instruments of title and securities of the association.

#### **48 Financial year**

The end date of the association's financial year is [*insert date*] in each year.

#### **49 Distribution of surplus assets to another entity**

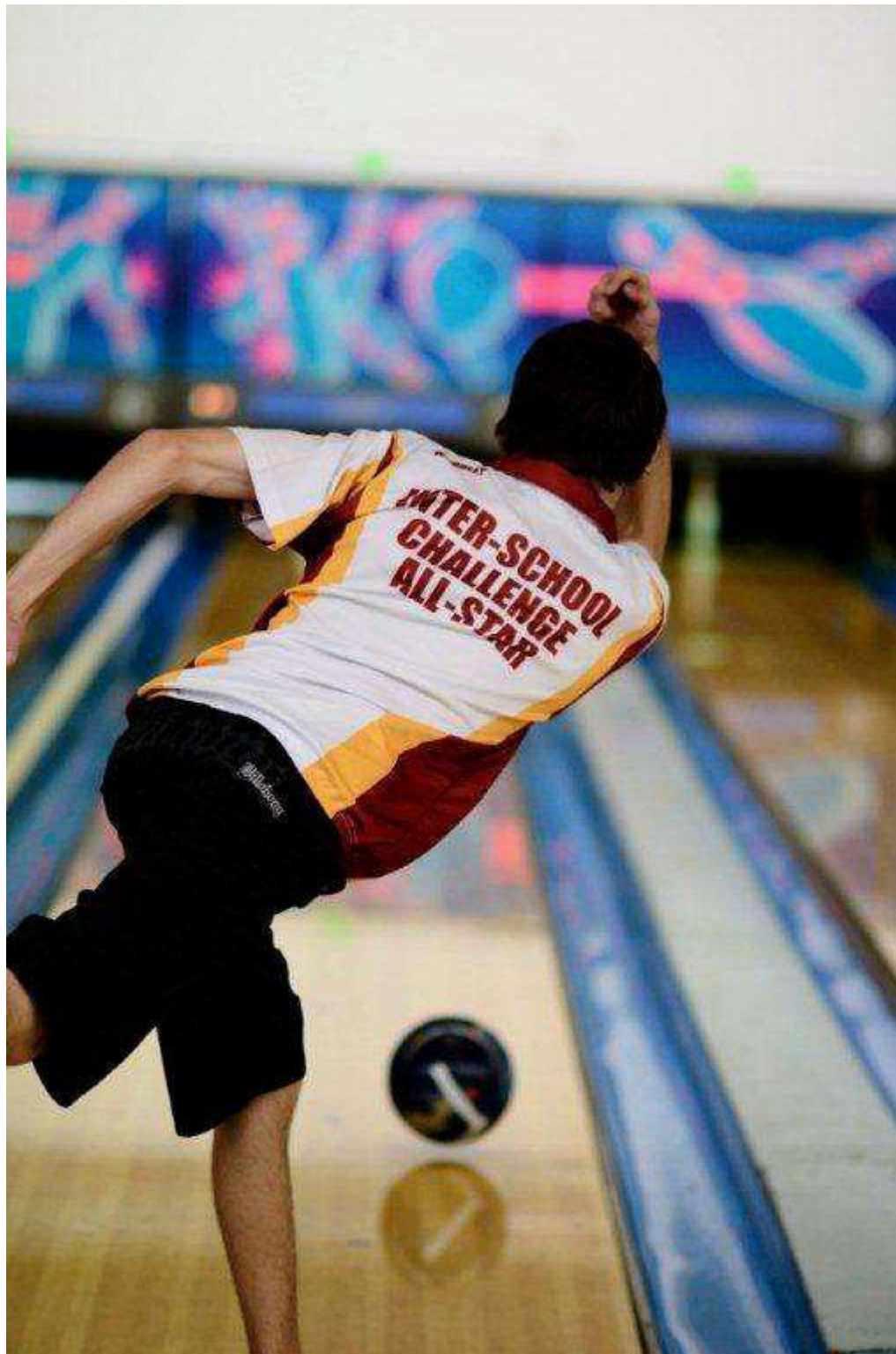
- (1) This rule applies if the association—
  - (a) is wound-up under part 10 of the Act; and
  - (b) has surplus assets.
- (2) The surplus assets must not be distributed among the members of the association.
- (3) The surplus assets must be given to another entity—
  - (a) having objects similar to the association's objects; and
  - (b) the rules of which prohibit the distribution of the entity's income and assets to its members.
- (4) In this rule— *surplus assets* see section 92(3) of the Act..



## **Policies and Codes of Conduct:**

2016

# TBAQ JUNIOR SPORT POLICY





# JUNIOR SPORT PARTICIPATION POLICY

## Why This Policy

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The Tenpin Bowling Association of Queensland Inc. (TBAQ) is the State Body for the sport and is focused on developing the sport among juniors aged from 5 – 18 years of age.

**The primary functions** of TBAQ within this policy are

1. Promoting opportunities to participate in the sport of Tenpin
2. Facilitate equal opportunities for all Queensland children
3. Encourage children to benefit through being physically active
4. Contribute to the social and mental well-being of all Queensland children
5. Promote the values of positive behaviour and fair play
6. Promote a coordinated effort to provide sport services to children

The effort to enhance the focus of junior participation in tenpin bowling will enable the following to be undertaken

- Identify and focus on the needs of children and regular junior participants
- Offer diversity of opportunities
- Create a sense of community ownership
- Build on local voluntary support mechanisms
- Network between community and the sport of Tenpin.

The TBAQ Junior Sport Participation Policy will address these issues

- Linkages between School and Tenpin Associations and venues
- Linkages between recreational participation and regular frequent bowling activity in a sport environment.
- The role of tenpin bowling in promoting physical activity
- Role of tenpin bowling in developing young children

# GUIDING PRINCIPLES

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## Objectives of TBAQ Junior Sport Participation Policy

- Provide guidance on the provision of tenpin bowling sport services to children aged between 5 and 18
- To describe and promote the benefits of participating in the sport of tenpin bowling to all children aged between 5 and 18
- To describe and promote the ways in which tenpin bowling can assist with the achievement of physical and health objectives
- To establish a framework through the use of modified tenpin bowling equipment in schools and community facilities and provide programs for the use of developing sport skills required to play and enjoy the sport both in the community and in bowling centres.

## Ideals behind TBAQ Junior Sport Policy

- Juniors are to participate in Tenpin Bowling to have fun, enjoyment and become physically active
- Juniors should be given the opportunity to participate in tenpin bowling at any level they wish
- Tenpin Bowling should be offered to all juniors not matter what disability, gender, race or ability juniors possess.
- The tenpin bowling environment should be based on promoting social, emotional and physical benefits of sport.
- The family and caregivers are the providers of support and encouragement to juniors to adopt an active and healthy lifestyle
- Tenpin Bowling to be a part of the education curriculum within the school system and in teacher education at Universities in order to promote and develop a relationship with education providers and the sport.
- TBAQ to work with the National Body, Local Associations, Government Authorities, Schools and Community Organisations to provide opportunities and leadership that will encourage juniors and their families to become involved in the sport of Tenpin.

## Benefits of Participating in Tenpin Bowling

- Personal Development
- Develop social and leadership skills
- Recognise attributes and behaviours contributing to physical fitness and self confidence
- Enjoyment in a sport environment while developing motor skills and movement concepts
- Learning experiences
- Developing knowledge about being a part of the sport outside participation
- Understanding the concepts of fair play and respecting others

## Parties responsible for Junior Participation in Tenpin Bowling

- Parents and Carers
- TBAQ (SSO)
- Coach & Instructor network
- Bowling Centres
- Local Tenpin Bowling Associations
- Schools & Universities
- Government Authorities – State, Regional & Local
- Other Community Organisations who network with TBAQ to develop junior participation in sport
- Tenpin Bowling Australia Ltd (NSO)

# POLICY DEVELOPMENT

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## The Role of TBAQ

TBAQ as the State Body should work towards facilitating a range of tenpin bowling opportunities to be available and accessible to all juniors throughout Queensland dependent on resources and facilities available.

1. Provide leadership which is capable of providing services and programs to all juniors in Queensland
2. Present the sport of tenpin bowling to juniors in a way which can maximise participation in order to develop
  - a. Social Cohesion
  - b. Physical fitness
  - c. Fair play concepts & Play by the Rules concepts
  - d. Decision Making techniques
  - e. Responsibility for own actions
3. Demonstrate the benefits of participating in the sport using identifiable mechanisms
  - a. Use current Athletes in the sport – hero programs and mentoring
  - b. On line teaching tools and links
  - c. Social media
  - d. Website, State and National
  - e. Case studies and State and National Newsletters
  - f. Recruitment drives
4. Promote the ability of tenpin bowling to cater for all type of participants
5. Provide a sequential progression of development for all participants
6. Work with Bowling Centres (commercial operators) to ensure safe and effective delivery of services and programs to all junior participants at a cost effective entry level.
7. Work with education institutions to advocate for the sport and develop ongoing networks
  - a. Primary Schools
  - b. Secondary Schools
  - c. Universities
8. Ensure those people delivering service to junior participants are qualified and are legally suitable to work with juniors

## The Role of Bowling Centres

The Bowling Centres as the sport venue for tenpin bowling should work towards providing a venue which encourages junior participation in safe, fun, social and skill development environment.

### Bowling Centres Should

- Provide appropriate facilities and resources for the safe and effective delivery of the sport to junior participants
- Assist TBAQ through financial or in kind arrangements (supply of equipment) to facilitate linkages between school and Associations to promote and sustain the in School programs (Roll 'n Strike systems).
- Work with TBAQ and Coach and Instructor networks to promote the benefits of participating in tenpin bowling as a frequent bowler activity offering sport membership to sustain junior participation and pathways of sport.
- Provide adequate opportunities for juniors to participate in the sport at any level though any structure – informal (recreational), formal (weekly competition or frequent bowler programs), Work with community groups to cater for the needs of the participants
- Promote a healthy and active environment to all junior participants

## The Role of Coach and Instructor network

Coach and Instructor networks - the accredited and quality assured tenpin bowling sport service providers should work towards providing an environment which develops junior participation in the areas of social, and personal development skills, increased well-being and to enable ongoing committed junior participation in the sport of Tenpin.

- Work with the local bowling centre venue to become the recognised group of service providers within the bowling centre venue
- Provide leadership to junior participants to develop them mentally, socially and physically
- Present the sport to juniors in a professional manner to maximise their commitment level
- Ensure those offering services have undertaken all requirements as a quality assured accredited Coach or Instructor according to current training practices and Mentoring systems.
- Cater for the needs of all junior participants no matter age, skill level, disability, race or gender
- Provide a sequential pattern of motor skill development to provide a pathway from junior participation into youth then into adult participation levels
- Provide a skills audit of coaches and instructors in the region and matching skills and abilities to participant groups of juniors.
- Provide a coaching calendar for the Bowling venue each year and recruit new coaches and Instructors to sustain the calendar of activity.
- Report on participants entering into programs and clinics each year to the State Association.
- Provide adequate Duty of Care to participants, self and other coaches and Instructors.

## Junior Participants

All Junior participants within the sport of tenpin bowling have the right to

- Enjoy any tenpin bowling activities they participate in
- Be treated with respect
- Experience a variety of tenpin bowling services and programs
- Be adequately prepared for any type and level of participation in the sport
- Participate at a level matching their interest, maturity and ability
- Participate under the guidance of rules and regulations
- Participate in an environment which meets their needs and desires to participate
- Enjoy the satisfaction of achievement and belonging
- Access to experienced and skilled leaders to guide them through (eg coaches, administrators)
- Use facilities and equipment suitable for their level of participation
- Contribute to the concepts and issues effecting their participation in the sport

The sport must ensure the concept of “Fair Play” is instilled into junior participants no matter what level of participation the participant is undertaking. “Fair Play” is known as:

- Participate fairly and in a safe manner
- Participate within the spirit of the rules
- Cooperate with sport leaders and fellow participants
- Accept and undertake obligations and duties as a participant
- Acknowledge the good performances of other participants
- Display patience and tolerance in any variables associated with participating (eg knowledge, ability)
- Show respect for the facility and equipment prior, during and after participating



# GUIDELINES

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## Guidelines when Devising Programs and Services for Junior Participants

### Modified Sports – Roll ‘n Strike ‘In school’

- Roll ‘n Strike in School © is the Tenpin Bowling modified sport program which is implemented within the school environment
- The aim of the program is to
  - Teach primary school children the basic skills of tenpin bowling
  - Promote a fun and enjoyable sport
  - Develop the coordination of children working together
  - Promote the sport pathway of Roll ‘n Strike in centre 10 week program and other junior development programs in Centre.
- The Roll ‘n Strike ‘in School’ program should be maintained within the expectation and standards of the Education Department (curriculum outcomes) and Aussie Sport principles
- The program should be an interlinked working partnership between TBAQ, Associations, Bowling Centres and Education Institutions to provide opportunities to junior participants
- The program must remain modified in terms of rules, content, rotational positions, task orientated and skill development focus
- The equipment must remain modified in terms of texture, weight and size

### Frequent Bowling programs and Competitions

- Frequent Bowler programs such as the Roll ‘n Strike in Centre League (10 week program) introduce the sport through a coached environment in Centre which is based on basic skills of Tenpin, enjoyment through participation and fun.
- Competitions come in many formats and be conducted by any of the service providers within the sport
- The formats of competitions should be individual and team focused. Teams can be from 2 – 5 participants
- The aim of competitions should be
  - Identify key areas for personal development – ability, mental, physically, emotionally
  - Develop the skills in team building
  - Become goal orientated
  - Develop the ideals of fair play in a competitive environment
  - Enjoyment through involvement
  - Seek advice from coaches and sport leaders to achieve results they feel are positive

### Levels of Competitions

- **Beginner Level** – should focus on skill development within a fun environment.
  - This can be undertaken at local centre weekly leagues, example Roll ‘n Strike 10 week League or other development programs and leagues supported by a Coach or Instructor.

- These leagues should be no more than 20 weeks to keep participants involved and interested
- Beginner leagues should have a leadership and coaching element included
- **Intermediate Level** – should focus on skill development, knowledge of the sport, game play in an enjoyable environment
  - This can be undertaken at local centre weekly leagues, local centre & association tournaments and school based competitions
  - Must plan participation structures based on what the participants desire
    - Leagues – prizes & recognition
    - Local Tournaments – cash prizes & recognition
    - School Tournaments – school rivalry, team orientated, recognition
  - These structures will have a leadership role selected and a coaching element as required
  - These participants may also need access to other sport services such as development camps (advertised on the TBAQ Bowler and Coach education calendar on our TBAQ website [www.tbaq.org.au](http://www.tbaq.org.au)) and access to leaders within the sport who have specific knowledge
  - All structured programs must be updated each year and be enjoyable and challenging to participants
- **Advanced Level** – high skill level, highly competitive, goal orientated
  - This can be undertaken at local leagues, Regional events, State Championships and School competitions
  - High level of competition is enjoyed by participants who maintain skill levels through practice and contact with local and State coaching staff, access to State Development Camps and clinics run by state network of accredited Coaches and Instructors.
  - The mental skills and physical fitness of each participant is demonstrated in this environment
  - Can be team based or individual focused
  - Performance is the key outcome for these participants which reflects their end result
    - Poor performance is corrected through access to coaching services
  - Variety of variables must be provided to participants to encourage lifetime participation in the sport
- **Elite Level** – seeking advanced services to become the best
  - This can be undertaken at State Championships, National Championships, National tournaments
  - This can be team or individually focused
  - Great sense of rivalry is found in this environment – important factor to maintain
  - Preparation is the key and controlled by the sport leaders
  - Quality of tournament is the key for participants to enter
  - Develop new formats and structures to encourage a progression from the junior ranks

## Athlete Pathways

- Important for TBAQ in partnership with Local Associations to develop a progression of development for juniors to stay committed in the sport no matter what age or skill ability
- TBAQ in partnership with Coach and Instructor networks will govern the process of talent identification throughout many mechanisms in which tenpin bowling is participated
  - Primary School Programs
  - Secondary School Bowling Centre programs
  - Current participants
  - Recreational participants
  - Camps and clinics organised by Tenpin Bowling Association of Qld.
- When promoting athlete pathways to participants all bowling centres should have a Coach network to deliver services that will enable junior participants to access the athlete pathways available
- As a guide the following outlines the leadership and services required for participants to access the athlete pathways in a successful manner

	Beginner	Intermediate	Advanced	Elite
Modified Programs	✓			
Local Leagues	✓	✓	✓	
Local Competitions		✓	✓	✓
Regional Competitions		✓	✓	
State Championships			✓	✓
National Champs		✓	✓	✓
National Tournaments			✓	✓
Talent Squads	✓	✓	✓	✓
Skill Development	✓	✓	✓	
Mental & Physical		✓	✓	✓

- To classify who is a Beginner, Intermediate, Advanced or Elite Participant the following guidelines will assist
  - Beginner junior Participant
    - New to the sport via active recruitment at the bowling centre
    - Primary school student who participates in the Roll 'n Strike in school program
    - Recreational user who participates on irregular basis
  - Intermediate junior Participant
    - Bowling in leagues for 1-3 years
    - Competes in local tournaments
    - Attends athlete development coaching camps
    - Access coaches to improve skill

- Participating for social and self-belief aspects
- Advanced junior Participant
  - Bowling between 4 -6 years in league structures ave 170 - 190
  - Competes in local, regional & state tournaments
  - Access sport leaders to improve ability as an athlete
  - Accesses quality development services to improve
  - Participates in National Championship based events
  - Enjoys social element but focused on competition and progression
- Elite Junior Participant
  - Bowling for in excess of 7 years – average over 190
  - Bowls in limited number of leagues
  - Bowls in tournaments at all levels
  - Focused on results and performing well at all times
  - Represents the State
  - Participates in National Championships
  - Recognised in National based talent squads
  - Accesses sport leaders when required to improve performance

## **Schools & Club Links**

- Every attempt should be made to offer the opportunity to link prospective participants of the sport to all service providers in order to deliver opportunities that are suitable dependent on age, skill level and participant needs
- Creating close links will enable schools to promote opportunities to school children to participate in the sport of tenpin bowling
- The important aspect of establishing links is the perception of tenpin bowling within the education system.
  - Currently – curricula sport in many QLD Primary schools
  - Sport Coaches offering visible in centre sport development opportunities and pathways (example Roll ‘n Strike in Centre 10 week coached programs)
- TBAQ is the State Organisation of the Sport to create the links between school and Association to ensure promotion and opportunities are delivered to prospective participants in partnership with the local Association and the venue operators.

### TBAQ Provision of Links

- Coordinated approaches to schools. When establishing links with schools and the local bowling centre
  - Concentrate on a centralised area
  - Using the RNS skill based program that attracts participants
  - Ensure there are coach networks present to deliver the services
  - No overloading of opportunities to participate at the local bowling centre
- Implement a consistent approach when encouraging a link
  - Timing of opportunities per year – avoid clashes with existing tournaments or other sports

- Targeting Age groups should remain consistent – avoid conducting a program which attracts 8-10 year old participants with 15-18 year old participants
- Communication and promotion must be similar for each program that is to be used as the linking opportunity no matter where in the State the linking will take place.
- The structure of school based competitions should remain same to ensure no confusion and schools and teachers remain knowledgeable and involved in the competitions

#### Resources Required in a Link

- For TBAQ to facilitate a school-Association link it is important that the Bowling Centre
  - Has a supportive Manager and staff
  - Has a Quality assured Coach Network
  - Adopts strong customer service principles
- Facilitation by TBAQ in the initial contact to create the link – staff & promotional material
- Bowling Centres may look to assist with resourcing the implementation of the link

#### Types of Links

- In Centre Roll 'n Strike 10 week Coach assisted league
- School Competitions – TBAQ Interschool Competition
- Other existing coach supported Junior Programs for different ages and skill levels
- Talent Identification program within the school and Development camp system
- Field trips to Bowling Centres undertaken by schools
- Scores from school field trips utilised as qualifying scores for Interschool Competitions.

#### What can A Bowling Centre do to ensure a successful link?

- Encourage the use of their facility through TBAQ processes and recommendations
- Provide coach resources to all schools and participants
- Continue to support and sponsor Roll 'n Strike equipment to Schools and other TBAQ initiatives which allows for tenpin bowling to be enjoyed within the school environment
- Coordinate competitions and school programs away from other sport programs and other programs within the centre
- Recognise the need to structure participation costs that will be suitable for junior to participate on an ongoing basis compared to other sports

#### Benefits of a Link

- Schools increase usage at the sport venue
- Increase in junior sport membership and therefore family involvements
- Increase in participation – structured, unstructured and recreational
- Recognition of coach resources
- New programs and structures are developed to ensure progression among all participants to access athlete pathways available in tenpin bowling

## Roll 'n Strike 10 week league – How to register

If you want to learn to throw strikes on the bowling lanes, then there is no better place to start than the Roll 'n Strike Learn to Bowl League. Roll 'n Strike Learn to Bowl Leagues follow a structured 10-week program that has been compiled by some of the best minds in tenpin bowling, and they are delivered in your local bowling centre by nationally accredited coaches.



The comprehensive program starts with the absolute basics like how to choose the right ball, but over the course of the program you'll learn a number of skill drills and techniques that will have you adjusting your starting position, grip and your line to make sure your ball is hitting the pocket (key pins to get a strike) and if you leave any pins shows you 'how to' convert the spare.

In order to take part in one of the Roll 'n Strike Leagues, it is essential that you pre-purchase your first 10 week block of games. This is completed here on the TBAQ website.

The first 10 weeks cost just \$95 total – no more to pay and includes coaching fees, 2 practice games, a Roll 'n Strike shirt, and a membership card which entitles you to a family discount.

Your membership card will be sent in the mail with a welcome letter and the official start of your 10 week program at your local centre.

To register visit - <http://www.tbaq.org.au/roll-n-strike/roll-n-strike-league/>

## **Inter-School Challenge - How to be a host centre**

## **Sport Education**

- All coaches and sport leaders should undertake training prior to working with junior participants. This includes (but not limited to)
  - Instructors Course
  - Level 1 Coaching accreditation course (NCAS)
  - First Aid Course
  - Tenpin Bowling specific modified training and athlete development instruction
  - Child Protection screening – Qld Blue Card
  - Outside agency training – Sporting School programs and sport expos.

### *The Role of Coaches & Sport Leaders*

- No matter whether a coach/sport leader is paid or volunteer they have the main role of ensuring that the following is undertaken via teaching and learning
  - Sport specific skills
  - Social cohesion – self and others
  - Understanding the concepts of the game
  - Adopting fair play tactics
  - Duty of Care – Risk reduction

### *Responsibility of Coaches & Sport Leaders*

- Promote the enjoyment of participation
- Cater for all of participants based on their skill level and needs as a result of participating
- Promote and provide equal opportunities for all participants to acquire the skills and knowledge
- Recognise and cater for groups with special needs and service them accordingly
- Provide opportunities for participants to aspire to their goals for participating
- Prepare and conduct coaching sessions based on sound principles
- Place an emphasis on performance, improvement and enjoyment not outcome
- Ensure all services provided to participants are undertaken in risk management controlled facility and delivery
- Ensure behaviour standards are communicated to participants and set appropriate standards
- Obtain information and attend workshops relating to junior sport by contacting TBAQ, State Government departments, Australian Sports Commission, Local Councils.

### *Educating Coaches & Sport Leaders*

- All coaches/sport leaders providing services should be quality assured in their specific area of service
- Courses should be promoted by TBAQ, Local Associations and Bowling Centres
- The reason for the need to educate is to
  - Ensure quality services are being provided to junior participants
  - Support the need to comply with all risk management standards
  - Provide and promote quality sport services to schools
  - Assist with providing opportunities to all sectors of junior participants (disabled, ethnic)



### Why Should Bowling Centres Encourage Training

- Ensure quality leadership and services are being offered to junior participants
- Support the inclusion of coaches as a part of services available to junior participants
- Liaise with TBAQ and education providers to ensure all risk management components are satisfied
- Provide resources for coaches and sport leaders to keep up to date and professional in delivery
- Ability to provide services to all junior participants no matter gender, age, disability, ethnicity
- All coaches and sport leaders demonstrate acceptable codes of behaviour and ethics towards junior participants

### Education within Schools

- As all schools are dedicated to providing Health & Physical Education to juniors it is important that Roll 'n Strike 'in-School' remains central in line with a quality physical education program and a sport program.
- The Roll 'n Strike 'in School' program must comply with Education Queensland curriculum module requirements
- Training and education of teachers in the sport of tenpin bowling will be undertaken via the following opportunities
  - Roll 'n Strike Teacher In-service Training conducted at schools with PE teacher/s and fellow teachers
  - Roll 'n Strike Teacher In service sessions at Universities as organised with the Head of Primary Physical and Education faculties with undergraduate PE Teachers
  - Instructors Courses for teachers conducted by TBAQ quality assured Mentor Coaches
  - Level 1 NCAS accreditation courses
- The need to conduct education courses within schools are to
  - Encourage further participation of the sport
  - Demonstrate how tenpin bowling can contribute to the development of social, emotional and physical attributes of junior participants
  - Offer children to adapt ideals of fair play in a different sport environment
  - Expose junior participants to another sport which may suit their skill level and ability
  - Provide children the knowledge and expertise of working as a team, tactics, strategies and abiding by the rules
  - Assist PE teachers with their need to satisfy outcomes of their teaching syllabus

# SAFE ENVIRONMENT GUIDELINES

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## Indoor Venues

- Tenpin Bowling is a sun safe sport and matches the ideals of Sun Safety Policies established by the Queensland Cancer Foundation
- Bowling Centre venue must ensure there are adequate entrances and exits to avoid overcrowding
- Ramps must be present to cater for participants with a disability
- All venues should have an evacuation procedure
- Trained staff and coaches must be present to oversee all participation
- Eating sections within bowling centres must be clearly defined to participants
- Risk audit should be available for community groups requiring prior notice.

## Facilities & Equipment

- The onus is on the Bowling Centre venue to adopt risk management strategies to ensure all participants play the sport (as the sport is to be played) are not injured as a result of negligence
- All Bowling Centres must ensure that participants wear the correct footwear before participating
- All Bowling Centres should have a variety of bowling balls and bowling aids available to cater for all junior participants at all ability levels.
- Bowling Centres owe a duty of care to all participants using the facilities and equipment within the venue
- Modify any equipment that will assist juniors participating (eg ramps, bumpers)
- Maintain the lane and players area in a safe condition

## Drugs & Sport

- All junior participants are given information and lectures about drugs in sport within the school system
- Advanced and Elite Junior participants are given information and lectures as organised by TBAQ or the National Body. These lectures are conducted by ASADA (the National body governing the issue of drugs in sport)
- It is expected Coaches & Sport leaders are aware of banned drugs and the National policies on drugs in sport
- Junior participants are subject to testing for the use of illegal drugs
- All Junior participants are to abide by the National Body's Drugs in Sport Policy

## **Medical Considerations**

- All participants in a representative team must complete a Medical Form
- TBAQ must provide a medical kit to any TBAQ junior event
- All Bowling Centres should have a First Aid kit and a recognised First Aid officer
- Any child participating in sport should have their medication with them or with their parents who are watching
- No coaches or sport leaders are to give any medical treatment unless they are a registered doctor
- Ensure all participants consume fluid and nutrients during their participation to avoid illness and injury

## **Risk Management**

- TBAQ must have a Risk management plan for each participation based event
- All coaches and sport leaders must undertake risk management training
- All coaches and sport leaders must ensure all participants undertake appropriate warm up and cool off stretches to avoid injuries
- All coaches & sport leaders must reject behaviours which are harmful to the performance of a participant
- All coaches and sport leaders must complete a “Working With Children Suitability Check” form in order to obtain a blue card informing participants that they are suitable to work with junior participants
- All juniors must participate in a harassment free environment and feel safe when they participate
- Any coaches or sport leaders that wish to advise participants on physiological and psychological matters should undertake the necessary training before advising. A professional in these fields should be obtained until coaches and sport leaders are qualified.

# SPORTS CLUB RISK MANAGEMENT FORM

## 1. IDENTIFY THE HAZARD

(a) Describe the hazard:

(b) Form the hazard takes:

## 2. ASSESS THE RISK

(a) Identify the risk:

(b) Occupations and tasks at:

(c) Number of people at risk:

(d) Risk Assessment Calculator indicates:

	Insignificant	Minor	Moderate	Major	Catastrophic
<b>Almost Certain</b>	High	High	Very High	Very High	Very High
<b>Likely</b>	Moderate	Moderate	High	Very High	Very High
<b>Possible</b>	Low	Moderate	High	High	Very High
<b>Unlikely</b>	Low	Low	Moderate	Moderate	High
<b>Rare</b>	Low	Low	Low	Low	Moderate

(e) Identify the risk:

**RISK MANAGEMENT FORM (CONT.)**

**3. DETERMINE WHAT CONTROL MEASURES TO TAKE**

(a) Short term/immediate control measures:


(b) Long term control measures:


**4. REVIEW, APPLY AND MONITOR CONTROL MEASURES**

(a) Review the possible control Measure:

(i) Will the control measure introduce a new hazard? Yes/No

If no, continue.  
If yes, undertake the risk management procedure again.

(ii) Is the revised control measure effective? Yes/No

If yes, continue.  
If no, re-do step 3.

(b) Control measure finally Applied:

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(c) Monitor the control measure

(i) Does the control measure continue to be effective? Yes/No

If yes, continue to monitor.  
If no, re-do the risk management procedure again.

**CLUB DETAILS**

Club Name:

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Location:

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Prepared by:

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Risk Manager's signature:

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Date:

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## **Tenpin Bowling Association of Queensland**

### **TBAQ Facebook Acceptable Use Policy**

**Revised November 2015: TBAQ Board of Management.**

# Facebook



## TBAQ Facebook Acceptable Use Policy

TBAQ welcomes all comments on our wall. We want to hear from our fans what they love about TBAQ, our athletes, coaches and achievements.

As a fan of TBAQ, you are welcome to express your views, comments, ideas and insights about TBAQ.

The TBAQ Facebook page is a small communication tool and should be used to direct fans to the TBAQ website. All relevant information for bowlers, coaches, schools etc including results, should be found via our TBAQ website [www.tbaq.org.au](http://www.tbaq.org.au) The Facebook page should not be used for personal well wishes. **The page is not a person.**

At the same time, fans should show courtesy and respect to others and must not use the wall to abuse others, expose others to offensive or inappropriate content, or for any illegal purpose.

### KEY POINTS:

- Do protect your personal privacy and that of others by not including personal information of either yourself or of others in your posts to the wall (for example, email addresses, private addresses or phone numbers)
- **Do not post multiple versions of the same view to the wall or make excessive postings on a particular issue**
- Do represent your own views and not impersonate or falsely represent any other person
- **Do promote TBAQ events, special results etc, however we do not want to clog up the page with results and photos from**

**events on a daily basis but rather direct persons to our website for these updates.**

- Do use the page to write a 'wrap up' of an event at its conclusion, again the TBAQ website is the place for this.
- **Do upload interesting photos but make sure they are of good quality**
- Do not be abusive, harass or threaten others
- Do not use insulting or hateful language
- Do not use obscene or offensive language
- Do not post material to the wall that infringes the intellectual property rights of others
- Do not promote commercial interests in your posts to the wall

TBAQ reserves the right to enforce this Acceptable Use Policy at its discretion. TBAQ may remove any posted messages that it considers to be in breach of the Policy. If you have any questions about this policy, please contact us at [tbaq@tbaq.org.au](mailto:tbaq@tbaq.org.au)

### **TBAQ Facebook Privacy Statement**

The Tenpin Bowling Association of Queensland records any information posted to the Tenpin Bowling Association of Queensland Facebook page and uses that information for the purpose of administering its Facebook page and considering and/or addressing any comments made. No attempt will be made to further identify 'fans' except where authorised by law. Tenpin Bowling Association of Queensland is not responsible for the privacy practices or content of Facebook or any linked websites. For further information contact us at [tbaq@tbaq.org.au](mailto:tbaq@tbaq.org.au)



## **Tenpin Bowling Association of Queensland Privacy Policy**

This statement sets out policies relating to your personal information with Tenpin Bowling Association of Queensland Inc and our Committees.

### **Your personal information is important**

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We recognise that your privacy is very important to you, as well as our staff, our fellow bowlers and our members and all other people with whom we interact. The following policy sets how we handle your personal information and safeguard your privacy.

From 21 December 2001, most private sector organisations in Australia must by law have complied with the National Privacy Principles ("NPPs"). We comply with all laws, including the NPPs, introduced to protect your privacy and have implemented a program to ensure compliance by our staff.

### **Collecting and using information**

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The only personal information we collect about you is what you tell us about yourself when you fill in a form, send us an email, enter a competition or speak to one of our staff. This information may include your name, email and mailing addresses, contact numbers and date of birth and other information pertaining to bowling. We will record your email address if you send us an email, and it will only be used for the purpose for which it has been provided.

Your personal information may be used for the following purposes:

- To provide you with the products or services and information you requested;
- To allow you to participate fully in sports competitions, promotions, conducted by the TBAQ and our Committees which may be conducted, not only within Queensland, but also in other States of Australia.
- To accept your application to participate in promotions, seminars, clinics and tournaments or competitions that may be run by the TBAQ and our Committees.
- We may also use it to tell you about other products and services of TBAQ and its Committees.

We will not sell any personally identifiable information that you give us to any third party.

We may use technology to collect information about traffic through our internet site and through the TBAQ information systems. However, we may not identify you from such information. We use the information gathered to make the site more user-friendly and relevant for your needs and for promotional purposes.

## **Disclosure of information**

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We may disclose your personal information to third party organisations such as mailing and printing houses and IT providers, who may assist us in providing, or provide on our behalf, services to you. In such cases we have taken steps to ensure that any third party access to personal information complies with the NPPs. We may also disclose your personal information where we are required or authorised by law to do so.



**Play by the Rules**  
making sport inclusive, safe and fair.



Tenpin Bowling Association of Queensland Inc.

## SPECTATOR BEHAVIOUR

### Our Commitment

Our club is committed to providing a safe environment for participation. Angry, aggressive or other inappropriate behaviour by members, their families and friends, and other sporting personnel while attending a game or event will not be tolerated.

These behaviours are outlined in our codes of behaviour and specifically include:

- using bad language
- harassing or ridiculing players, coaches, officials or other spectators
- making racist, religious, sexist or other inappropriate comments to players, coaches, officials or other spectators
- any threatening behaviour or physical altercation between spectators and players, coaches, officials or other spectators
- putting undue pressure on children, berating them or putting down their performance
- arriving drunk or drinking at a game or event.

### What We Will Do

- Provide members and their parents and sporting personnel with codes of behaviour and make clear what is expected and the consequences of non-compliance.
- Where possible, bind non-members by prominently displaying conditions of entry and by requiring parents to abide by club rules (e.g., by making parents associate members, signing code of conduct or registration forms).
- Reinforce messages of fair and respectful behaviour by displaying signage, posters, web messages and through other club communication.

- Encourage our coaches and officials to complete training to develop their skills and confidence.
- Ban bringing alcohol or drinking alcohol at games or events.
- Consult with our local police and seek their support and advice on how to handle issues with inappropriate behaviour by spectators prior to, at or after a game.
- Encourage the reporting of incidents and investigate inappropriate behaviours as outlined in this policy and take disciplinary or whatever other actions as are deemed necessary (e.g., appoint a ground official to monitor behaviour).
- Encourage our players, coaches, officials and spectators to call the police if they are concerned about escalating behaviour and their safety or the safety of others.

This information provided by Play by the Rules is not intended as a substitute for legal or other professional advice.



# SPECTATOR BEHAVIOUR

## What We Ask You To Do

- All members and sporting personnel must abide by our club's codes of behaviour.
- If it feels safe, speak with the parent or spectator and ask them to stop. If there is a ground official or committee member present at the game ask for their assistance.
- Report any inappropriate spectator behaviour to the club president or someone in a position of authority.
- Call the police or a club official if you are concerned for your safety or the safety of others.

## Non-Compliance

Parents found to have behaved inappropriately and who are associate members or have agreed to abide by our club's code of conduct and this policy may face disciplinary action as outlined in our member protection or other welfare policy.

I, [ INSERT YOUR NAME ] have read and understood the policy and will abide by it as a member of Or active in events organised by Tenpin Bowling Association of Qld. Inc.

*If under 18 years of age, parent/guardian*

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: DD/MM/YYYY

Date: DD/MM/YYYY

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**Australian Government**  
**Australian Sports Commission**

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## PREFACE

Tenpin Bowling Australia Limited (TBA) is committed to providing an environment that is safe for children, free from harassment, discrimination and abuse for everyone, and promotes respectful and positive behaviour and values.

We believe that anyone who works for or represents TBA and everyone with whom we deal, has the right to be treated with respect and dignity. Tenpin Bowling Australia Limited will not tolerate harassment in our organisation. We will take all complaints of harassment seriously, and will ensure they are dealt with promptly, seriously, sensitively and confidentially. Disciplinary action will be taken against a person who is found to breach this policy.

TBA is committed to upholding its code of conduct that forms the basis of appropriate and ethical conduct which everyone must abide by. The TBA Board of Directors and I as the Chief Executive Officer (CEO) are committed to ensuring that everyone associated with the organisation complies with the policy.

Yours sincerely



Cara Honeychurch  
Chief Executive Officer  
Tenpin Bowling Australia Limited

1<sup>st</sup> October 2015

### Review history of Tenpin Bowling Australia Limited Member Protection Policy REVIEW HISTORY

Version	Date Reviewed	Date Endorsed	Content Reviewed/Purpose
1.2	11 August 2007	11 August 2007	Policy totally revised based on Australian Sports Commission template
2.0	30 November 2011		Policy totally revised based on updated Australian Sports Commission template
2.1	17 <sup>th</sup> June 2012	18 <sup>th</sup> June 2012	Working with children check requirements C5 updated for NSW.
2.2	1 <sup>st</sup> January 2014		Re Written based on the ASC V7 Template
2.3	18th August 2015	1 <sup>st</sup> October 2015	Re Written based on the ASC V8



## **PART A: NATIONAL MEMBER PROTECTION POLICY**

### **1. Introduction**

Tenpin Bowling Australia Limited (TBA) is the body recognised by the Australian Sports Commission to govern and lead the development of the sport of Tenpin Bowling in Australia.

### **2. Purpose of this policy**

This TBA Member Protection Policy (“policy”) aims to assist Tenpin Bowling Australia to uphold its core values and create a safe, fair and inclusive environment for everyone associated with our sport. It sets out our commitment to ensure that every person bound by the policy is treated with respect and dignity and protected from discrimination, harassment and abuse. It also seeks to ensure that everyone involved in our sport is aware of their key legal and ethical rights and responsibilities, as well as the standards of behaviour expected of them.

The attachments to this policy describe the practical steps we will take to eliminate discrimination, harassment, child abuse and other forms of inappropriate behaviour from our sport. As part of this commitment, the policy allows Tenpin Bowling Australia to take disciplinary action against any person or organisation bound by this policy if they breach the policy.

This policy has been endorsed by TBA Board of Directors and has been incorporated into our by-laws. The policy starts on 30<sup>th</sup> September 2015 and will operate until replaced.

The current policy and its attachments can be obtained from our website at: [www.tenpin.org.au](http://www.tenpin.org.au)

### **3 Who is bound by this policy**

This policy should apply to as many persons as possible who are involved with the activities of Tenpin Bowling Australia, whether they are in a paid or unpaid/voluntary capacity and including:

1. persons appointed or elected to national boards, committees and sub-committees
2. employees of Tenpin Bowling Australia;
3. members of the Tenpin Bowling Australia Executive;
4. support personnel, including managers, physiotherapists, psychologists, masseurs, sport trainers and others;
5. coaches and assistant coaches;
6. athletes;
7. officials;
8. members, including life members of Tenpin Bowling Australia;
9. athletes, coaches, officials and other personnel participating in events and activities, including camps and training sessions, held or sanctioned by Tenpin Bowling Australia; and
10. any other person to whom the policy may apply.

*This policy will continue to apply to a person even after he or she has stopped their association or employment with Tenpin Bowling Australia, if disciplinary action against that person has begun.*

It is also intended this policy will apply to:

- 3.11 member associations
- 3.12 affiliated clubs and associated organisations.

#### 4. Organisational responsibilities

Tenpin Bowling Australia and other relevant organisations if required e.g. State & Local Associations must:

- 4.1 adopt, implement and comply with this policy
- 4.2 ensure that this policy is enforceable
- 4.3 publish, distribute and promote this policy and the consequences of any breaches of the policy
- 4.4 promote and model appropriate standards of behaviour at all times
- 4.5 deal with any complaints made under this policy in an appropriate manner
- 4.6 deal with any breaches of this policy in an appropriate manner
- 4.7 recognise and enforce any penalty imposed under this policy
- 4.8 ensure that a copy of this policy is available or accessible to all people and organisations to whom this policy applies
- 4.9 use appropriately trained people to receive and manage complaints and allegations of inappropriate behavior e.g. Member Protection Information Officers (MPIO's)
- 4.10 monitor and review this policy at least annually.

#### 5. Individual responsibilities

Individuals bound by this policy must:

- 5.1 make themselves aware of the contents of this policy;
- 5.2 comply with all relevant provisions of the policy, including any codes of conduct and the steps for making a complaint or reporting possible child abuse set out in this policy;
- 5.3 consent to the screening requirements set out in this policy, and any State/Territory Working with Children Checks if the person holds or applies for a role that involves regular unsupervised contact with a child or young person under the age of 18 or where otherwise required by law;
- 5.4 place the safety and welfare of children above other considerations;
- 5.5 be accountable for their behaviour: and,
- 5.6 comply with any decisions and/or disciplinary measures imposed under this policy.

#### 6. Position statements

##### 6.1 Child protection

Tenpin Bowling Australia is committed to the safety and well-being of all children and young people who participate in our sport or access our services. We support the rights of the child and will act at all times to ensure that a child-safe environment is maintained.

We acknowledge the valuable contribution made by our staff, members and volunteers and we encourage their active participation in providing a safe, fair and inclusive environment for all participants.

##### 6.1.1 Identify and analyse risk of harm

We will develop and implement a risk management strategy, including a review of our existing child protection practices, to determine how child-safe our organisation is and to identify any additional steps we can take to minimise and prevent the risk of harm to children because of the actions of an employee, volunteer or another person.

### **6.1.2 Develop codes of behaviour**

We will develop and promote a code of behaviour that sets out the conduct we expect of adults when they deal and interact with children involved in our sport, especially those in our care. We will also implement a code of behaviour to promote appropriate conduct between children.

These codes will clearly describe professional boundaries, ethical behaviour and unacceptable behavior. (Refer to the attachments in Part B of this policy.)

### **6.1.3 Choose suitable employees and volunteers**

We will take all reasonable steps to ensure that our organisation engages suitable and appropriate people to work with children, especially those in positions that involve regular unsupervised contact with children. This will include using a range of screening measures.

We will ensure that Working with Children Checks are conducted for all employees and volunteers who work with children, where an assessment is required by law. If a criminal history report is obtained as part of their screening process, we will handle this information confidentially and in accordance with the relevant legal requirements. (Refer to the attachments in Part C of this policy.)

### **6.1.4 Support, train, supervise and enhance performance**

We will ensure that all our employees and volunteers who work with children have ongoing supervision, support and training. Our goal is to develop their skills and capacity and to enhance their performance so we can maintain a child-safe environment in our sport.

### **6.1.5: Empower and promote the participation of children**

We will encourage children and young people to be involved in developing and maintaining a child-safe environment for our sport.

### **6.1.6: Report and respond appropriately to suspected abuse and neglect**

We will ensure that all our employees and volunteers are able to identify and respond appropriately to children at risk of harm and that they are aware of their responsibilities under State laws to make a report if they suspect on reasonable grounds that a child has been, or is being, abused or neglected. (Refer to the attachments in Part E of this policy.)

Further, if any person believes that another person or organisation bound by this policy is acting inappropriately towards a child, or is in breach of this policy, he or she may make an internal complaint to us. (Refer to the attachments in Part D of this policy.)

## **6.2 Taking images of children**

There is a risk that Images of children may be used inappropriately or illegally. Tenpin Bowling Australia requires that individuals and associations, wherever possible, obtain permission from a child's parent/guardian before taking an image of a child that is not their own. They should also make sure the parent/guardian understands how the image will be used.

To respect people's privacy, we do not allow camera phones, videos and cameras to be used inside changing areas, showers and toilets which we control or are used in connection with our sport.

When using a photo of a child, we will not name or identify the child or publish personal information, such as residential address, email address or telephone number, without the consent

of the child's parent/guardian. We will not provide information about a child's hobbies, interests, school or the like, as this can be used by paedophiles or other persons to "groom" a child.

We will only use images of children that are relevant to our sport and we will ensure that they are suitably clothed in a manner that promotes participation in the sport. We will seek permission from the parents/guardians of the children before using the images. We require our State and Local Associations to do likewise.

### **6.3 Anti-discrimination and harassment**

Tenpin Bowling Australia is committed to providing an environment in which people are treated fairly and equitably and that is, as far as practicable, free from all forms of discrimination and harassment.

We recognise that people may not be able to enjoy themselves or perform at their best if they are treated unfairly, discriminated against or harassed.

#### **6.3.1 Discrimination**

Unlawful discrimination involves the less favourable treatment of a person on the basis of one or more of the personal characteristics protected by State or Federal anti-discrimination laws.

The personal characteristics protected by anti-discrimination laws include attributes such as race, age, disability, gender and race. The full list of protected personal characteristics is set out in the Dictionary of terms (see Clause 10).

Discrimination can be either direct or indirect.

- **Direct** discrimination occurs if a person treats, or proposes to treat, a person with a protected personal characteristic unfavourably because of that personal characteristic.
- **Indirect** discrimination occurs if a person imposes, or proposes to impose, a requirement, condition or practice that will disadvantage a person with a protected personal characteristic and that requirement, condition or practice is not reasonable.

For the purposes of determining discrimination, the offender's awareness and motive are irrelevant.

#### **6.3.2 Harassment**

Harassment is any unwelcome conduct, verbal or physical, that intimidates, offends or humiliates another person and which happens because a person has a certain personal characteristic protected by State or Federal anti-discrimination legislation.

The offensive behaviour does not have to take place a number of times, a single incident can constitute harassment.

Sexual harassment is one type of harassment. Sexual harassment is unwelcome conduct, remarks or innuendo of a sexual nature. It covers a wide range of behaviours and can be verbal, written, visual or physical. Sexual harassment is not limited to members of the opposite sex.

### 6.3.3 Prohibition against discrimination and harassment

We prohibit all forms of harassment and discrimination based on the personal characteristics listed in the Dictionary of terms [see clause 10].

Any person who believes they are being, or have been, harassed or discriminated against by another person or organisation bound by this policy is encouraged to raise their concerns with us. A person may make an internal complaint, and in some circumstances, they may also be able to make a complaint to an external organisation. (Refer to the attachments in Part D of this policy.)

### 6.4 Intimate relationships

Tenpin Bowling Australia understands that consensual intimate relationships (including, but not limited to sexual relationships) between coaches or officials and adult athletes may take place legally. However, this policy will help ensure that the expectations of coaches or officials are clear and, to ensure that if an intimate relationship does exist or develop between a coach or official and an adult athlete, that relationship will be managed in an appropriate manner.

Coaches and officials are required to conduct themselves in a professional and appropriate manner in all interactions with athletes. In particular, they must ensure that they treat athletes in a respectful and fair manner, and that they do not engage in sexual harassment, bullying, favoritism or exploitation.

We take the position that consensual intimate relationships between coaches or officials and the adult athletes they coach should be avoided as they can have harmful effects on the athlete involved, on other athletes and coaches and on the sport's public image. These relationships can also be perceived to be exploitative due to the differences in authority, power, maturity, status, influence and dependence between the coach or official and the athlete.

We recommend that if an athlete attempts to initiate an intimate relationship with a coach or official, the coach or official should discourage the athlete's approach and explain to the athlete why such a relationship is not appropriate.

If a consensual intimate relationship does exist or develop between an adult athlete and a coach or official, the coach or official is expected to ensure that the relationship is appropriate and that it does not compromise impartiality, professional standards or the relationship of trust the coach or official has with the athlete and/or other athletes.

In assessing the appropriateness of an intimate relationship between a coach or official and an adult athlete, relevant factors include, but are not limited to:

- the relative age and social maturity of the athlete;
- any potential vulnerability of the athlete;
- any financial and/or emotional dependence of the athlete on the coach or official;
- the ability of the coach or official to influence the progress, outcomes or progression of the athlete's performance and/or career;
- the extent of power imbalance between the athlete and coach or official; and
- the likelihood of the relationship having an adverse impact on the athlete and/or other athletes.

It will often be difficult for a coach or official involved in an intimate relationship with an adult athlete to make an objective assessment of its appropriateness and accordingly they are encouraged to seek advice from *the Member Protection Information Officer, Complaints Manager*

*or other official* to ensure that they have not involved themselves in inappropriate or unprofessional conduct.

If it is determined that an intimate relationship between a coach or official and an adult athlete is inappropriate or unprofessional we may take disciplinary action against the coach or official up to and including dismissal. Action may also be taken to stop the coaching relationship with the athlete. This could include a transfer, a request for resignation or dismissal from coaching duties.

If a coach, official or athlete believes they are being, or have been, harassed they are encouraged to seek information and support from *the Member Protection Information Officer, Complaints Manager or other official*. Our complaints procedure is outlined in Part D of this policy.

## **6.5 Pregnancy**

Tenpin Bowling Australia is committed to treating pregnant women fairly and to removing any unreasonable barriers to their full participation in our sport. We will not tolerate any discrimination or harassment against pregnant women.

Tenpin Bowling Australia will take reasonable care to ensure the continuing safety, health and wellbeing of pregnant women. We will advise pregnant women that there may be risks involved with their continuing participation in sport, and we will encourage them to obtain medical advice about those risks. Pregnant women should be aware that their own health and wellbeing, and that of their unborn child, is of utmost importance in their decision-making about the extent they choose to participate in our sport.

We encourage all pregnant women to talk with their medical advisers, make themselves aware of the facts about pregnancy in sport and ensure that they make informed decisions about their participation in our sport. Pregnant women should make these decisions themselves, in consultation with their medical advisers and in discussion with Tenpin Bowling Australia.

We will only require pregnant women to sign a disclaimer in relation to their participation in our sport whilst they are pregnant if all other participants are required to sign one in similar circumstances. We will not require women to undertake a pregnancy test.

If a pregnant woman believes she is being, or has been, harassed or discriminated against by another person or organisation bound by this Policy, she may make a complaint. (Refer to the attachments in Part D of this policy.)

## **6.6 Gender identity**

Gender identity means the gender-related identity, appearance or mannerisms or other gender-related characteristics of a person. This includes the way people express or present their gender and recognises that a person's gender identity may be an identity other than male or female.

Some terms used to describe a person's gender identity include trans, transgender and gender diverse.

### **6.6.1 Gender identity discrimination and harassment**

Federal, State and Territory anti-discrimination laws provide protection from discrimination against people on the basis of their gender identity. (See definition in Dictionary of terms).

Tenpin Bowling Australia is committed to providing a safe, fair and inclusive sporting environment all where people can contribute and participate. We will not tolerate any unlawful discrimination or harassment of a person because of their gender identity.

All persons, regardless of gender identity, are entitled to be treated fairly and with dignity and respect at all times. We will not tolerate any unlawful discrimination or harassment of a person because of their gender identity. This includes discrimination or harassment of a person who is transgender or transsexual, who is assumed to be transgender or transsexual or has an association with someone who has or is assumed to be transgender or transsexual. (Refer to the attachments in Part D of this policy.)

We expect all people bound by this policy to act with sensitivity when a person is undergoing gender transition/affirmation.

If any person believes that they are being, or have been, harassed or discriminated against by another person or organisation bound by this policy because of their gender identity, they may make a complaint.

### **6.6.2 Participation in sport**

Tenpin Bowling Australia recognises that excluding people from participating in sporting events and activities because of their gender identity may have significant implications for their health, wellbeing and involvement in community life. We are committed to supporting participation in our sport on the basis of the gender with which a person identifies.

If issues of performance advantage arise, we will consider whether the established discrimination exceptions for participation in sport are relevant in the circumstances. Discrimination is unlawful unless an exception applies.

Tenpin Bowling Australia is aware that the International Olympic Committee (IOC) has established criteria for selection and participation in the Olympic Games. Where a transgender person intends to compete at an elite level, we will encourage them to obtain advice about the IOC's criteria which may differ from the position we have taken.

Drug testing procedures and prohibitions also apply to people who identify as transgender. A person receiving treatment involving a Prohibited Substance or Method, as described on the World Anti-Doping Agency's Prohibited List, should apply for a standard Therapeutic Use Exemption.

### **6.6.3. Intersex status**

Federal anti-discrimination law, and some State and Territory anti-discrimination laws, provide protection from discrimination against a person on the basis of their intersex status. (See Dictionary of terms).

Tenpin Bowling Australia is committed to providing a safe, fair and inclusive sporting environment where all people can contribute and participate. We will not tolerate any unlawful discrimination or harassment of a person because of their intersex status.



### **6.7 Responsible service and consumption of alcohol**

Tenpin Bowling Australia is committed to conducting sporting and social events in a manner that promotes the responsible service and consumption of alcohol. We also recommend that State Associations and Local Associations follow strict guidelines regarding the service and consumption of alcohol.

In general, our policy is that:

- alcohol should not be available or consumed at sporting events involving children and young people under the age of 18;
- alcohol-free social events be provided for young people and families;
- food and low-alcohol and non-alcoholic drinks be available at events we hold or endorse where alcohol is served;
- a staff member is present at events we hold or endorse where alcohol is served to ensure appropriate practices in respect of the consumption of alcohol are followed;
- safe transport options be promoted as part of any event we hold or endorse where alcohol is served.

### **6.8 Smoke-free environment**

Tenpin Bowling Australia is committed to providing a safe and healthy environment at all sporting and social events that we hold or endorse.

In general, our policy is that:

- no smoking shall occur at or near sporting events involving children and young people under the age of 18. This policy shall apply to coaches, players, trainers, officials and volunteers;
- social events shall be smoke-free, with smoking permitted at designated outdoor smoking areas; and
- coaches, officials, trainers, volunteers and players will refrain from smoking while they are involved in an official capacity in our sport, both on and off the field.

### **6.9 Bullying**

Tenpin Bowling Australia is committed to providing an environment that is free from bullying. We understand that bullying has the potential to result in significant negative consequences for an individual's health and wellbeing, and we regard bullying in all forms as unacceptable in our sport.

Bullying is characterised by repeated, unreasonable behaviour directed at a person, or group of persons, that creates a risk to health and safety. Bullying behaviour is that which a reasonable person in the circumstances would expect to victimise, humiliate, undermine, threaten, degrade, offend or intimidate a person. Bullying behaviour can include actions of an individual or a group.

Whilst generally characterised by repeated behaviours, one-off instances can amount to bullying.

The following types of behaviour, where repeated or occurring as part of a pattern of behaviour, would be considered bullying:

- verbal abuse including shouting, swearing, teasing, making belittling remarks or persistent unjustified criticism;
- excluding or isolating a group or person;
- spreading malicious rumours; or
- psychological harassment such as intimidation.



Bullying includes cyber-bullying which occurs through the use of technology. New technologies and communication tools, such as smart phones and social networking websites, have greatly increased the potential for people to be bullied through unwanted and inappropriate comments. Tenpin Bowling Australia will not tolerate abusive, discriminatory, intimidating or offensive statements being made online. Frustration at a teammate, coach or bowling centre or sporting body should never be communicated on social networking websites. These issues should instead be addressed – in a written or verbal statement or a complaint – to the relevant controlling centre, league or Association.

If any person believes they are being, or have been, bullied by another person or organisation bound by this policy, he or she may make a complaint. (Refer to the attachments in Part D of this policy.)

#### **6.10 Social networking**

Tenpin Bowling Australia acknowledges the enormous value of social networking to promote our sport and celebrate the achievements and success of the people involved in our sport.

Social networking refers to any interactive website or technology that enables people to communicate and/or share content via the internet. This includes social networking websites such as Facebook and Twitter.

We expect all people bound by this policy to conduct themselves appropriately when using social networking sites to share information related to our sport.

In particular, social media activity including, but not limited to, postings, blogs, status updates, and tweets:

- must not contain material which is, or has the potential to be, offensive, aggressive, defamatory, threatening, discriminatory, obscene, profane, harassing, embarrassing, intimidating, sexually explicit, bullying, hateful, racist, sexist or otherwise inappropriate;
- must not contain material which is inaccurate, misleading or fraudulent;
- must not contain material which is in breach of laws, court orders, undertakings or contracts;
- should respect and maintain the privacy of others; and
- should promote the sport in a positive way.

Refer to the TBA Social Media Policy.

## **7. Complaints procedures**

### **7.1 Handling complaints**

Tenpin Bowling Australia aims to provide a simple, confidential and trustworthy procedure for resolving complaints based on the principles of procedural fairness.

Any person (a complainant) may report a complaint about a person, people or organisation bound by this policy (respondent) if they feel they have been discriminated against, harassed, bullied or there has been any other breach of this policy.

In the first instance, complaints should be reported to the Member Protection Information Officer, Complaints Manager or CEO.

If a complaint relates to behaviour or an incident that occurred at the:

- State level, or involves people operating at the State level, then the complaint should be reported to and handled by the relevant State Association in the first instance
- Local Association level, or involves people operating at the centre level, then the complaint should be reported to and handled by the relevant Local Association in the first instance.

Only matters that relate to, or which occurred at the national level, as well as serious cases referred from the State and Local Association level, should be dealt with by the national body.

A complaint may be handled informally or formally. The complainant may indicate his or her preferred option and the Member Protection Information Officer, Complaints Manager or CEO should consider whether that is an appropriate way to handle the particular complaint. For example, the law may require that the complaint/allegation be reported to an appropriate authority.

All complaints will be dealt with promptly, seriously, sensitively and confidentially. Our procedures for handling and resolving complaints are outlined in Attachment D1.

Individuals and organisations may also seek to have their complaint handled by an external agency under anti-discrimination, child protection, criminal or other relevant legislation.

## 7.2 Improper complaints and victimisation

Tenpin Bowling Australia aims to ensure that our complaints procedure has integrity and is free of unfair repercussions or victimisation against any person making a complaint.

We will take all necessary steps to make sure that people involved in a complaint are not victimised. Disciplinary measures may be undertaken in respect of a person who harasses or victimises another person for making a complaint or supporting another person's complaint.

If at any point in the complaint handling process the Member Protection Information Officer, Complaints Manager or CEO considers that a complainant has knowingly made an untrue complaint, or the complaint is malicious or inappropriately intended to cause distress to the respondent, the matter may be referred in writing to the organisation represented by the MPIO for review and appropriate action, including possible disciplinary action against the complainant.

## 7.3 Mediation

Tenpin Bowling Australia aims to resolve complaints quickly and fairly. Complaints may be resolved by agreement between the people involved with no need for disciplinary action.

Mediation is a confidential process that allows those involved in a complaint to discuss the issues or incident in question and come up with mutually agreed solutions. It may occur before or after the investigation of a complaint.

If a complainant wishes to resolve the complaint with the help of a mediator, the Member Protection Information Officer or CEO will, in consultation with the complainant, arrange for an independent mediator where possible. We will not allow lawyers to participate in the mediation process.

More information on the mediation process is outlined in Attachment D2.

## 7.4 Tribunals

In accordance with Tenpin Bowling Australia rules a Tribunal may be convened to hear a proceeding:

- referred to it by CEO
- referred to it or escalated by a State Association because of the serious nature of the complaint, because it was unable to be resolved at the State level or because the policy of the State Association directs it to be
- for an alleged breach of this policy.

Our Tribunal procedure is outlined in Attachment D4.

A respondent may lodge an appeal to the Appeal Tribunal in respect of a Tribunal decision. The decision of the Appeal Tribunal is final and binding on the people involved. Our appeals process is outlined in Attachment D4.

Every organisation bound by this policy will recognise and enforce any decision of a Tribunal or Appeal Tribunal under this policy.

## 8. What is a breach of this policy?

It is a breach of this policy for any person or organisation bound by this policy to do anything contrary to this policy, including but not limited to:

- 8.1 breaching the codes of behaviour (see Part B of this policy);
- 8.2 bringing the sport and or Tenpin Bowling Australia into disrepute, or acting in a manner likely to bring the sport and or Tenpin Bowling Australia into disrepute;
- 8.3 failing to follow Tenpin Bowling Australia policies (including this policy) and our procedures for the protection, safety and well-being of children;
- 8.4 discriminating against, harassing or bullying (including cyber-bullying) any person;
- 8.5 victimising another person for making or supporting a complaint;
- 8.6 engaging in an inappropriate intimate relationship with a person that he or she supervises, or has influence, authority or power over;
- 8.7 verbally or physically assaulting another person, intimidating another person or creating a hostile environment within the sport;
- 8.8 disclosing to any unauthorised person or organisation any Tenpin Bowling Australia information that is of a private, confidential or privileged nature;
- 8.9 making a complaint that they know to be untrue, vexatious, malicious or improper;
- 8.10 failing to comply with a penalty imposed after a finding that the individual or organisation has breached this policy; and
- 8.11 failing to comply with a direction given to the individual or organisation as part of a disciplinary process.

## 9. Disciplinary measures

Tenpin Bowling Australia may impose disciplinary measures on an individual or organisation for a breach of this policy.

Any disciplinary measure imposed will be:

- fair and reasonable;
- applied consistent with any contractual and employment rules and requirements;
- be based on the evidence and information presented and the seriousness of the breach; and
- be determined in accordance with our constituent documents, by-laws, this policy and/or the rules of the sport.

### 9.1 Individual

Subject to contractual and employment requirements, if a finding is made by a Tribunal that an individual has breached this policy, one or more of the following forms of discipline may be imposed.

- 7.2 a direction that the individual make a verbal and/or written apology;
- 7.3 a written warning;
- 7.4 a direction that the individual attend counselling to address their behaviour;
- 7.5 a withdrawal of any awards, scholarships, placings, records, achievements bestowed in any tournaments, activities or events held or sanctioned by Tenpin Bowling Australia;
- 7.6 a demotion or transfer of the individual to another location, role or activity;
- 7.7 a suspension of the individual's membership or participation or engagement in a role or activity;
- 7.8 termination of the individual's membership, appointment or engagement;
- 7.9 a recommendation that Tenpin Bowling Australia terminate the individual's membership, appointment or engagement;
- 7.10 in the case of a coach or official, a direction that the relevant organisation de-register the accreditation of the coach or official for a period of time or permanently;
- 7.11 a fine;
- 7.12 any other form of discipline that the Tribunal considers appropriate.

## 9.2 Organisation

If a finding is made that an affiliated State or Local Association has breached its own or this Member Protection Policy, one or more of the following forms of discipline may be imposed by the CEO or State Association.

- ☐ a written warning;
- ☐ a fine;
- ☐ a direction that any rights, privileges and benefits provided to that organisation by the national body or other peak association be suspended for a specified period;
- ☐ a direction that any funding granted or given to it by Tenpin Bowling Australia or relevant governing body cease from a specified date;
- ☐ a direction that Tenpin Bowling Australia cease to accredit events held by or under the auspices of that organisation;
- ☐ a recommendation to Tenpin Bowling Australia that the breaching organisation's affiliation be suspended or terminated in accordance with the relevant constitution or rules;
- ☐ any other form of discipline that Tenpin Bowling Australia considers reasonable and appropriate.

## 8. Factors to consider

The form of discipline to be imposed on an individual or organisation will depend on factors, such as:

- 8.7 the nature and seriousness of the breach
- 8.8 if the person knew, or should have known, that the behaviour was a breach of the policy
- 8.9 the person's level of contrition
- 8.10 the effect of the proposed disciplinary measures on the person, including any personal, professional or financial consequences
- 8.11 if there have been any relevant prior warnings or disciplinary action
- 8.12 the ability to enforce disciplinary measures if the person is a parent or spectator (even if they are bound by the policy)
- 8.13 any other mitigating circumstances.

## 2 Dictionary of terms

*[A dictionary of terms used in this policy and its attachments is provided at:*

[http://www.ausport.gov.au/supporting/nso/member\\_protection](http://www.ausport.gov.au/supporting/nso/member_protection).

This Dictionary sets out the meaning of words used in this policy and its attachments, without limiting the ordinary and natural meaning of the words. Further detail or definitions that are specific to different States and Territories can be sourced from the relevant child protection authorities or equal opportunity and anti-discrimination commissions.

**Abuse** is a form of harassment and includes physical abuse, emotional abuse, sexual abuse, neglect and abuse of power. Examples of abusive behaviour include bullying, humiliation, verbal abuse and insults.

**Affiliated Association** means any Local or State organisation recognised by TBA to carry out member services in a certain geographic region.

**Chief Executive Officer** means Chief Executive Officer of Tenpin Bowling Australia.

**Child** means a person who is under the age of 18.

**Child abuse** involves conduct which puts a child at risk of harm and may include:

- physical abuse, by hurting a child or a child's development (e.g. hitting, shaking or other physical harm; giving a child alcohol or drugs; or training that exceeds the child's development or maturity)
- sexual abuse by adults or other children, where a child is encouraged or forced to watch or engage in sexual activity or where a child is subject to any other inappropriate conduct of a sexual nature (e.g. sexual intercourse, masturbation, oral sex, pornography, including child pornography, or inappropriate touching or conversations)
- emotional abuse, by ill-treating a child (e.g. humiliation, taunting, sarcasm, yelling, negative criticism, name-calling, ignoring or placing unrealistic expectations on a child)
- neglect (e.g. failing to give a child food, water, shelter or clothing or to protect a child from danger or foreseeable risk of harm or injury).

**Complaint** means a complaint made under clause [7] of this policy

**Complainant** means the person making a complaint.

**Complaint handler/manager** means the person appointed under this policy to investigate a complaint.

**Discrimination** occurs when someone is treated unfairly or less favorably than another person in the same or similar circumstances because of a particular personal characteristic. This is known as direct discrimination. Indirect discrimination occurs when a rule, policy or practice disadvantages one group of people in comparison with others, even though it appears to treat all people the same.

In Australia, it is against the law to discriminate against someone because of their:

- age
- disability
- family/carer responsibilities
- gender identity/transgender status
- homosexuality and sexual orientation
- irrelevant medical record
- irrelevant criminal record
- political belief/activity
- pregnancy and breastfeeding
- race
- religious belief/activity
- sex or gender
- social origin;
- trade union membership/activity.

Some States and Territories include additional protected characteristics, such as physical features or association with a person with one or more of the characteristics listed above.

**Examples of discrimination** are available on the Play by the Rules website:  
[www.playbytherules.net.au/legal-stuff/discrimination](http://www.playbytherules.net.au/legal-stuff/discrimination)

Some exceptions to State and Federal anti-discrimination law apply, such as:

- holding a competitive sporting activity for boys and girls only who are under the age of 12, or of any age where strength, stamina or physique is relevant

- not selecting a participant if the person's disability means he or she is not reasonably capable of performing the actions reasonably required for that particular activity.

**Harassment** is any type of behaviour that the other person does not want and is likely to make the person feel intimidated, insulted or humiliated. Unlawful harassment can target a person because of their race, sex, pregnancy, marital status, sexual orientation or some other personal characteristic protected by law (see the list under "Discrimination").

Public acts of racial hatred which are reasonably likely to offend, insult, humiliate or intimidate are also prohibited. This applies to spectators, participants or any other person who engages in such an act in public. Some States and Territories also prohibit public acts that vilify people on other grounds such as homosexuality, gender identity; HIV/AIDS, religion and disability (see also "Vilification").

**Mediator** means an impartial person appointed to help those people involved in a complaint to talk through the issues and resolve the matter on mutually agreeable terms.

**Member** means a current financial registered member of TBA.

**Member Protection Information Officer (MPIO)** means a person trained to be the first point of contact for a person reporting a complaint under, or a breach of, this policy. He or she provides impartial and confidential support to the person making the complaint.

**Natural justice** (or procedural fairness) requires that:

- both the complainant and the respondent must know the full details of what is being said against them and have the opportunity to respond
- all relevant submissions must be considered
- no person may judge their own case
- the decision-maker(s) must be unbiased, fair and just
- the penalties imposed must be fair.

**Police check** means a national criminal history record check conducted as a pre-employment, pre-engagement or current employment background check on a person.

**Policy, policy and this policy** means this Member Protection Policy.

**Respondent** means the person whose behaviour is the subject of the complaint.

**Role-specific codes of conduct (or behaviour)** means standards of conduct required of people holding certain roles in our organisation (e.g. coaches and officials).

**Sexual harassment** means unwanted, unwelcome or uninvited behaviour of a sexual nature which could reasonably be anticipated to make a person feel humiliated, intimidated or offended. Sexual harassment can take many different forms and may include unwanted physical contact, verbal comments, jokes, propositions, displays of pornographic or offensive material or other behaviour that creates a sexually hostile environment.

Sexual harassment is not behaviour based on mutual attraction, friendship and respect. If the interaction is between consenting adults, it is not sexual harassment.

**Sexual offence** means a criminal offence involving sexual activity or acts of indecency. Because of differences under State and Territory laws, this can include but is not limited to:

- rape
- indecent assault
- sexual assault
- assault with intent to have sexual intercourse
- incest
- sexual penetration of child under the age of 16
- indecent act with child under the age of 16
- sexual relationship with child under the age of 16
- sexual offences against people with impaired mental functioning
- abduction and detention
- procuring sexual penetration by threats or fraud
- procuring sexual penetration of child under the age of 16
- bestiality
- soliciting acts of sexual penetration or indecent acts
- promoting or engaging in acts of child prostitution
- obtaining benefits from child prostitution
- possession of child pornography
- publishing child pornography and indecent articles.

**Transgender** is a general term applied to individuals and behaviours that differ from the gender role commonly, but not always, assigned at birth. It does not imply any specific form of sexual orientation.

**Victimisation** means subjecting a person, or threatening to subject a person, to any unfair treatment because that person has or intends to pursue their right to make any complaint, including a complaint under government legislation (e.g. anti-discrimination) or under this policy, or for supporting another person to make complaint.

**Vilification** involves a person or an organisation doing public acts to incite hatred towards, serious contempt for, or severe ridicule of a person or group of people having any of the characteristics listed under the definition of "Discrimination".



## PART B: CODES OF BEHAVIOUR

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We seek to provide a safe, fair and inclusive environment for everyone involved in our organisation and in our sport.

To achieve this, we require certain standards of behavior by players/athletes, coaches, officials, administrators, parents/guardians (of child participants) and spectators.

Our codes of behaviour are underpinned by the following core values.

- 9.3 To act within the rules and spirit of our sport.
- 9.4 To display respect and courtesy towards everyone involved in our sport and prevent discrimination and harassment.
- 9.5 To prioritise the safety and well-being of children and young people involved in our sport.
- 9.6 To encourage and support opportunities for participation in all aspects of our sport.

For further information please refer to TBA's Code of Ethics, which can be found on our website, under ['Policies & Rules'](#).

## **PART C: EMPLOYMENT SCREENING / WORKING WITH CHILDREN CHECK REQUIREMENTS**

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We are committed to providing a safe environment for children. As part of this, we will recruit staff and volunteers who do not pose a risk to children.

Employment screening and Working with Children Checks can involve criminal history checks, signed declarations, referee checks and other appropriate checks that assess a person's suitability to work with children and young people.

Working with Children Check laws are currently in place in New South Wales, Queensland, Western Australia, Victoria, the Northern Territory, the Australian Capital Territory, and South Australia. Working with Children Check laws are currently being introduced in Tasmania.

Tenpin Bowling Australia, including our State and Local Associations, will meet the requirements of the relevant State or Territory Working with Children Check laws.

Individuals travelling with children and young people to another State or Territory in a work-related capacity must comply with the screening requirements of that particular State or Territory.

### **ATTACHMENTS**

- Attachment C1: Screening requirements (for Tasmania)
- Attachment C2: Member Protection Declaration
- Attachment C3: Working with Children Check requirements

**Attachment C1:****EMPLOYMENT SCREENING REQUIREMENTS**

(For Tasmania only: all other States/territories refer to C3)

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Under the *Registration to Work with Vulnerable People Act 2013* (Tas) it will be mandatory for all people working or volunteering in the sport and recreation sector in Tasmania to hold a Working with Children Registration by 1 April 2015.

This attachment explains the procedures we will use up until 1 April 2015 to screen the people associated with our organisation who work, coach or have regular unsupervised contact with children and young people under the age of 18 years. We require our State Associations and clubs to follow this procedure.

1. We will identify all positions where people work, coach or have regular unsupervised contact with children and young people under the age of 18 years.
2. Before a person is offered such a position, we will ask him or her to complete a Member Protection Declaration ("MPD") (see Attachment C2).
3. If a person is unable to provide a MPD, or if he or she cannot satisfactorily answer the questions in the MPD, we will ask that person to provide an explanation. We will then make an assessment about the person's suitability to work with children and young people. If we are not satisfied of the person's suitability to work with children and young people, we will not appoint them to the position.
4. Where possible, we will check a person's referees (verbal or written) about his or her suitability for the position.
5. We will ask each person to sign a consent form for a national police check and explain why our policy requires a police check to be undertaken.
6. If a person does not agree to a national police check, we will make an assessment about his or her suitability to work with children and young people.
7. If the national police check indicates that a "relevant offence" has been recorded, we will ask the person to provide an explanation. We will then make an assessment about the person's suitability to work with children and young people. If we are not satisfied of the person's suitability to work with children and young people, we will not appoint them to the position.
8. We will protect the privacy of each person who undertakes the screening process and keep all information we obtain strictly confidential.
9. We will return all the information collected as part of the screening process (e.g. completed MPD forms, national police checks and referee reports) to the relevant person if he or she is not appointed to the position. Alternatively, all records will be destroyed within 28 days of the date of the decision or the expiry of any appeal period unless, within that time, the person requests the documents to be returned to him or her. The records of all people appointed to our organisation will be kept on file in a secure location.

Tenpin Bowling, a guide for working or volunteering in Club or Association Activity – [Sector Guide](#)

**Attachment C2:**

**MEMBER PROTECTION DECLARATION**



**TENPIN BOWLING AUSTRALIA LIMITED**

**Member Protection Policy  
Member Protection Declaration**

Tenpin Bowling Australia has a duty of care to all those associated with our organisation and to the individuals and organisations to whom this policy applies. It is a requirement of our Member Protection Policy that we check the background of each person who works, coaches or has regular unsupervised contact with children and young people under the age of 18 years.

I ..... (name) of .....

..... (address) born ...../...../.....

sincerely declare:

- I do not have any criminal charge pending before the courts.
- I do not have any criminal convictions or findings of guilt for sexual offences, offences related to children or acts of violence or drug related offences.
- I have not had any disciplinary proceedings brought against me by an employer, sporting organisation or similar body involving child abuse, sexual misconduct or harassment, other forms of harassment or acts of violence or drug related offences.
- I am not currently serving a sanction for an anti-doping rule violation under an Australian Sports Anti-Doping Authority (ASADA) approved anti-doping policy applicable to me.
- I will not participate in, facilitate or encourage any practice prohibited by the World Anti-Doping Agency Code or any other ASADA approved anti-doping policy applicable to me.
- To my knowledge, there is no other matter that Tenpin Bowling Australia may consider to constitute a risk to its members, employees, volunteers, athletes or reputation by engaging me.
- I will notify the CEO of the organisation(s) engaging me immediately upon becoming aware that any matter set out above has changed.

Declared in the State/Territory of .....

on ...../...../.....(date) Signature .....

**Consent of parent/guardian (on behalf of a person under the age of 18 years)**

I have read and understood the declaration provided by my child. I confirm and warrant that the contents of the declaration provided by my child are true and correct in every particular.

Name: .....

Signature: .....

Date: ...../...../.....

**Attachment C3:****WORKING WITH CHILDREN CHECK REQUIREMENTS**

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Working with Children Checks aim to create a child-safe environment and to protect children and young people involved in our sport from physical and sexual harm.

They assess the suitability of people to work with children and young people and can involve:

- criminal history checks
- signed declarations
- referee checks, and
- other relevant background checks to assess a person's suitability to work with children and young people.

Working with Children Check requirements vary across Australia. [Fact Sheets](#) for each State and Territory are available on the Play by the Rules website: <http://www.playbytherules.net.au>. Detailed information, including the forms required to complete a Working with Children Check, are available from the relevant agencies in each State and Territory.

**Australian Capital Territory**

Contact the Office of Regulatory Services

Website: [http://www.ors.act.gov.au/community/working\\_with\\_vulnerable\\_people\\_wvwv](http://www.ors.act.gov.au/community/working_with_vulnerable_people_wvwv)

Phone: 02 6207 3000

**New South Wales**

Contact the Office of the Children's Guardian

Website: <http://www.kidsguardian.nsw.gov.au/working-with-children/working-with-children-check> Phone: 02 9286 7219

**Northern Territory**

Contact the Northern Territory Screening Authority

Website: <http://www.workingwithchildren.nt.gov.au/>

Phone: 1800 SAFE NT (1800 723 368)

**Queensland**

Contact the Commission for Children and Young People and Child Guardian about the "Blue Card" system.

Website: <https://www.bluecard.qld.gov.au/>

Phone: 1800 113 611

**South Australia**

Contact the Department for Communities and Social Inclusion

Website: <http://www.dcsi.sa.gov.au/services/screening>

Phone: 08 8463 6468.

**Victoria**

Contact the Department of Justice

Website: [www.justice.vic.gov.au/workingwithchildren](http://www.justice.vic.gov.au/workingwithchildren)

Phone: 1300 321 592

**Western Australia**

Contact the Department for Child Protection

Website: <http://www.checkwwc.wa.gov.au/checkwwc/WWC+Check/>

Phone: 1300 321 592

### **Travelling to other States or Territories**

It is important to remember that when travelling to other States or territories, representatives of sporting organisations must comply with the legislative requirements of that particular State or Territory.

In certain jurisdictions, temporary, time limited exemptions from working with children checks may be available for interstate visitors with a Working with Children Check in their home state.

The laws providing interstate exemptions are not consistent across Australia.

If an employee or volunteer for your organisation is travelling interstate to do work that would normally require a working for children check, you will need to check the relevant requirements of that State or Territory.

## **PART D: COMPLAINT HANDLING PROCEDURES**

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We will deal with all complaints in a fair, timely and transparent manner. All complaints will be treated seriously.

We will provide individuals with an informal and informal process to resolve the matter, along with access to an external complaint handling body, based on the nature of the complaint and our rules and regulations.

We also provide an appeals process for those matters.

We will maintain confidentiality where possible and as provided in this policy and seek to ensure that no one is victimised for making, supporting or providing information about a complaint.

### **ATTACHMENTS**

- Attachment D1: Complaints procedure
- Attachment D2. Mediation
- Attachment D3. Investigation procedure
- Attachment D4. Tribunal procedure

## Attachment D1: COMPLAINTS PROCEDURE

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Tenpin Bowling Australia is committed to supporting people associated with our sport to make and resolve any complaints they may have in a fair, timely and effective way.

**We will endeavour to deal with complaints on a confidential basis.** We will not provide information about the complaint to another person without the complainant's consent, except if the law requires us to disclose this information or it is necessary to properly deal with the complaint. To ensure fairness for everyone involved, we will provide the full details of the complaint to the person or people against whom the complaint has been made and ask for their response. As a result, it may be difficult for us to resolve complaints made anonymously.

We will provide **informal and formal procedures** to deal with complaints. Individuals and organisations can also make **complaints to external organisations** under anti-discrimination, child protection and other relevant laws.

### Informal approaches

#### **Step 1: Talk with the other person** (if safe, reasonable and appropriate)

If you feel confident and comfortable to do so, you can approach the other person to discuss the issues and try and resolve the problem directly.

#### **Step 2: Contact a Member Protection Information Officer**

We encourage you to talk with one of our Member Protection Information Officers (MPIOs) if:

- step 1 (above) is not appropriate;
- you are not sure how to handle the problem by yourself;
- you want to talk confidentially with someone and find out what options are available to address your concern; or
- the concern continues after you approached the other person.

For the names and contact details for our MPIOs, contact the Tenpin Bowling Australia national office at (07) 3262 4455 or via email at [tenpin.bowling@tenpin.org.au](mailto:tenpin.bowling@tenpin.org.au).

The MPIO will:

- ask how you would like your concern to be resolved and if you need support
- seek to provide different options for you to address your concern
- act as a support person, if you wish
- refer you to an appropriate person (e.g. a mediator) to help you address your concern, if appropriate
- inform the relevant government authorities and/or police, if required by law to do so
- where possible and appropriate, maintain confidentiality.

#### **Step 3: Decide how to address your concern**

After talking with the MPIO, you may decide:

- there is no problem;
- the problem is minor and you do not wish to take the matter forward;
- to try and resolve the problem yourself, with or without a support person;
- to resolve the problem with the help of someone impartial, such as a mediator; or
- to resolve the matter through a formal process.



## Formal approaches

### Step 4: Making a formal complaint

If it is not possible or appropriate to resolve your complaint through an informal process, you may:

1. make a formal complaint in writing to the Local Association or in matters involving the State Association, the State MPIO consistent with Clause 7.1, or
2. approach a relevant external agency, such as an anti-discrimination or equal opportunity commission, for advice and assistance.

After receiving a formal complaint, and based on the material you provide, the affiliated Association will decide whether:

4. he or she is the most appropriate person to receive and handle the complaint;
5. the nature and seriousness of the complaint requires a formal resolution procedure;
6. to refer the complaint to **mediation**;
7. to appoint a person to **investigate** the complaint;
8. to refer the complaint to a **tribunal hearing**;
9. to refer the matter to the **police or other appropriate authority**; and/or
10. to implement any interim arrangements that will apply until the complaint process is completed.

In dealing with your formal complaint, the affiliated Association will take into account:

1. whether he or she has had any personal involvement in the circumstances and if so, whether it is appropriate someone else should handle the complaint;
2. your wishes, and the wishes of the respondent, regarding how the complaint should be handled;
3. the relationship between you and the respondent (e.g. an actual or perceived power imbalance between you and the respondent);
4. whether the facts of the complaint are in dispute; and
5. the urgency of the complaint, including the possibility that you might face further unacceptable behaviour while the complaint process is underway.

If the affiliated Associations are the appropriate person(s) to handle the complaint, he or she will, where appropriate and/or necessary:

- provide the information received from you to the other person(s) involved and ask for a response;
- decide if there is enough information to determine whether the matter alleged in your complaint did or did not occur; and/or
- determine what, if any, further action to take, including referring the matter for investigation or disciplinary action in accordance with this policy.

### Step 5: Investigating the complaint

In some cases, an investigation may be required to determine the facts surrounding the complaint. Our investigations procedure is outlined in **Attachment D3**.

Following the investigation, a written report will be provided to Tenpin Bowling Australia and its affiliated Association.

- If the complaint is referred to **mediation**, we will follow the steps outlined in **Attachment D2** or as agreed by you, the respondent and the mediator.
- If the complaint is referred to a **tribunal hearing**, the hearing will be conducted according to the steps outlined in **Attachment D4**.

- If the complaint is referred to the **police or another external agency**, we will endeavour to provide all reasonable assistance required by the police or the agency.

Any costs incurred by us relating to the complaint process set out in this policy (e.g. investigation, mediation and/or a tribunal hearing) are to be met by [insert relevant person/organisation], unless otherwise stated.

#### **Step 6: Reconsidering a complaint or appealing a decision**

If the matter is referred to mediation and is not resolved at mediation, you may request that the MPIO reconsider the complaint in accordance with Step 3.

In accordance with Tenpin Bowling Australia you or the respondent(s) may also appeal a decision made at a tribunal hearing. The grounds and process for appeals are set out in **Attachment D4**.

#### **Step 7: Documenting the resolution**

The affiliated Association will record the complaint, the steps taken to resolve it and the outcome. This information will be stored in a confidential and secure place. If the complaint was dealt with at the State level, the information will be stored by the State Association. If the matter is of a serious nature, or if it was dealt with at the national level, the information will be stored by Tenpin Bowling Australia and a copy stored by the State Association.

#### **Approaching external organisations**

If you feel that you have been harassed or discriminated against, you can seek advice from your State or Territory anti-discrimination or equal opportunity commission. There is no obligation to make a formal complaint. However, if the commission advises you that the issues appear to be within its jurisdiction, you may choose to lodge a formal complaint with the commission.

The commission may investigate your complaint. The commission may also attempt to conciliate the complaint on a confidential basis. If this fails, or if it is not appropriate, the complaint may go to a formal hearing. The tribunal will make a finding and decide what action, if any, will be taken.

If you do lodge a complaint with the commission, an appropriate person from our organisation (e.g. an MPIO) will be available to support you during the process. You may also wish to have a legal representation, particularly if the complaint goes to a formal hearing.

**Contact details for the State and Territory anti-discrimination and equal opportunity commissions** are available on the Play by the Rules website: <http://www.playbytherules.net.au/resources/quick-reference-guide>.

Serious incidents, such as assault or sexual assault, should be reported to the police.

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#### **Attachment D2:**

## MEDIATION

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Mediation is a process that seeks to resolve complaints with the assistance of an impartial person – the mediator.

The mediator does not decide who is right or wrong and does not tell either side what they must do. Instead, he or she helps those involved to discuss the issues and seeks to facilitate a mutually agreeable solution.

Our approach to mediation follows the steps set out below.

- ① The CEO will appoint an appropriate mediator to help resolve the complaint. This will be done under the direction of Tenpin Bowling Australia and in consultation with the complainant and the respondent(s). The mediator will be an independent person in the context of the complaint, however this does not preclude a person with an association with Tenpin Bowling Australia acting as mediator.
- ② The mediator will talk with the complainant and respondent(s) about how the mediation will take place and who will participate. At a minimum, the mediator will prepare an agenda of issues to be discussed.
- ③ All issues raised during mediation will be treated confidentially. We also respect the rights of the complainant and the respondent(s) to pursue an alternative process if the complaint is not resolved.
- ④ If the complaint is resolved by mediation, where appropriate the mediator may seek to ensure the parties execute a document that sets out the agreement that has been reached. This agreement will be signed by the complainant and the respondent(s). We expect the parties involved to respect and comply with the terms of the agreement.
- ⑤ If the complaint is not resolved by mediation, the complainant may:
  - write to the CEO or affiliated Association to request that the CEO or affiliated Association reconsider the complaint; and
  - approach any relevant external agency, such as an anti-discrimination or equal opportunity commission, to resolve the matter.

We recognise that there are some **situations where mediation may not be appropriate**, including:

- when the people involved have completely different versions of the incident;
- when one or both parties are unwilling to attempt mediation;
- when there is a real or perceived power imbalance between the people involved;
- matters that involve serious allegations.

### Attachment D3: INVESTIGATION PROCESS

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There will be times when a complaint will need to be investigated and information gathered.

An investigation helps determine the facts relating to the incident, if requested, recommendations as to possible findings and next steps.

Any investigation we conduct will be fair to all people involved. The investigation process will be undertaken by an unbiased person.

If we decide that a complaint should be investigated, we will follow the steps outlined below.

1. We will provide a written brief to the investigator that sets out the terms of engagement and his or her roles and responsibilities.
2. The investigator may:
  - interview the complainant and record the interview in writing;
  - provide full details of the complaint to the respondent(s) so that they can respond
  - interview the respondent(s) to allow them to answer the complaint and record the interview in writing;
  - obtain statements from witnesses and collect other relevant evidence;
  - make a finding as to whether the complaint is:
    - **substantiated** (there is sufficient evidence to support the complaint)
    - **inconclusive** (there is insufficient evidence either way);
    - **unsubstantiated** (there is sufficient evidence to show that the complaint is unfounded);
    - **mischievous, vexatious or knowingly untrue.**
  - provide a report to the affiliated Association documenting the complaint, the investigation process, the evidence,) and, if requested, any findings and recommendations.
3. We will provide a report to the complainant and the respondent(s) documenting the complaint, the investigation process and summarising key points from the investigation.
4. The complainant and the respondent(s) will be entitled to support throughout this process from their chosen support person or adviser (e.g. MPIO or other person).

### Attachment D4: TRIBUNAL PROCEDURES

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We will follow the steps set out below to hear formal complaints made under our Member Protection Policy.

### Preparing for a Tribunal hearing

1. A Tribunal panel will be established, according to the rules set out in our constituent documents, rules and by-laws, to hear a complaint that has been referred to it by CEO or affiliated Association.
2. The number of Tribunal panel members required to be present throughout the hearing will be a minimum of 3.
3. The Tribunal panel members will be provided with a copy of all the relevant correspondence, reports or information received and sent by the affiliated Association relating to the complaint/allegations.
4. The Tribunal hearing will be held as soon as practicable. However, adequate time must be provided for the respondent(s) to prepare for the hearing.
5. The affiliated Association will inform the respondent(s) in writing that a Tribunal hearing will take place. The notice will outline:
  - that the person has a right to appear at the Tribunal hearing to defend the complaint/allegations;
  - the details of the complaint and of all allegations, as well as the provision or clause of any policy, rule or regulation that has allegedly been breached;
  - the date, time and venue of the Tribunal hearing;
  - that verbal and/or written submissions can be presented at the Tribunal hearing;
  - that witnesses may attend the Tribunal hearing to support the position of the respondent/s;
  - an outline of any possible penalties that may be imposed if the complaint is found to be true;
  - That legal representation will not be allowed. The respondent may be assisted by a support person at a Tribunal hearing. For example, where the respondent is a minor, he or she should have a parent or guardian present. However a person cannot be a support person if he or she has been admitted to the practice as a lawyer or worked as a trainee lawyer. A copy of any investigation report findings will be provided to the respondent(s).
6. The affiliated Association will notify the complainant in writing that a Tribunal hearing will take place. The notice will outline:
  - that the person has a right to appear at the Tribunal hearing to support their complaint;
  - the details of the complaint, including any relevant rules or regulations the respondent is accused of breaching;
  - the date, time and venue of the Tribunal hearing;
  - that verbal and/or written submissions can be presented at the Tribunal hearing;
  - that witnesses may attend the Tribunal hearing to support the complainant's position;
  - that legal representation will not be allowed. The respondent may be assisted by a support person at a Tribunal hearing. For example, where the respondent is a minor, he or she should have a parent or guardian present. However, a person cannot be a support person if he or she has been admitted to practice as a lawyer or worked as a trainee lawyer.

A copy of the investigation report findings will be provided to the complainant.

- ☐ If the complainant believes the details of the complaint are incorrect or insufficient, he or she should inform the affiliated Association as soon as possible so that the respondent(s) and members of the Tribunal panel can be properly informed of the complaint.

1. If possible, the Tribunal panel should include at least one person with knowledge or experience of the relevant laws/rules (e.g. anti-discrimination).

#### **Tribunal hearing procedure**

9. The following people will be allowed to attend the Tribunal hearing:
  - Tribunal panel members;
  - the respondent(s);
  - the complainant;
  - any witnesses called by the respondent(s);
  - any witnesses called by the complainant;
  - any parent/guardian or support person required to support the respondent or the complainant.
10. If the respondent(s) is not present at the set hearing time and the Tribunal chairperson considers that no valid reason has been presented for this absence, the Tribunal hearing will continue subject to the chairperson being satisfied that all Tribunal notification requirements have been met.
11. If the Tribunal chairperson considers that there is a valid reason for the non-attendance of the respondent(s), or the chairperson does not believe the Tribunal notification requirements have been met, then the Tribunal hearing will be rescheduled to a later date.
12. If the Tribunal chairperson wishes to reschedule the Tribunal hearing date, the Tribunal chairperson will inform the affiliated Association of the need to reschedule the hearing and the affiliated Association will arrange for the Tribunal to be reconvened.
13. The Tribunal chairperson will read out the complaint, ask each respondent if he or she understands the complaint and if he or she agrees or disagrees with the complaint.
14. If the respondent agrees with the complaint, he or she will be asked to provide any evidence or witnesses that should be considered by the Tribunal when determining any disciplinary.
15. If the respondent disagrees with the complaint, the complainant will be asked to describe the circumstances that lead to the complaint being made.
  - Reference may be made to brief notes.
  - The complainant may call witnesses.
  - The respondent may question the complainant and any witnesses.
16. The respondent will then be asked to respond to the complaint.
  - Reference may be made to brief notes.
  - The respondent may call witnesses.
  - The complainant may ask questions of the respondent and any witnesses.
17. The complainant and respondent(s) may be present when evidence is presented to the Tribunal hearing. Witnesses may be asked to wait outside the hearing until they are required.
18. The Tribunal may:
  - consider any evidence, and in any form, that it deems relevant;
  - ask questions of any person giving evidence;
  - limit the number of witnesses (including limiting witnesses to those persons who only provide new evidence);
  - require (to the extent it has power to do so) the attendance of any witness it deems relevant; and
  - act in an inquisitorial manner in order to establish the truth of the issue/complaint before it.
19. Video evidence, if available, may be presented. Arrangements for the viewing of this evidence must be made entirely by the person(s) wishing to offer this type of evidence.

20. If the Tribunal panel considers that at any time during the hearing there is any unreasonable or intimidatory behaviour from anyone, the Tribunal chairperson may deny further involvement of that person in the hearing.
21. After all the evidence has been presented, the Tribunal will make its decision in private. The Tribunal must decide whether the complaint has, on the balance of probabilities, been substantiated.
22. All Tribunal decisions will be by majority vote.
23. The Tribunal chairperson may announce the decision of the Tribunal at the conclusion of the hearing. Alternatively, he or she may reserve the decision of the Tribunal at the conclusion of the hearing and deliver the decision at a later time.
24. The respondent(s) will have the opportunity to make submissions to the Tribunal in relation to any sanctions that may be imposed.
25. Within 48 hours of the Tribunal delivering its decision, the Tribunal chairperson will:
  - forward a notice of the Tribunal's decision to the affiliated Association, including details of any penalty imposed.
  - forward a letter reconfirming the Tribunal's decision to the respondent(s), including any penalty imposed. The letter should also outline the process and grounds for an appeal, if allowed. If the matter is especially complex or important, the Tribunal chairperson may inform the parties in writing within 48 hours that the decision will be delayed for a further 48 hours.
26. The Tribunal does not need to provide written reasons for its decision.

#### **Appeals procedure**

1. A complainant or a respondent(s) may lodge with Tenpin Bowling Australia an appeal in relation to the decision of a Tribunal on one or more of the following grounds:
  - ☐ that a denial of procedural fairness has occurred;
  - ☐ that the disciplinary measure/s imposed is unjust and/or unreasonable;
  - ☐ that the decision was not supported by the information/evidence provided at the mediation or to the Tribunal Hearing;
2. A person wanting to appeal must lodge a letter setting out the basis for their appeal with the National MPIO within fourteen days of the decision being made. An appeal fee of \$100 shall be included with the letter of intention to appeal.
3. If the letter of appeal is not received by the National MPIO within this time, the right of appeal will lapse. If the letter of appeal is received but the appeal fee is not received within this time, the appeal will also lapse.
4. The letter of appeal and the notice of the Tribunal's decision (clause 25) will be forwarded to the CEO or affiliated Association to review and to decide whether there are sufficient grounds for the appeal to proceed. The CEO or affiliated Association may invite any witnesses to the meeting that he or she believes are required to make an informed decision.
5. If the appellant has not shown sufficient grounds for an appeal in accordance with clause 26, then the appeal will be rejected. The appellant will be notified in writing, including the reasons for the decision. The appeal fee will be forfeited.
6. If the appeal is accepted, an Appeal Tribunal with new panel members will be convened to rehear the complaint, and the appeal fee will be refunded.
7. The Tribunal hearing procedure shall be followed for the Appeal Tribunal.

34. The decision of the Appeal Tribunal will be final and binding.



## **PART E: REPORTING REQUIREMENTS AND DOCUMENTS/FORMS**

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We will ensure that all the complaints we receive, both formal and informal, are properly documented. This includes recording how the complaint was resolved and the outcome of the complaint.

This information, and any additional records and notes, will be treated confidentially (subject to disclosure required by law or permitted under this policy) and stored in a secure place.

We will treat any allegation of child abuse or neglect promptly, seriously and with a high degree of sensitivity.

We will ensure that everyone who works with our organisation in a paid or unpaid capacity understands how to appropriately receive and record allegations of child abuse and neglect and how to report those allegations to the relevant authorities in their State or Territory.

### **ATTACHMENTS**

6. Attachment E1: Record of informal complaint
7. Attachment E2: Record of formal complaint
8. Attachment E3: Handling an allegation of child abuse
9. Attachment E4: Confidential record of child abuse allegation



**Attachment E2:  
RECORD OF FORMAL COMPLAINT**

Complainant's Name	<input type="checkbox"/> Over 18 <input type="checkbox"/> Under 18	Date Formal Complaint Received: / /
Complainant's contact details	Phone: Email:	
Complainant's role/position	<input type="checkbox"/> Administrator (volunteer) <input type="checkbox"/> Athlete/player <input type="checkbox"/> Coach/Assistant Coach <input type="checkbox"/> Employee (paid) <input type="checkbox"/> Official	<input type="checkbox"/> Parent <input type="checkbox"/> Spectator <input type="checkbox"/> Support Personnel <input type="checkbox"/> Other .....
Name of person complained about (respondent)	<input type="checkbox"/> Over 18 <input type="checkbox"/> Under 18	
Respondent's role/position	<input type="checkbox"/> Administrator (volunteer) <input type="checkbox"/> Athlete/player <input type="checkbox"/> Coach/Assistant Coach <input type="checkbox"/> Employee (paid) <input type="checkbox"/> Official	<input type="checkbox"/> Parent <input type="checkbox"/> Spectator <input type="checkbox"/> Support Personnel <input type="checkbox"/> Other .....
Location/event of alleged incident		
Description of alleged incident		
Nature of complaint (category/basis/grounds)  Tick more than one box if necessary	<input type="checkbox"/> Harassment or <input type="checkbox"/> Discrimination <input type="checkbox"/> Sexual/sexist <input type="checkbox"/> Selection dispute <input type="checkbox"/> Coaching methods <input type="checkbox"/> Sexuality <input type="checkbox"/> Personality clash <input type="checkbox"/> Verbal abuse <input type="checkbox"/> Race <input type="checkbox"/> Bullying <input type="checkbox"/> Physical abuse <input type="checkbox"/> Religion <input type="checkbox"/> Disability <input type="checkbox"/> Victimization <input type="checkbox"/> Pregnancy <input type="checkbox"/> Child Abuse <input type="checkbox"/> Unfair decision <input type="checkbox"/> Other .....	
Methods (if any) of attempted informal resolution		

Formal resolution procedures followed (outline)	
If investigated:	Finding
If heard by Tribunal:	Decision  Action recommended
If mediated:	Date of mediation:  Both/all parties present  Agreement  Any other action taken
If decision was appealed	Decision  Action recommended
Resolution	<input type="checkbox"/> Less than 3 months to resolve <input type="checkbox"/> Between 3 – 8 months to resolve <input type="checkbox"/> More than 8 months to resolve
Completed by	Name: Position: Signature: <span style="float: right;">Date / /</span>
Signed by:	Complainant:  Respondent:

**This record and any notes must be kept confidential and secure.** If the complaint is of a serious nature, or if it is taken to and/or dealt with at the national level, the original record must be provided to Tenpin Bowling Australia and a copy kept with the organisation where the complaint was first made.

**Attachment E3:  
PROCEDURE FOR HANDLING ALLEGATIONS OF CHILD ABUSE**

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**If you believe a child is in immediate danger or a life-threatening situation, contact the Police immediately on 000.**

Fact sheets on reporting allegations of child abuse in different States and territories are available at [www.playbytherules.net.au](http://www.playbytherules.net.au)

We will treat any allegation of child abuse or neglect promptly, seriously and with a high degree of sensitivity.

All people working with Tenpin Bowling Australia in a paid or unpaid capacity have a duty to report any concerns to the appropriate authorities, following the steps outlined below.

**Step 1: Receive the allegation**

If a child or young person raises with you an allegation of child abuse or neglect that relates to them or to another child, it is important that you listen, stay calm and be supportive.

Do	Don't
Make sure you are clear about what the child has told you	Do not challenge or undermine the child
Reassure the child that what has occurred is not his or her fault	Do not seek detailed information, ask leading questions or offer an opinion.
Explain that other people may need to be told in order to stop what is happening.	Do not discuss the details with any person other than those detailed in these procedures.
Promptly and accurately record the discussion in writing.	Do not contact the alleged offender.

**Step 2: Report the allegation**

- Immediately report any allegation of child abuse or neglect, or any situation involving a child at risk of harm, to the police and/or the relevant child protection agency. You may need to make a report to both.
- Contact the relevant child protection agency or police for advice if there is **any** doubt about whether the allegation should be reported.
- If the allegation involves a person to whom this policy applies, then also report the allegation to the CEO of Tenpin Bowling Australia so that he or she can manage the situation.

### Step 3: Protect the child and manage the situation

- The CEO will assess the immediate risks to the child and take interim steps to ensure the child’s safety and the safety of any other children. This may include redeploying the alleged offender to a position where there is no unsupervised contact with children, supervising the alleged offender or removing/suspending him or her until any investigations have been concluded. Legal advice should be sought before any interim steps are made if the person is an employee of Tenpin Bowling Australia.
- The CEO will consider what services may be most appropriate to support the child and his or her parent/s.
- The CEO will consider what support services may be appropriate for the alleged offender.
- The CEO will seek to put in place measures to protect the child and the alleged offender from possible victimisation and gossip.

### Step 4: Take internal action

- At least three different investigations could be undertaken to examine allegations that are made against a person to whom this policy applies, including:
  - a criminal investigation (conducted by the police)
  - a child protection investigation (conducted by the relevant child protection agency)
  - a disciplinary or misconduct inquiry/investigation (conducted by Tenpin Bowling Australia).
- Tenpin Bowling Australia will assess the allegations and determine what action should be taken in the circumstances. Depending on the situation, action may include considering whether the alleged offender should return to his or her position, be dismissed, banned or suspended or face other disciplinary action.
- If disciplinary action is undertaken, we will follow the procedures set out in Clause 9 of our Member Protection Policy.
- Where required we will provide the relevant government agency with a report of any disciplinary action we take.
- **Contact details for advice or to report an allegation of child abuse**

<b>Australian Capital Territory</b>	
ACT Police Non-urgent police assistance Ph: 131 444 <a href="http://www.afp.gov.au">www.afp.gov.au</a>	Office for Children, Youth and Family Services <a href="http://www.communityservices.act.gov.au/ocyfs/reporting-child-abuse-and-neglect">http://www.communityservices.act.gov.au/ocyfs/reporting-child-abuse-and-neglect</a> Ph: 1300 556 729
<b>New South Wales</b>	
New South Wales Police Non-urgent police assistance Ph: 131 444 <a href="http://www.police.nsw.gov.au">www.police.nsw.gov.au</a>	Department of Family and Community Services <a href="http://www.community.nsw.gov.au">www.community.nsw.gov.au</a> Ph: 132 111
<b>Northern Territory</b>	

<p>Northern Territory Police Non-urgent police assistance Ph: 131 444 <a href="http://www.pfes.nt.gov.au">www.pfes.nt.gov.au</a></p>	<p>Department of Children and Families <a href="http://www.childrenandfamilies.nt.gov.au">www.childrenandfamilies.nt.gov.au</a> Ph: 1800 700 250</p>
<p><b>Queensland</b></p>	
<p>Queensland Police Non-urgent police assistance Ph: 131 444 <a href="http://www.police.qld.gov.au">www.police.qld.gov.au</a></p>	<p>Department of Communities, Child Safety and Disability Services <a href="http://www.communities.qld.gov.au/childsafety">www.communities.qld.gov.au/childsafety</a> Ph: 1800 811 810</p>
<p><b>South Australia</b></p>	
<p>South Australia Police Non-urgent police assistance Ph: 131 444 <a href="http://www.sapolice.sa.gov.au">www.sapolice.sa.gov.au</a></p>	<p>Department for Education and Child Development <a href="http://www.families.sa.gov.au/childsafes">www.families.sa.gov.au/childsafes</a> Ph: 1800 088 158</p>
<p><b>Tasmania</b></p>	
<p>Tasmania Police Non-urgent police assistance Ph: 131 444 <a href="http://www.police.tas.gov.au">www.police.tas.gov.au</a></p>	<p>Department of Health and Human Services <a href="http://www.dhhs.tas.gov.au/children">www.dhhs.tas.gov.au/children</a> Ph: 1300 135 513</p>
<p><b>Victoria</b></p>	
<p>Victoria Police Non-urgent police assistance Ph: (03) 9247 6666 <a href="http://www.police.vic.gov.au">www.police.vic.gov.au</a></p>	<p>Department of Human Services <a href="http://www.dhs.vic.gov.au">www.dhs.vic.gov.au</a> Ph: 131 278</p>
<p><b>Western Australia</b></p>	
<p>Western Australia Police Non-urgent police assistance Ph: 131 444 <a href="http://www.police.wa.gov.au">www.police.wa.gov.au</a></p>	<p>Department for Child Protection and Family Support <a href="http://www.dcp.wa.gov.au">www.dcp.wa.gov.au</a> Ph: (08) 9222 2555 or 1800 622 258</p>

# Manager's Code of Ethics Agreement Form

I, \_\_\_\_\_ of \_\_\_\_\_  
Full Name Address

\_\_\_\_\_ Post Code \_\_\_\_\_  
Address cont.

am seeking appointment to the position of manager for the \_\_\_\_\_  
.

***I agree to the following terms:***

1. I agree to abide by the Manager's Code of Ethics overleaf
2. I acknowledge that \_\_\_\_\_ may take disciplinary action against me, if I breach the code of ethics. (I understand that \_\_\_\_\_ are required to implement a complaints handling procedure in accordance with the principles of natural justice, in the event of an allegation against me)
3. I acknowledge that disciplinary action against me may include de-registration from all other \_\_\_\_\_ Programs.

Please refer to the *Harassment-free Sport Guidelines* available from the Australian Sports Commission or contact your \_\_\_\_\_, if you require more information on harassment issues.

\_\_\_\_\_  
Signature (if Under 18 Parent/Guardian) Date  
Signature



# Managers Code of Ethics

1.	Respect the rights, dignity and worth of every human being	<ul style="list-style-type: none"> <li>• Within the context of the activity, treat everyone equally regardless of sex, disability, ethnic origin or religion</li> </ul>
2.	Ensure the athlete's time spent with you is a positive experience	<ul style="list-style-type: none"> <li>• All athletes are deserving of equal attention and opportunities</li> </ul>
3.	Treat each athlete as an individual	<ul style="list-style-type: none"> <li>• Respect that all athletes are different and come from various ethnic and economical backgrounds.</li> <li>• Assist to help each athlete reach their full potential</li> </ul>
4.	Be fair, considerate and honest with athletes	
5.	Be professional and accept responsibility for your actions	<ul style="list-style-type: none"> <li>• Display high standards in your language, manner, punctuality, preparation and presentation</li> <li>• Display control, respect, dignity and professionalism to all involved with the sport - this includes opponents, coaches, officials, administrators, the media, parents and spectators</li> <li>• Encourage your athletes to demonstrate the same qualities</li> </ul>
6.	Make a commitment to providing a quality service to your athletes	<ul style="list-style-type: none"> <li>• Seek continual improvement through performance appraisal and ongoing evaluation from your coach</li> <li>• Provide structured and well organised support to your coach and athletes</li> <li>• Maintain appropriate records</li> </ul>
7.	Operate within the rules and spirit of your sport	<ul style="list-style-type: none"> <li>• The guidelines of national and international bodies governing your sport should be followed. Please contact your sport for a copy of its rule book, constitution, by-laws, relevant policies, eg anti-doping policy, selection procedures, etc</li> <li>• Managers should support the Coaches when educating their athletes on drugs in sport issues in consultation with the Australian Sports Drug Agency (ASDA)</li> </ul>
8.	Any physical contact with athletes should be:	<ul style="list-style-type: none"> <li>• appropriate to the situation</li> <li>• necessary for the athlete's skill development, health related issue and or wellbeing*</li> </ul>
9.	Refrain from any form of personal abuse towards your athletes*	<ul style="list-style-type: none"> <li>• This includes verbal, physical and emotional abuse</li> <li>• Be alert to any forms of abuse directed toward your athletes from other sources while they are in your care</li> </ul>
10.	Refrain from any form of harassment towards your athletes*	<ul style="list-style-type: none"> <li>• This includes sexual and racial harassment, racial vilification and harassment on the grounds of disability</li> <li>• You should not only refrain from initiating a relationship with an athlete, but should also discourage any attempt by an athlete to initiate a sexual relationship with you, explaining the ethical basis of your refusal</li> <li>• If you witness or suspect an athletes are engaging in an inappropriate relationship and behaviour and are endangering others you will advise the coach immediately</li> </ul>

<p><b>11.</b> Refrain from using any form of recreational or illegal substance whilst attending any kind of training session, camp or function related to the Basketball Queensland Program you are appointed too.</p>	<ul style="list-style-type: none"> <li>• Staff in a paid or volunteer position will not consume any form of recreational or illegal substance such as alcohol, drugs or any substance deemed inappropriate by Basketball Queensland.</li> </ul>
<p><b>12. Provide a Healthy and Safe Environment for your athletes.</b></p>	<ul style="list-style-type: none"> <li>• Where applicable ensure athletes are provided with appropriate meals that are healthy and prepared at an acceptable &amp; hygienic standard</li> <li>• Do not provide any types of medications to athletes without strict permission from their parents and or guardian.</li> <li>• Do not supply or offer any type of recreational or illegal substance to the athletes</li> </ul>
<p><b>13.</b> Provide a safe environment for training and competition</p>	<ul style="list-style-type: none"> <li>• Ensure equipment and facilities meet safety standards</li> <li>• Ensure equipment is clean and hygienic</li> <li>• Ensure equipment, rules, training and the environment are appropriate for the age and ability of the athletes</li> </ul>
<p><b>14.</b> Show concern and caution toward sick and injured athletes</p>	<ul style="list-style-type: none"> <li>• Assist the coach to implement a modified training program where appropriate</li> <li>• Encourage athletes to seek medical advice when required</li> <li>• Contact the Parent and or Guardian when required to advise on a sick or injured athlete</li> <li>• Maintain the same interest and support toward sick and injured athletes</li> </ul>
<p><b>15.</b> Be a positive role model for your sport and athletes</p>	

\* Please refer to the Harassment-free Sport guidelines available from the Australian Sports Commission for more information on harassment issues.

### **Managers should...**

- ◆ Be treated with respect and openness
- ◆ Be matched with a program appropriate to their level of competence

PLEASE SIGN THE FOLLOWING PAGE TO INDICATE THAT YOU AGREE TO ABIDE BY  
THE COACHES CODE OF ETHICS AND RETURN TO –

# **Tenpin Bowling Australia:**

*I love my sport!*

**Tenpin Bowling**

# Selling TBA Membership



[www.tenpin.org.au](http://www.tenpin.org.au)



## Contents

1. Introduction
2. Getting the Message Right
3. Selling Opportunities
4. Conducting League Meetings
5. Answering Difficult Questions
6. Great Sales Persons
7. Planning & Results Template





# Selling TBA Membership

## 1. Introduction

Our sport is at a crossroads of success or failure in regard to having a National Sporting Organisation based on the required membership numbers to operate effectively. Last year TBA had around 24,500 members well short of the glory years of 80,000+ and well short of the dollar budget required to deliver on all aspects of a fully operational National Sporting Organisation.

**The only way forward for our Sport is to increase the number of TBA members. This is the key to future success and your role is critical to achieving this goal.**

The overall selling strategy revolves around having Centre based TBA Sales Teams spreading the **'Membership Message'** by talking directly to league and tournament bowlers in the Bowling Centres. In fact bowlers have requested TBA to be more visible at the centre level.

### The First Step:

It is highly recommended the Centre Proprietor or Manager meet with the Sales Teams to create a plan how and when to sell TBA membership. The accountability and success of this strategy is based on a **'Great Working Relationship'** with the Centre Managers and staff. Please keep the Manager in the loop at all times on any matter, including:

- Progress of selling TBA membership
- Any additional assistance required to sell TBA membership
- Bowler or League Committee unresolved questions (TBA or general)
- Bowler or league committee grievances (TBA or general)
- Unresolved bowling/league rules question
- Any matter that may lead to lower league members in the League/Centre

### Enhancing the Bowling Experience:

The Sales Team can help deliver on **'Enhancing the Bowling Experience'** by assisting in organising additional benefits to bowling league or tournaments at the Centre. For example coaching is one of the fundamentals for our sport. TBA can organise Coaching Accreditation or provide staff that can help organise Coaching sessions for varied averages bowlers.

When creating your plan to sell TBA membership include ways to **'Enhance League Bowling'** including:

- Coaching sessions
- Bowler recognition awards
- Assisting with organising & conducting tournaments
- Junior Development & fundraising

By **'Enhancing the Bowling Experience'** the Sales Team members will build up trust with the potential or existing TBA members and help deliver on TBA and Centre League benefits.



## 2. Getting the Message Right

Before we start selling TBA membership let's check we all **"Get the Reason Why Message Right"**. It is totally logical before we ask the Sales Team to sell or we ask our bowlers to join TBA we understand why at this time (and any time) it is critical to become a TBA member.

- Selling membership or becoming a TBA member today is about the big picture of helping to secure the future success of the Sport of Tenpin Bowling
- We urgently need a strong effective National Bowler's Association to Govern & Promote our Sport and increased membership is the key to securing this goal
- Increased membership leads to additional ASC recognition and Long Term Financial Stability for our Sport"
- Industry Stakeholders unite to support the sport – TBA, Australian Bowling Proprietors Association and AMF Bowling Centres Australia
- Bottom Line: Increased TBA membership will allow your National Sporting Organisation to deliver on the following:
  - ✓ **Increased Membership Benefits**
  - ✓ **Focus on Promoting the Sport of Tenpin Bowling**
  - ✓ **Support the Promotion of Bowling Tournaments on TV**
  - ✓ **Improved Coaching Programs**
  - ✓ **Pathways for Next Junior Champions**
  - ✓ **Delivering on all Aspects a Fully Financially Stable Well Organised National Sporting Organisation is able to Achieve for its Members. Examples of Other Organisation Success Stories include ...**
    - **Netball**
    - **Lawn Bowls**
    - **AFL**
    - **Australian Cricket**
    - **Junior Soccer**



Principal Partner



## 3. Selling Opportunities

The Centre based selling TBA membership plan must include a list of the actual Tactics (Actions) to create the **'Selling Membership**. A good idea is to have a planning meeting with Centre Manager, key staff and sales team members to **'Brainstorm'** additional ideas to the list below.

**Special Note:** When planning your tactics please take the time to discuss the **'Trust Factor with Customers'**, one of the most important elements required in achieving sales goals.

Due to many reasons some of our potential TBA members may not trust what you are explaining as in **'Why Membership is critical for the Future of our Sport'** at this time. Or will TBA and the Centre or the Sales Team deliver on promises made at the meetings. Obviously to build the **'Trust Factor'** will require a focus on delivering on all promises.

At the TBA training session a participant stated **'It will take time and we are prepared to chip away until the trust is achieved'**. This is absolutely true and this process starts by simply **'Making Positive Conversation with League Customers'**.

***"All research states you can't possibly sell any product (e.g. membership) if the only time you talk to a customer is to sell them something"***

### Tactics – Selling Opportunity Examples

- **League Committee Presentation**  
**Note:** It is highly recommended you make a presentation to the League Committees first. Getting the Committees on side is critical to achieving additional TBA Membership. In fact one idea is to have a special presentation for several committees at the same time and include some light refreshments. This is also a great time for the Centre Manager/Staff to also promote Centre news/information.
- **League Reformation Meetings**
- **Sales DVD, Display Sign etc**
- **League Mid Year Break Meeting**
- **New League Presentations**
- **Centre Concourse Display**
- **Centre Newsletter Editorial**
- **One on One Selling**
- **Other Ideas . . .**

### Follow Up

The success of any plan can only be judged by the results. In this case the number of new TBA members is the measure of achievement.

Conduct follow up meeting to discuss results and if required add additional resources or tactics to assist in achieving goals.

***"Accountability on Implementing plans and Measuring Results is Critical to the Success of Achieving Sales Plans!"***





## 4. Conducting League Meetings

Fundamentally most people do not like attending meetings of any description. In our case the attendees are also impatient because they want to get to the lanes and start bowling.

Therefore it is recommended if you are presenting at a League Meeting always try to be first on the agenda. A good idea is call a special meeting that only contains your presentation not other League agenda e.g. Constitutions etc.

Your presentation must remain **'Positive'** at all times keeping to the main point of **'Why We are Here'**. It is also recommended for existing leagues who take the time to explain what you are trying to achieve in the meeting with the League Committee. Having some or all the committee on side prior to the meeting can give you a definite advantage when making your presentation. If required call on the Committee to back up what you are saying about the importance of TBA membership and the future of our sport.

### Hosting & Presenting at Meetings

- **Complete Selling Tools Checklist**
- **Prepare & Test DVD Player/TV/Screen is Working Perfectly to Show DVD**  
The DVD is one of the most important parts of the Presentation. This can be ruined by a poor quality visual display (small screen) or a sound system/speaker that is hard to hear or distorted. Liaise with Centre Management to organise the Audio/Visual Equipment required to make a great quality DVD presentation
- **Welcome & Thank you**
- **Be Honest – State the Facts**
- **Always Be to the Point & Brief**
- **Be Prepared to Handle Difficult Questions/People**  
(Explained next page)
- **Follow up – Questions that can't be answered at the time or any special requests from meeting attendees**
- **Use the Feedback from Meetings to Help Fine Tune Future Meeting Presentation Strategy**
- **Other Ideas**



## 5. Answering Difficult Questions

### A. Don't Take Bad Feedback Personally . . . and Don't Tolerate Personal Attacks

Don't take it personally even if the question hits close to home. But, recognize that attacks against your person are deemed out of bounds. Label them as such and refuse to tolerate them. Stick to the facts and insist that personalities be ignored. **If you feel this may be a problem ask Centre Manager to attend and chair the meeting.**

### B. Sales Team Meeting Strategy - Anticipate Questions:

Prepare answers for the questions you may encounter. Spend time anticipating the most likely or troubling questions and fashion your response ahead of time. It's OK to pause before delivering a prepared response in impromptu fashion

**C. Typical TBA Questions:** In relation to questions pertaining to the TBA membership here are some typical questions you may expect and some ideas on how to respond.

#### 1) What do I receive for my TBA Membership?

##### ▪ Personal Accident Insurance Package:

On behalf of all registered members TBA has secured a Personal Accident Insurance package with Sports Underwriting Australia. This cover is included in your membership. The cover provides certain benefits to TBA Members for death, injury or disability caused by an injury during league or sporting events. For an Injury to be covered it must occur when Insured Persons are:

- Taking part in a league competition, game or performance
- Taking part in a Local, State or National Social Function, training session or administrative activity
- Travelling to or from a competition, game, performance, social function, training session or administrative activity
- Staying away from their usual place of residence overnight in order to take part in a competition, game, performance, social function, training session or administrative activities
- This policy includes capital benefits. Loss of earning benefits and additional benefits including Funeral expenses. Student help, Home help, Parents inconvenience allowance and payments of non Medicare medical costs.

**\*Conditions apply for full terms & conditions please on TBA Website**

- **Awards Program**, award recognition including header badge and award bars, recognition of high performance awards such as: 300 Game award (plaque once per lifetime), watches and rings (available for purchase)
- **Discounted Practice Games Rates** for members at all Tenpin Bowling Australia accredited bowling centres\* (*\*local conditions apply*)
- **Coaching Courses** in all State and Territories
- **Lifetime Membership Number** associated with continuous membership
- **A Bi-Monthly Newsletter from Tenpin Bowling Australia** that will be distributed to the membership database and online via the website
- **Hotel Discount:** Accor's Away on Business program that provides all members a 10% discount on all Accor hotels around the world. This program offers preferential rates in more than 1700 Sofitel, Novotel, Mercure, Ibis, Formule 1 and other Accor hotels.



# Selling TBA Membership

- **Rental Car Discount:** Europcar Corporate rates for all TBA members 365 days of the year including a reduced excess.

## 2) *I just want to bowl socially in the league so why do I require TBA Membership?*

- **Every Sport Requires Rules & Regulations**

If you bowl in a League format and play for prizes the league is operating with the Rules of Tenpin Bowling. The rules are set and updated by the World FIQ (Bowling) body which only recognises TBA as the Australian Tenpin Bowling Organisation that can communicate and implement the rules of the sport.

**For Example:** If there is any dispute on the team or individual points that decide the League Winners only the TBA can give the correct rulings on any matters relating to Tenpin Bowling Rules & Regulations.

For tenpin bowling to continue to be a recognised sport in this country, sports registration is vital. Virtually all sports require participants that compete in organised competition to be members and tenpin bowling is no different.

Without the financial support of those that participate in league and are true members of the sport it is impossible for us to maintain, operate and grow an effective national bowler's organisation.

- **If You Play Social/Competitive Sport Sports Registration is in most Cases Compulsory**

**For Example:** If you play social fixtures of Beach Volley Ball, Netball or Football there is a Sports Registration to pay. However look at the success these sports have achieved in the way of promotion, coaching and pathways for future champions.

## 3) *Is our National Sports Organisation professional & financially sound?*

- **Professional**

Over the last few years the Tenpin Bowling Stakeholders have united to support the Sport of Tenpin Bowling and therefore the TBA. The Stakeholders include the Australian Bowling Proprietors Association, AMF and of course all State and local Bowling associations. Recently, Cara Honeychurch (Former Australian, Commonwealth Games & USA Professional Champion) has been appointed CEO of TBA. Cara brings a vast understanding of the sport and business accounting background to help secure the future of TBA. In addition the Board of TBA now includes bowler association and industry representatives.

- **Financially Sound**

Over many years TBA has demonstrated their ability to work under strict budget policies. With the Board now comprising of a bowler association and industry representatives, full direction and support is given to balancing the budget. Also TBA follows all protocols and accountability guidelines set out by the ASC (Australian Sports Commission).



Principal Partner



Australian Government  
Australian Sports Commission



# Selling TBA Membership



## 4) *What are the Future Plans of TBA?*

### ▪ **Strategic Plan**

In 2010 TBA together with the ASC created a Strategic Plan to follow in delivering on Membership requirements and the future success and growth of our sport. Full details of the plan is available on the TBA website [www.tenpin.org.au](http://www.tenpin.org.au)

## 5) *Other Questions?*

### • **Prepare for Additional Questions**

As League & Committee presentations are completed additional questions from bowlers will be asked. A good idea is to keep a record of the '**Commonly Asked**' and prepare answers in advance. Another good idea is to '**Brainstorm**' potential Q & A for presentations and meetings.





## 6. Great Sales Persons

The majority of Sales Teams will be made up of people who are '**Passionate About the Sport of Tenpin Bowling**' and wish to play their role in securing the long term success of the sport. However it will be a fact that Sales Teams as the name states will be required to be **Sales People**.

Therefore when creating your plan on finding opportunities to sell please take the time to discuss and refine the **Sales Team's Sales Skills**. Following are some fundamentals on '**Great Sales Persons**'.

### A. Qualities of 'Great Sales Persons'

- Genuine
- What You See is What You Get
- Deliver on Promises
- Trustworthy
- Passionate About What They do
- Relentless
- Focused - Goals are Top of Mind
- Love Helping People

### B. Top Tips for Selling

- No Stupid Stuff – Consumers are Smart (Internet)
- Start a Conversation – Not a Prepared Speech
- Be Your True Self – Nice & Happy!
- Find People Who Need You - (The Bowling Experience)
- Focus on the Product - Bowling (It will sell itself)

### C. Other Ideas & Examples







**Funding and Service Level Agreement – 2012**

**Local Association Operational Plan Template**

## Local Association Operational Plan Template

Each Local Association is required to submit an operational plan to the NSO which incorporates how it will achieve the implementation requirements outlined in the table below. In addition each Local Association is required to execute the Funding and Service Level Agreement by authorised delegates signing the Execution page of the Funding and Service Level Agreement Detail and Execution Page. Payments will be made in accordance with the Item F of the Funding and Service Level Agreement Details and Execution page. Please only complete the relevant sections below.

National Strategic Objective	Local Implementation Requirement	Budget	Person responsible	Targeted date for achievement	Progress Report against implementation requirement
<b>KRA – Sport Development</b> To ensure Tenpin Bowling Australia and its member Associations strives for effective Governance and Professional Operational Management to deliver a quality service to its members					
<b>Coaching</b>					
Actively conduct Coaching Clinics in centre for members.	<ul style="list-style-type: none"> <li>Conduct Coaching Clinics for all TBA registered players and social bowlers.</li> </ul>				How many local coaches attended? How many attendees?.
<b>Tournaments for Local Bowlers</b>					
Actively conduct Tournaments for Local Bowlers.	<ul style="list-style-type: none"> <li>Conduct Local Championships for TBA registered players</li> <li>Conduct Local tournaments for TBA registered players</li> </ul>				How many bowlers attended local championships?  What is the name and nature of tournament and who was the target eg juniors? How many bowlers attended?
<b>Subsidies for Local or Centre Representative Teams</b>					
Provide funding to TBA registered players who attain selection in Local or Centre representative teams.	<ul style="list-style-type: none"> <li>Subsidies supplied to TBA registered players selected in Local or Centre Teams.</li> </ul>				How many bowlers were subsidised for Local or Centre Teams? What championships did the team compete in?



<b>Training Course Subsidy for Local Coaches and/or Managers</b>		
Provide funding to TBA registered members who attain TBA Coaching Accreditation for Level 1 or Level 2 or Managers Accreditation	<ul style="list-style-type: none"> <li>Subsidies supplied to TBA registered members who attained TBA Coaching Accreditation Level 1 or 2 or Team Managers Accreditation</li> </ul>	How many people were subsidised for attaining TBA Level 1 Coaching Accreditation? Please add and estimated date of completion.
<b>Other Area's for Funding Expenses</b>		



**Tenpin Bowling Australia Limited**  
**ABN: 72 085 023 721**

## FUNDING ACQUITTAL STATEMENT

FSLA - Local Association 2012

Name of Association: \_\_\_\_\_

Revenue Items	Actual
Revenue received from TBA	\$
<b>TOTAL REVENUE FROM TBA</b>	<b>\$</b>
<b>Expenditure Items *</b>	
Coaching Clinics	\$
Conducting tournament for local bowlers	\$
Subsidy of expenses for local or centre representative teams	\$
Training course subsidy for local coaches and/or managers	\$
Other:	\$
<b>TOTAL EXPENDITURE</b>	<b>\$</b>

\*Please indicate how the funding received from TBA was used against the funding service level Areas above

### ORGANISATION CERTIFICATION

- I certify that this ORGANISATION has expended the total amount of \$\_\_\_\_\_ as detailed in the Local Association Operational Plan.
- Please indicate the date of your Local Associations end of Financial year date: (e.g. 30<sup>th</sup> June) \_\_\_\_\_
- I have enclosed our completed Local Association Operational Plan.
- I enclose the 2012 Financial Statements and (Independent Audit report if applicable)

Name: \_\_\_\_\_

Position Held: \_\_\_\_\_

Signature: \_\_\_\_\_

# Summary of Benefits

## What You Get with League Membership

- Your TBA Membership Card, with a lifetime membership number associated with continuous membership
- Discounted practice-game rates for members at all TBA registered bowling centres \*conditions apply
- A bi-monthly newsletter from Tenpin Bowling Australia Ltd, distributed by email and available on the TBA website
- Award recognition - including header badge and award bars, recognition of high performance awards such as 300 Games (free plaque once per lifetime), along with subsequent 300 Game plaques, watches and rings (all available for purchase)
- A comprehensive accident and injury insurance scheme for all TBA members
- Access to Accor's "Away On Business" Plan which provides up to a 10% discount on the best unrestricted rate of the day for all TBA members
- Europcar's fixed discounted Car, Commercial vehicle and Truck rates with lower damage liability fees 365 days of the year for personal and business usage Australia wide

*\*TBA members will receive the centre League Practice Rate and therefore prices will vary. Other conditions may apply. Please contact centre for additional conditions.*

## What You Get with Silver Membership

### Silver Membership Benefits

The Silver Membership fee offers all of the benefits of the League Membership product **plus**:

- Access to State Based Training Programs across Australia (some of which will be attended by the TBA National Coach)
- Eligibility to attend up to 4 training camps per annum with the National Coach held in conjunction with TBA nationally ranked events.

Silver Membership is a requirement for bowlers who wish to participate in the TBA national rankings program, members of their respective state based training programs, members of the national training squad and all national team representatives.

It is also a requirement for all state team representatives at TBA National Championships, with the exception of TBA National Disabilities & Restricted team representatives.



Principal Partner



## Awards

The awards program is included in the cost of your Tenpin Bowling Australia Membership.

UTBA has operated a highly successful awards program for its Melbourne members for many years and TBA are pleased to be able to work in partnership with UTBA to extend this program to all members nationally.

When a bowler successfully applies for their first award, they will receive a Header Badge (only supplied once to each bowler) along with the award bar.

**If you have any questions regarding the awards administered by UTBA**, please contact UTBA on (03) 9532 2219 or email Chelsea Middleton [here](#).

Please find below the awards currently available.

### Once Only Awards - UTBA Administered

100 Game (Junior's only)  
125 Game (Junior's only)  
150 Game  
175 Game  
200 Game  
225 Game  
250 Games  
275 Game  
500 Series  
550 Series  
600 Series  
50 Over Average  
75 Over Average

### Yearly Awards - UTBA Administered

700 Series  
100 Over Average  
Triplicate  
All Spare Game  
Dutch 200 Game  
7-10 Split (converted)  
4-7-6-10 Split (converted)

Replacement award bars are available for \$1.00 each. Extra and replacement header bars are available for \$3.00 each.

### [Link to the Awards Page on UTBA](#)

### Awards Stationery & High Game and High Series Awards

The Tenpin Bowling Australia National Office will continue to administer the high game and series award plaques. Awards must be applied for by either your league secretary or a representative from your local centre via this website.

**If you have any questions regarding applying for Tenpin Bowling Australia administered Awards**, please contact our National Office on (07) 3262 4455 or [tenpin.bowling@tenpin.org.au](mailto:tenpin.bowling@tenpin.org.au)

Please click on the link below to access the appropriate order form for High Game or Series -

### [300 Game Award Order Form](#)

### [First ever 600 2 Game Series Award Order Form](#)

### [First Ever 800 3 Game Series Award Order Form](#)

### [First ever 900 3 Game Series Award Order Form](#)

### [Second and Subsequent 300 Game Award Order Form](#)

### [Other Plaques and Jewellery Awards](#)

Additional Awards and Jewellery are available for purchase.



TBA header badge



TBA header badge with sample of awards



Sterling Silver with Diamond



Sterling Silver



Gold with Diamond

# Membership Is Dead?

*By Belinda Moore, Strategic Membership Solutions*

*A number of powerful generational, cultural and economic forces are colliding to create a perfect storm that will make the next 5-20 years some of the toughest ever faced by associations. Associations who don't adapt face a slow decline into obscurity as they are replaced by newer, more innovative, less bureaucratically challenged, less change resistant competitors. While the idea of membership will continue, the antiquated models of recruiting, retaining and engaging members cannot survive in an increasingly challenging and ever-changing operating environment.*

Are younger members joining your association and then leaving after a year or two? Or not joining at all? Are you struggling to get people to your events? Are you battling to recruit quality volunteers? Is your board full of men aged over 50? Are competitive organisations forming around you?

These are the stirrings of the "perfect storm" of generational, cultural and economic forces that are combining to challenge the way associations operate.

Association leaders need to effectively position themselves to deal with these challenges and take advantage of the opportunities they bring.

Following are some of the major issues that association leaders should be addressing now for the future success of their associations:

## Baby Boomers are retiring

Baby Boomers started their adult lives determined to change the world and they have certainly done so. During their working lives they have been the most likely to join, the most likely to renew, and the most likely to volunteer with associations.

Perhaps more importantly, they are more likely to join an association with the understanding they will need to work to assist the association to achieve its goals.

The fact that Baby Boomers are generally willing to contribute their time and expertise to develop the associations they choose to join strongly contributed to the rise in the number and strength of member based organisations from the 1970s onwards.

2011 represented the start of a big change for many associations. This was the year that the first Baby Boomers turned 65 and started to retire. By 2029 most Baby Boomers will be retired. By 2034, the last of the boomers will be 70 and you will have very few members of this generation left as members.

It will not be long before the membership - and leadership - of every association will consist almost entirely of people from Generation X and Y.

As Sarah Sladek discusses in her book, *The End of Membership As We Know It*, the departure of the Baby Boomers from the workforce heralds a massive change for associations as they can no longer rely on these active, engaged and supportive Baby Boomer members to support the growth of their associations.

The one mitigating factor is the economic issue facing many Baby Boomers today. The lifestyle aspirations of the Baby Boomers means that nice cars, holidays, bigger homes and other luxuries are seen as "needs" rather than "wants".

This, combined with the effect of the recent economic turmoil on investments and retirement savings, is likely to see many Baby Boomers extend their retirement age past 65 with many already indicating they will need to work until 75 to achieve their financial goals.

While not great news for Baby Boomers, extended retirement dates will soften the impact of this generation's departure from the workforce by giving some associations more time to adapt. However, it is a temporary period of grace and not a reason to delay implementing necessary changes.

If your association is to thrive into the future, you must be attractive to all generations. Your entire organisational culture needs to reflect a generationally diverse, welcoming and engaging community.

## Skilled staff and volunteer leader shortages are here

In Australia the actual number of Generation X individuals in Australia, 4.4 million, is much smaller than the number of Baby Boomers, 5.3 million, and this poses a couple of challenges for associations.

The exodus of experienced Baby Boomers from senior roles into retirement means we are going to experience a shortage of talent at senior levels across all sectors. This creates an issue for associations seeking both paid staff and talented volunteer leaders.

For associations, where salaries are not on a par with the for-profit sector, this may result in a struggle to attract senior staff capable of navigating their association through turbulent times.

The quality of association boards will also be affected as the reluctance of Generation X to upset their work-life balance, combined with their smaller numbers, will create a much smaller pool of potential volunteer leaders to call on.

Associations must actively encourage, nurture and involve their future leaders now.

## Associations are heavily geared towards Baby Boomers

Because Baby Boomers are so actively involved in their associations, the products and services, communication channels and decision making structures within most associations are geared almost entirely towards this group.

This has seen associations concentrate their financial and time resources towards Baby Boomer orientated activities at the expense of investing resources into products and services geared towards younger people.

Indeed, the Decision to Join research project conducted by the American Society of Association Executives found that association leaders gave low importance rankings to the services that young people valued as important (eg: access to career information). The survey also found that young people gave associations poor performance ratings on the delivery of those services.

Creating an organisation that appeals to younger generations means instilling an innovative, proactive and member responsive culture throughout the entire organisation.

This isn't just starting a Facebook page. It isn't setting up a Young Professionals group that isn't resourced nor connected to anywhere else in the association. It definitely isn't a board made up almost entirely of white men over the age of 50. The kind of change required needs to be embedded throughout your entire organisation.

In the absence of associations that are responsive to their needs younger members will find, or create, their own solutions. Associations who don't adapt will see a proliferation of competitors entering the market, seeking to fill the void they have created.

If your association is to thrive into the future it needs to be proactively engaging younger members now.



## Generations X and Y need clear, tangible, compelling value

Generation X grew up during times of high divorce rates where it was very likely that both parents were working. They are highly independent, and very protective of their work-life balance.

Generation Y grew up with the internet and a constant barrage of messages from a variety of media. They are highly educated, innovative, entrepreneurial, cause driven, marketing savvy and globally focussed. They are very aspirational and are attracted to successful brands.

Generations X and Y have vastly different expectations to Baby Boomers when it comes to association membership. To justify the investment of time and/or money into an association they want to see very clearly defined, tangible and compelling value - and not just when they join. Younger members are constantly reassessing the value of the organisation to them so your value needs to be regularly reinforced even after they join.

Younger members are also much less willing to be a part of an association that needs work. They would rather be associated with a responsive, innovative, socially aware organisation that they perceive to already be successful. If they can't see that in your organisation they will look elsewhere.

Associations need to understand the value they can deliver to their members. Are members looking for a fantastic career, a great lifestyle, a happy family, a successful business, a healthy planet, or something entirely different? Find out what their aspirations are and proactively provide tangible products and services to help your members more quickly and effectively achieve them.

The value returned to each member needs to far exceed the membership fee invested. This may mean a more creative suite of products and services, or restructuring of membership fees.

Associations who have predominately organisational (rather than individual) members will be affected similarly as it is individuals within those organisations who will make the decision to join or renew their membership. Over the next 20 years, it is more and more likely that person will be considering membership from a Generation X or Y perspective.

If your association is to thrive into the future, you need to clearly understand what value you can deliver to younger members and be able to strongly provide that value. In addition you must understand the best means of communicating that value to both prospective and existing members in such a way that it motivates them to join and engage with your association.

## Associations can create value by becoming content curators

Many associations promote the fact that they provide members with information. However members can take their question to Google and find 1,000,000 search results. This makes Google one of the biggest competitors to most associations.

However Google's strength is also its biggest weakness as users get many results with no guarantee of accuracy.

Many people are overwhelmed by the massive volume of information inundating them each day and few people have the time to keep on top of everything.

This provides an opportunity for associations to generate significant value for their members by becoming content curators.

If your association is to thrive into the future, you need to pro-actively collect information relevant to your members and filter that information into smaller streams of timely, critical and considered information that flows to the different individuals that require it.

## Involved members are more likely to renew – so create and promote ad hoc volunteering opportunities

The more actively engaged a member is with your organisation the more likely they are to renew.

One of the most important strategies you can implement to move a member from being uninvolved to being actively involved is creating and promoting ad-hoc volunteering opportunities.

These short term or one-off opportunities for members to contribute to the association. Some ideas include having members:

- comment or post discussions on your online forums,
- attend events as Member Ambassadors whose role is to engage with new and prospective members to ensure they have a good time,
- participate in your advocacy work,
- speak at events, and
- write an article for your publication.

You can enhance the take up rates of ad-hoc volunteering opportunities by communicating the value of the opportunity for the member (eg: having your article published will raise your profile in the industry).

You can make the opportunity even more appealing by also communicating how the member will be contributing to a cause they believe in (eg: by attending this forum you have the opportunity to address a significant issue that is about to affect you and your industry).

If your association is to thrive into the future, you may create engaging ad-hoc volunteering opportunities, actively promote the fact they exist, provide adequate staff and financial support to activities utilising ad-hoc volunteers and recognise those volunteers for their assistance in appropriate forums.

## Associations need to facilitate and enable communities

The old-fashioned model of an association maintaining a transactional relationship with members, where the main communication channel is a one-way trip from association to member, is no longer sustainable.

Successful associations facilitate communication between themselves and between members to enable the creation of relationships that increase the ability of members to create value for themselves and others (whether that be success personally, in business or otherwise).

Younger generations want to be part of a dynamic, engaging and innovative community. By focusing on creating engaging, innovative and strong communities – both online and offline – you will create an association that is very attractive to younger members.

If your association is to thrive into the future, you need to reposition it to connect people in ways that will provide them with meaningful, positive outcomes. Your association needs to be the instigator of meaningful conversations rather than simply a provider of information.

## Communicating effectively is as important as the message

The younger generations are highly connected individuals. They consume information voraciously and through numerous online and offline channels.

They want to be kept up-to-date with what's happening ... while it is happening. If the information is interesting, relevant and tailored for them they want to know it. They definitely do not want to be spammed with every piece of news their association wants to get into the marketplace.

For your messages to successfully compete with the myriad others being sent to your market through a wide variety of channels it is imperative you become an expert at communicating to your members.



Some associations are having significant success with viral marketing campaigns conducted entirely via the web, bypassing traditional media. Others have found creative ways to integrate traditional media and social media tools to generate results.

If your association is to thrive in the future you need to understand your different membership segments, the kind of content each segment is seeking, and the communication mediums each individual wants their content to be delivered via.

## Associations are too slow to adapt new technologies

There have been more technological advancements in the past 20 years than in the past 200 years. Generations X and Y grew up during this time and are very quick to adapt to the new opportunities that technology creates. But for traditional associations who have relied on pretty much the same communication models for hundreds of years, keeping pace with these changes is difficult.

There are still associations promoting as a major benefit that they "keep members up-to-date with the latest news" – and yet only send members a monthly or weekly newsletter. To a generation who are adept at using Twitter - where a couple of hours is a very long time - the associations' claims are seen as a bad joke at best.

Technology provides associations with opportunities to streamline service delivery, decrease costs and increase responsiveness. At the most basic level, a membership database integrated with your website to enable people to manage their own members is critical. Once those basics are in place, you can start to look at the possibilities presented by social media, online communities, smart phone applications and more.

If your association is to thrive into the future, you need to become adept at taking advantage of technological advancements and integrating them into your communications and member service strategies.

## Social media is too popular and powerful to be ignored

Social media is massively popular yet, according to research by Sue Froggatt and Marketing General, few associations are having more than moderate success using the medium.

The few associations that are successful generally have staff dedicated to managing their social media presence and a co-ordinated strategy that integrates social media tools into overall communication plan.

Research by Marketing General found that successful public social networks (eg: an active Facebook page) had no effect on member retention. However retention rates were positively affected if an association had a successful private social network (a member-only community).

This demonstrates that the use of social media by associations is still very much in the early stages, with much more to be learned about how to leverage the medium to achieve association goals.

For many associations, the biggest barrier to social media is the requirement to give up some control over your communications. Many Baby Boomer leaders fear getting involved because "someone might say something bad about us on our Facebook page".

It is important to understand that this should be seen as a benefit. If someone feels strongly enough to post a negative comment then it is highly likely that comment would have been posted elsewhere online had you not provided a forum. The fact they have used your forum gives you (or better yet a member) the opportunity to address the issue directly.

Getting involved in social media makes you part of the conversation. It is an opportunity to communicate with members, prospective members and the rest of your stakeholders in a way that conveys your personality and lets people build a relationship with your organisation.

Executed well, it can provide you with a massive positive boost to your profile – and some great opportunities to leverage membership, event registrations and more.

If your association is to thrive in the future, you need to embrace social media to achieve your association goals, using a clear strategy that is integrated with your other communication channels and backed up with adequate staff and financial resources.

## Younger members like innovative, interesting and fun events

Younger people love to learn. They love to connect in person with others. So you would think association events would be booming. But for many associations this isn't the case.

There are still some associations who have a compulsory weekly meeting made up of the same small group of Silent Generation and Baby Boomer members held in a musty old venue that starts with a rendition of God Save The Queen. Those are not the kind of events that will excite and attract younger generations.

Younger generations need events and learning formats that are tailored to their needs and learning preferences. They like the opportunity to get together in smaller groups to learn from each other. They like an interesting, convenient and practical venue. They like learning to be fun.

There are many new, innovative learning formats that are proving popular. From ideas as simple as scattering chairs and tables (instead of putting them in rows) to entire conferences being run without a program. The possibilities are limited only by your imagination.

Younger people are also trying to balance work and lifestyle so you may find they are multi-tasking – your association event may also be where your member will meet their life partner, next employer, tennis buddies, etc. Depending on your organisation there may be some opportunities for you to subtly facilitate these interactions.

No matter how much effort you make it is still unlikely that younger members will attend your events as regularly as Baby Boomers due to their work-life balance priorities.

If your association is to thrive, your organisation needs to review venues, format, frequency, duration, content and engagement mechanisms of your events, and establish whether they are relevant and engaging for younger members.

## Gen X and Y attitudes to associations are influenced by ongoing negative media

During the formative years of Generation X there were a large number of highly publicised political scandals that contributed to their distrust of authority. These included the Watergate scandal in the United States, the sacking of the Australian Prime Minister by the Governor-General and the rampant police corruption during the Sir Joh Bjelke-Peterson years (and subsequent Fitzgerald Inquiry) in Queensland to name just a few.

More recently in Australia, the proliferation of media, the highly connected nature of the younger generations and the need of media to generate a constant flow of scandal and intrigue is rapidly creating distrust of associations (particularly unions and political parties) by the young on a larger scale. In Australia, political parties, unions, associations and charities are all major media targets and all are likely to be affected in some way.

There has been a constant stream of news coverage throughout the lives of the younger generation including politicians rorting travel expenses, industry association and union leaders acting in unethical and morally questionable ways, charities being defrauded, sportsmen abusing women, and more.

The media is not entirely to blame for the ongoing coverage of scandals. It is the individuals who behave in immoral, unethical and illegal ways – and the boards and staff leaders who do not create and enforce procedures to stop this kind of behaviour -

that are bringing associations into disrepute and affecting the attitudes of the younger generation.

Through providing fodder for the media and failing to address unacceptable behaviour, individuals and the organisations they are members of sow distrust towards associations, and also contribute to a strong decline in support for member based organisations in general.

This is further exacerbated by the tendency for associations to rely on the good work they have done in the past to drive membership into the future.

For example, unions were once regarded as, unquestionably, the champions of the average worker. Their efforts achieved phenomenal changes such as fair pay, better work conditions, and increased job security. However, the bulk of these wins occurred before Generation Y was even born.

Today, you are more likely to hear of a union leader's unethical behaviour than of any positive changes he or she has wrought. The failure of the union movement to recognise and react to this shift in perception by the average person is currently devastating employee unions in Australia.

If your association is to thrive, everyone connected to your organisation needs to behave in a morally, ethically, socially responsible and ethical manner. And if they don't policies and procedures need to be rigorously enforced. You need to understand and proactively manage the public perceptions of your association.

## Baby Boomers are resistant to the changes associations need

Despite wanting to change the world, now they have reached a situation where they are comfortable, Baby Boomers are resistant to change. They are especially resistant to change when it requires them to give up some of the control they have spent their entire careers trying to attain.

This is one of the biggest factors restricting associations from making the changes required to successfully attract and retain younger members.

Many Baby Boomers feel uncomfortable with the fast, ad-hoc, largely unregulated communication media that the younger generations see as integral to their daily lives. Many association leaders are reluctant to adopt more innovative initiatives because those initiatives don't appeal to them personally.

It is this kind of self-centred thinking that will lead some associations to fall dangerously behind in the race to adapt to the new landscape the perfect storm is creating.

It is vital that decisions on new initiatives are based on sound research into the target generation rather than the opinions of board members and staff leaders.

If your association is to thrive, your leadership needs to consider new ideas. Leaders also need to allow themselves to be guided by good research to understand what will appeal to the younger market.

## Where to from here?

This article covers just some of the many factors coming together to create the new membership environment. To adapt will require fundamental change that cannot happen overnight. Your association needs to start acting ... now. Without immediate, urgent action there is a very real risk that associations, as we know them, will disappear not with a bang, but with the tiniest of whimpers.

## More information

- *Sue Froggatt*. Sue combines practical experience and sound research. She has recently released the 2011/2012 Membership Benchmarking Report. [www.suefroggatt.com](http://www.suefroggatt.com)
- *Memberwise*. A free resource centre for membership practitioners. They have also recently conducted some research on trends in membership. [www.memberwise.org.uk](http://www.memberwise.org.uk)
- *Tony Rossell, Marketing General*. Tony and his team provide insightful commentary about membership and have recently released their annual membership benchmarking research. [www.marketinggeneral.com](http://www.marketinggeneral.com)
- *Sarak Sladek, XYZ University*. Sarah has written a book called “*The End of Membership As We Know It*” which, while it is US focused, is very worth reading. [www.xyzuniversity.com](http://www.xyzuniversity.com)
- *American Society of Association Executives*. The ASAE has a number of great resources and they also conduct the Decision to Join research. This research is essential reading for any membership practitioner. [www.asaecenter.org](http://www.asaecenter.org)



## About the Author

**Belinda Moore** has assisted thousands of not-for-profit organisations with their membership challenges. She specialises in training, motivating and up-skilling boards, staff and volunteers to improve membership performance.

**Belinda is available to deliver presentations to your boards, staff and volunteers on membership and related topics.**

Known for her enthusiastic style, Belinda is a frequent presenter for not-for-profit organisations around the world and arrives on the platform armed with an array of topics relating to membership. Revealing insights from her personal and professional experiences, she ensures that participants walk away with practical ideas and information that can immediately be applied.

Belinda is the author of two books including *The Membership Machine* and *Membership Fundamentals*.

Belinda works at **Strategic Membership Solutions (SMS)** an Australian owned and operated consultancy specialising in sponsorship and membership through the provision of high quality, practical and comprehensive advice, training and coaching services.

For more information or to **subscribe to Belinda's regular email updates** visit [www.smsonline.net.au](http://www.smsonline.net.au) or contact Belinda directly on +61 413 190 197 or at [belinda@smsonline.net.au](mailto:belinda@smsonline.net.au).

**Volunteers, Position Descriptions &  
Contact Numbers:**

# Volunteers...

Your club has to make some changes to be more successful with volunteering

## **Big changes in volunteering**

1. People are less likely to step forward on their own
2. People have to be reminded of their promises
3. People have to be recognised and rewarded

## **Assess your club's needs**

Decide when, where & how many volunteers you need for each activity

- Break each activity down into specific roles
- Allocate "reasonable" amounts of time required (try to limit to 2 hours maximum)
- Ensure everyone gets a break and their role is covered
- Allow parents time to watch their children participate
- Too many is as bad as too few

## **Building volunteer culture**

- Marketing for volunteer opportunities
- Develop a system and use it
- Talk about your expectations
- Lots of pictures at club, on web, in paper etc

### **Why don't people volunteer?**

- Never been asked!
  - Face to face or on the phone
  - Newsletters don't work
- Worried they are going to be flogged.
  - Strict rules about time volunteering
- Afraid they can't do the job!
  - Easy to solve with information & training

### **Good points to follow when recruiting**

- Make sure you know how many volunteers you need
- Be prepared to get on the phone and ask for help
- Listen when people are offering you a hand
- Don't be shy about asking every day for more help

### **Senior Volunteering**

- Consider partnering with Aged organisations for volunteers
- Make the process as easy as possible (blue cards etc)
- Supply transport & cover out of pocket expenses
- Encourage a long term relationship between volunteers and club

### **Business Volunteering**

- Ask local businesses for help in
  - Book keeping, design, and marketing
  - Supplying goods (paper, ink, pens)
  - Offering services (copying, postage)

–Advice (committee members)

–Providing volunteers (Westpac, NAB etc)

### **Committee Recruiting**

- Identify four good quality prospects for each vacancy
  - Make initial approach
  - Get someone else on committee to follow up
  - Suggest they attend a meeting to see what it's like
  - Don't be hesitant or negative
  - Clear your mind of the negatives
  - Recruiting is "sales" based
- Be prepared for the chat
- Tell positive stories
  - Tell them why you need them & what you want them to do
  - Ascendancy plans – change positions
  - Offer training and support
  - Give them time to consider

### **Volunteer management**

Ensure you have a committee member who is solely responsible for volunteers

- Call shortly before the event and make sure they will be available
- Try to reduce the amount of hours each has to work
- Be aware of any financial contribution made by volunteer and offer to reimburse or make a clear policy
- Make sure all volunteers know about any changes
- Consider using SMS, email or other technology



## **Volunteer Recognition:**

### Monitoring System Is Vital

- Book for “sign in” & “sign off”
- Keep track of hours being volunteered
- Rewards should match contribution & performance.
- Should have a range of different options for different people

## **Free Recognition Ideas**

- Include list of volunteers
- Notice board
- Newsletter
- Email
- Website
- Newspapers
- Use PA system when people are around
- Ask for feedback and input
- Say thank you

## **AT LEAST CONSIDER COVERING COSTS**

- Don’t be proud of showing a profit if your club’s volunteers subsidise the club
- Cover costs of phone, travel and other out of pocket expenses for committee
- Cover travel costs or equipment costs for other volunteers

## **Spend Some Money**

- Either for recognition or rewards
- SRQ Funding available soon
- Club development program
- \$4,000 for projects with \$500 to spend on volunteer reward program
- Kmart, Coles etc will often give \$5 gift cards (up to \$200)
- Partner with local business

# Sample Volunteer Agreement

This agreement is made between **insert organisation name** hereinafter referred to as "the organisation" and the individual named in the volunteer details section below, hereinafter referred to as "the volunteer".

<b>Volunteer Details:</b>			
<b>Full Name:</b>		<b>Address:</b>	
<b>Phone (AH):</b>			
<b>Phone (BH):</b>			<b>Post Code:</b>
<b>Mobile:</b>		<b>Email:</b>	
<b>Volunteer Position Title:</b>			
<b>Notice to be given prior to termination of engagement (by the organisation or volunteer)</b>		<b>Date of Commencement of Engagement:</b>	
<b>Accountable to:</b>		<b>Date of Conclusion of Engagement:</b>	
<b>Responsible for:</b>		<b>Expected weekly time commitment:</b>	
<b>Roles &amp; Duties:</b>	See Position Description for: <b>insert Volunteer Position Description</b> which forms part of this agreement. The organisation will supply the volunteer a copy of this Position Description upon engagement.		
<b>Code of Conduct:</b>	See Code of Conduct for: <b>insert Code of Conduct</b> which forms part of this agreement and the organisation will supply the volunteer a copy of this Code of Conduct upon engagement.		
<b>Relevant Documents and Policies:</b>	The volunteer will have a detailed understanding of the following documents and policies and will abide by them at all times. The organisation will supply a copy of these documents and policies to the volunteer upon engagement:		
<b>Volunteer Benefits:</b>	Benefits the volunteer will receive:		

## Comments:

To be completed by the volunteer at the end of the engagement to provide information to improve the voluntary position.

*Note: It is recommended that organisations seek legal advice regarding the implementation of Volunteer Agreements to ensure that they protect the rights of both parties (the prospective volunteer and the organisation), are not discriminatory in any way and will meet the needs and expectations of both parties for the duration of the agreement.*

## Position Descriptions....

(Get your volunteers to write):

***E.g. John Smith***

<b>Title/Position</b>	President
<b>Contact Details</b>	<b>Address:</b> 14 Edward St, South Brisbane, Qld, 4289 <b>Phone:</b> 07 3478 2233 (H) 0421 156 389 (M) <b>Email:</b> <a href="mailto:JSmith@centreassociation.com.au">JSmith@centreassociation.com.au</a>
<b>Supervisor</b>	Centre Manager
<b>Place/Time Expected</b>	All Committee Meetings – Every fourth Friday of the month 7pm
<b>Duties/Responsibilities</b>	Chairs great meetings Sets the tone & club culture Inspires and challenges Always behave well Is the public face of the club
<b>Skills/Training Required</b>	Business manager, grant writing
<b>Details of Induction</b>	Elected at AGM
<b>Performance Review Info</b>	Performance monitored throughout league season – Election at AGM

***E.g. Sue Livingstone***

<b>Title/Position</b>	Junior Coordinator
<b>Contact Details</b>	<b>Address:</b> 5/134 King St, Chermside, Qld, 4198 <b>Phone:</b> 07 3299 2463 (H) 0409 772 812 (M) <b>Email:</b> <a href="mailto:JnrCoordinator@mybowl.org.au">JnrCoordinator@mybowl.org.au</a>
<b>Supervisor</b>	President
<b>Place/Time Expected</b>	All Jnr championships Roll 'n Strike League – Every Thursday at 4pm
<b>Duties/Responsibilities</b>	Promote Jnr Membership at league reformation meetings Promote bowl better programs to social/league bowlers Assist committee management
<b>Skills/Training Required</b>	Friendly, well spoken, committed / requires training to write funds, coaching
<b>Details of Induction</b>	Elected by management committee
<b>Performance Review Info</b>	Performance review to be conducted at end of league season

# Sample Volunteer Position Descriptions

**Note:** Not all positions will be relevant to every organisation. For example, this list of sample position descriptions includes positions held in sporting clubs, such as coaches. Delete those position descriptions which do not relate to your organisation, make amendments where necessary and add position descriptions where required.

## Executive Committee

- Ensure the constitution, objects, aims, regulations, codes of conduct, rules of the organisation and decisions and by-laws made by the committee are respected and observed at all times and have a discipline procedure in place to deal with exceptions
- Understand or commit to education and training to know the requirements of Queensland's Incorporation laws, the organisation's constitutional requirements, associated responsibilities and the rules and requirements of relevant peak bodies
- Be aware of the organisation's Duty of Care to members and volunteers and co-operate with peak bodies to ensure the welfare and interests of those persons are catered for
- Meet at a minimum once per month on agreed dates
- Accept and discuss reports from key members and sub-committees concerning day to day management activities of the organisation
- Make sure all decisions made by the committee and key office bearers are fair and just to all and have been researched properly and will not embarrass or place the organisation in jeopardy with peak bodies, the Office of Fair Trading and the Law in general
- Co-operate, support and work with other committee members on strategic planning initiatives for the organisation's short and long term development
- Support the Treasurer and take a keen interest in the financial management of the organisation ensuring proper financial management procedures are in place, taking into account that all committee members have responsibility in the area of financial management
- Ensure there is free and open two-way communication throughout the organisation and with peak bodies

## President

The President is the principal leader and has overall responsibility for the organisation's administration. The roles of the President should include:

- Represent the organisation at local, regional and national levels
- Be a supportive leader for all members
- Preside at all meetings of the organisation where possible and preserve order
- Set the overall framework of the committee (consistent with the views of members)
- Help the committee prioritise its goals and work with the committee within those goals
- Where voting is equal, exercise a casting vote
- Prepare, in conjunction with the Secretary, the Annual Report of the organisation
- Attend all events and events in which the organisation has representatives, where possible
- Remain well informed of all organisation activities
- Have a good working knowledge of the constitution, rules, policies and procedures and the duties of all office holders and subcommittees
- Act as a facilitator for organisation activities

## Vice President

The Vice President is prepared to assist the President and may be interested in being considered as a future President.

The roles of the Vice President should include:

- Assume the duties of the President in his/her absence and assist the President in carrying out his/her duties
- Spend some time with each Committee member to maintain a sound understanding of the running of the organisation and assist other committee members with their duties as required
- Attend all the meetings of the organisation
- Have a good working knowledge of the constitution, rules, policies and procedures and the duties of all office holders and subcommittees
- Be aware of the future directions and plans of the organisation and act as Planning Coordinator
- Ensure that planning and budgeting for the future is carried out in accordance with the wishes of the members

## Secretary

The Secretary is the chief administration officer of the organisation. This person provides the coordinating link between members, the management committee and outside agencies.

The roles of the Secretary should include:

- Attend all meetings of the organisation
- Prepare agendas for all Executive, Management and General meetings
- Inform committee members of the time, date and venue for meetings
- Take full and accurate minutes of all questions, matters, resolutions and other proceedings of every Executive, Management and General meetings, and make copies available upon request
- Keep the records of the organisation.
- Call for nominations for organisation positions prior to the AGM
- Conduct correspondence on behalf of the organisation with other persons or bodies and in all respects carry out the directions of the Management Committee
- Hand over to the incoming Secretary all records of minutes, inward and outward correspondence in their possession and all other property pertaining to the organisation in complete form
- Maintain confidentiality on relevant matters
- Service the organisation's post office box

## Treasurer

The Treasurer is the chief financial management officer of the organisation.

The roles of the Treasurer should include:

- Act as the club's chief financial management officer and plan for the club's financial future
- Keep all books and accounts of the club and prepare a statement of income and expenditure for presentation at meetings
- Receive all monies and issue receipts
- Pay all fees due to peak bodies
- Prepare an annual balance sheet for auditing
- Work with the President to prepare an annual budget
- Present all accounts incurred by the club to be passed for payment by the Management Committee. In matters of urgent necessity, payment may be made but must be ratified at the next meeting
- Perform such other duties as the Management Committee may direct
- Hand over to the incoming Treasurer all papers and records pertaining to the club
- Have a good working knowledge of the club's constitution, rules, policies and procedures
- Be aware of the future directions and plans of the club

## Registrar

The Membership Officer / Registrar acts as the key point of liaison between members and the Management Committee.

The roles of the Membership Officer / Registrar shall include:

- Attend Management Committee meetings of the organisation
- Keep a "Register of Members" in accordance with the rules of the organisation
- Keep a record of all results at events
- Keep a record of the organisation's respective trophies, shields and awards
- Circulate information and entry forms
- Be responsible for organising insurance cover for members
- Represent the organisation in resolving disputes between the organisation and volunteer(s)
- Handle incoming entry forms and membership forms at the beginning of the financial year and before events
- Maintain a record of officials, including details of their qualifications and accreditation
- Liaise with members throughout the year as necessary

## Volunteer Coordinator

The Volunteer Coordinator is responsible for the human resource planning, recruiting, selection, training and recognition of the organisation's volun-teers.

The roles of the Volunteer Coordinator should include:

- Assess the human resource needs for the organisation for general running and special events
- Recruit and recommend the appointment of volunteers to roles that suit them
- Organise the orientation and the induction of volunteers
- Work with the Secretary organising volunteer rosters and maintaining records
- Ensure that volunteers are reimbursed for their approved out-of-pocket expenses
- Ensure all volunteers are recognised for their efforts
- Submit regular reports to the Management Committee
- Identify and organise the training and education opportunities for volunteers
- Liaise with the Grants Coordinator and Treasurer to ensure that funding is available to conduct training for volunteers as required
- Maintain a detailed understanding of all volunteer positions within the organisation, including the duties of each position and the skills required by the volunteers filling those positions
- Attend meetings of the organisation as required
- Report regularly to the Management Committee on behalf of organisation volunteers
- Have a good working knowledge of the constitution, rules, policies and procedures of the organisation
- Be aware of the future directions and plans of the organisation

## Equipment / Maintenance Officer

- Be responsible for accounting, maintaining and purchasing of all property
- Prepare and maintain an equipment register including photographs, quantities and values
- Prepare property reports and deliver them at the Annual General Meeting
- Ensure correct maintenance of all property and equipment
- Conduct pre and post event equipment checks
- Provide instruction for the safe use and care of all property
- Liaise regularly with the Management Committee regarding equipment, maintenance, storage and purchasing
- Keep the Management Committee informed about the overall condition of all equipment
- Alert the committee to any areas of concern regarding equipment and maintenance and the actions required to remedy concerns
- Maintain a good understanding of risk management and implement risk management strategies in consultation with the Management Committee

## Events Coordinator

- Organise and manage the organisation's events, addressing all administrative, operational and planning issues
- Address/consider the following issues in planning for and running organisation events:
  - Bookings, permission and approvals from Council and/or private property owners
  - Public liability insurance
  - Other insurance as required (for example Workers Compensation and Professional Indemnity)
  - Rubbish bins and waste management
  - Access to services (water, power, sewerage, telephone)
  - Food and beverage sales, including necessary licensing and permits
  - Toilets and hygiene
  - Power and lighting requirements
  - PA system and audiovisual equipment
  - Car parking, traffic management and access and egress
  - Risk management
  - Staffing and volunteers
  - Security
  - Emergency plans and evacuation procedures
  - First aid
  - Noise minimisation
  - Incident reporting
  - Complaints procedures
  - Site plans and signage
  - Event evaluation and reporting
  - Contingency planning
  - Budgeting
  - Media liaison
- Recruit, supervise and instruct all persons involved with the conduct of events, including marshals, announcers, starters, place judges, first aid personnel and other officials
- Organise venues and equipment as required for events
- Keep the Management Committee informed regarding all matters pertaining to the organisation's running or participation in events
- Liaise regularly with the Management Committee and Equipment / Maintenance Officer
- Liaise with the organisation's Media Liaison Officer and Marketing Officer to ensure that events are appropriately promoted and publicised
- Encourage maximum participation in organisation events
- Have a good working knowledge of the organisation's constitution and rules
- Be aware of the future directions of the organisation

## Head Coach / Coaching Coordinator

- Develop and implement a coaching program and overall organisation development program
- Keep the Management Committee informed regarding all matters pertaining to coaching and the development of members, teams and assistant coaches
- Encourage assistant coaches within the organisation to recognise their value and importance in regard to the development of  
  
Members and teams
- Assist with the appointment of assistant coaches to competitive teams and new members and with the on-going training of assistant coaches
- Ensure assistant coaches hold appropriate qualifications as required by the organisation, as well as the relevant peak bodies
- Provide appropriate information to the Registrar to ensure records of assistant coaches and coaching qualifications are maintained
- Liaise with Captains and assistant coaches to arrange appropriate training, training locations, days and times
- Have a good working knowledge of the organisation's constitution, rules, policies and procedures
- Have a sound understanding of the rules and regulations of relevant peak bodies
- Be aware of the future directions and plans of the organisation
- Ensure the Codes of Ethics of the organisation and the relevant peak bodies
- Associations are respected and supported by all assistant coaches, members and officials
- Foster organisation spirit amongst coaches and players and encourage them to participate in a sporting manner
- Set high yet realistic goals for members



## Team Coaches

- Help members to develop skills and positive attitudes to physical activity, sport in general
- Maintain a sound knowledge of the rules and skills of the sport and assist the Head Coach where required to organise members so that they gain benefit from involvement
- Be aware of the various Codes of Ethics, rules and regulations and implement and support those Codes at all times
- Appoint a team manager immediately after sign-on
- Encourage members and officials to abide by the rules and regulations of the sport at all times
- Liaise regularly with the Head Coach and keep the Head Coach informed of progress and any issues as they arise
- Be aware of the future directions of the organisation
- Undertake training and updates to achieve and retain appropriate qualifications
- Encourage support and respect for the Codes of Conduct of the organisation and the relevant peak bodies, both on and off the field
- Have a good working knowledge of the organisation's constitution, rules, policies and procedures

## Fitness Coaches

- Help members to develop fitness and skills through specific activities
- Maintain a sound knowledge of the rules and skills of the sport and assist the Head Coach and team coaches to improve the performances of members through specific activities
- Liaise regularly with the Head Coach
- Be aware of the future directions of the organisation
- Undertake training and updates to achieve and retain appropriate qualifications

## Team Managers

- Represent the team on behalf of organisation management and ensure all team members and parents are kept up to date with organisation requirements and information
- Manage individual teams, making sure that all administrative and operational planning and activities are completed
- Assist with the completion of registration and team lists and keeping everyone informed about competition draws, venues and timings
- Act as a point of liaison between members, the Head Coach, the Registrar and the Management Committee
- Liaise with the Head Coach and relevant team coach regarding training times, dates and venues
- Confirm with the Registrar that all players are correctly registered prior to first game
- Ensure the safekeeping of members' registration cards
- Be responsible for correctly completing the sign on sheet at the official table for each game and ensure that each player signs the sheet as required
- Ensure that all particulars in relation to the game are correctly entered on the score sheet prior to when the referee signs the score sheet
- Be responsible for all gear given to the team and ensure its prompt return at the end of the season

Arrange for team jerseys to be washed each week and ensure that they are available for the next game

- Ensure that members are correctly attired
- Ensure that all players and parents know when they are playing each week and the location of grounds
- Maintain a volunteer roster for canteen, raffle and other related tasks
- Represent the team at coaches and managers meetings and other organisation meetings as required
- Ensure the organisation newsletters are distributed to all team members and ensure that parents are kept informed of organisation activities and news
- Encourage maximum participation by all players and see that no player is unfairly treated in relation to team selections
- Liaise with other committee members regularly
- Check weekly scores and tables to ensure they are correct
- Have a sound understanding of the rules and regulations of the organisation and the relevant peak bodies
- Have a good working knowledge of the organisation's constitution and rules
- Be aware of the future directions of the organisation
- Ensure all team members respect and support the Codes of Conduct and rules and regulations of the organisation and relevant peak bodies

## Team Trainers

- Work in conjunction with the coach to ensure all players reach and maintain required fitness levels and ensure they have a safe, healthy and enjoyable training and playing environment
- Develop and maintain a sound knowledge of technical skills related to physical performance and achieve and maintain professional accreditation
- Remain informed regarding fitness and training techniques
- Liaise regularly with team coaches
- Control warm up, cool down and stretching drills for all players
- Assist the coach to assess player injuries sustained during training and matches
- Report all injury concerns to the team coach and Sports Medicine Specialist/First Aid Officer
- Work in the treatment of and rehabilitation of injured players
- Ensure all players observe the rules in relation to head injuries
- Ensure that all team first aid equipment is readily available, safe and properly maintained
- Ensure all team equipment is available
- Ensure that all health requirements are being observed for the treatment of players and for the safety of all concerned
- Keep accurate records of player injuries
- Hold appropriate qualifications as stipulated by the organisation and the relevant peak bodies
- Have a good working knowledge of the organisation's constitution and rules
- Be aware of the future directions and plans of the organisation

## Program Coordinators

### (i) Junior Program Coordinator

The Junior Program Coordinator is responsible the development of junior programs. This includes completing the following roles, focusing on junior program development and implementation:

- Attend meetings as required
- Attend relevant peak body meetings
- Develop and coordinate junior recruitment programs in collaboration with the Head Coach, Captains and the Management Committee
- Work with the Registrar on the promotion and preparation for sign-on days
- Liaise regularly with the Head Coach and Media Liaison Officer in preparing for, promoting and implementing membership recruitment programs
- Regularly liaise with parents of junior members to ensure that their thoughts and concerns are communicated to coaches, Captains and the Management Committee
- Coordinate a junior training schedule, ensuring all teams get equal training time
- Liaise with junior members and teams to provide access to equipment at designated training times
- Coordinate the supervision and construction of new junior members and teams during their initial training sessions in collaboration with assistant coaches
- Liaise with schools to encourage increased participation in the sport and inform schools of events, race results and other matters
- Arrange end-of-season procedures, e.g. team photos, trophies, etc.
- Liaise with the Committee regarding trophy day presentation and organise trophy day
- Issue team managers with game cards to be filled out on game days and left with Duty Official
- Liaise with relevant peak bodies regarding procedures, draw, game changes, etc.
- Regularly liaise with parents of junior members to ensure that their thoughts and concerns are communicated to coaches, managers and the Committee
- Liaise with organisation coaches and team managers as the point of contact between coaches and managers and the Committee

### (ii) Senior Program Coordinator

The Senior Program Coordinator is responsible the development of senior programs. This includes completing the same roles as the Junior Program Coordinator, but with a focus on the development and implementation of senior programs.

- Attend meetings as required
- Develop and coordinate junior recruitment programs in collaboration with the Head Coach, Captains and the Management Committee
- Work with the Registrar on the promotion and preparation for sign-on days
- Liaise regularly with the Head Coach and Media Liaison Officer in preparing for, promoting and implementing membership recruitment programs
- Regularly liaise with senior members to ensure that their thoughts and concerns are communicated to coaches, Captains and the Management Committee
- Manage teams through warm-ups and registration

- Organise training times
- Organise uniforms
- Coordinate a senior training schedule, ensuring all teams get equal training time
- Liaise with senior members and teams to provide access to equipment at designated training times
- Coordinate the supervision and construction of new senior members and teams during their initial training sessions in collaboration with assistant coaches

### Newsletter Editor

- Coordinate the publication of the organisation's newsletter and other occasional reports to members
- Liaise regularly with Management Committee and report relevant information in the newsletter
- Keep the Management Committee informed of on-going newsletter activities and seek approval from the Management Committee prior to publishing the newsletter
- Manage the internal relations within the organisation
- Develop and maintain appropriate people skills to ensure effective communication with members and the Management Committee
- Work with the Media Liaison Officer and supply relevant information for inclusion in media releases

### Media Liaison Officer

- Develop and maintain local media contacts
- Keep the Management Committee informed of ongoing media activities and seek approval from the Management Committee prior to submitting any media releases
- Develop media releases concerning upcoming events, interesting personalities and organisation and individual highlights or achievements and communicate newsworthy items to media contacts
- Maintain a sound understanding of ongoing and future organisation activities
- Advertise the positive aspects of the organisation's activities, highlighting at all times the need for support and acceptance of the organisation's Codes of Ethics
- Liaise regularly with the Newsletter Editor and Captains to gather necessary information from members and report relevant information to the media in media releases

### Grants Coordinator

- Undertake responsibility for seeking grants and subsidies to support the vision of the organisation
- Be aware of all opportunities available to the organisation, the eligibility guidelines and submission dates and report these to the Management Committee
- Present funding proposals to the organisation executive in advance of funding program deadlines to ensure full support for any applications
- Develop draft funding submissions in line with the organisation's development initiatives
- Keep the committee informed of the status of any lodged applications
- Keep abreast of the progress of any funded projects
- Ensure acquittal documentation is completed and lodged with the funding body within the required time frames

### Peak Body Delegate

- Be the point of liaison between the organisation and relevant peak bodies
- Attend Management Committee meetings and report on matters pertaining to relevant peak bodies
- Attend relevant peak body meetings and provide feedback and information as authorised by the Management Committee
- Maintain a sound understanding of ongoing and future activities of the organisation
- Have a good working knowledge of the organisation's constitution, rules, policies and procedures

### Marketing Officer

- Maintain appropriate skills and the area of marketing and promotion
- Develop an annual marketing plan in conjunction with the Management Committee
- Work with the Treasurer to develop a budget for the marketing plan
- Oversee the implementation of the strategies in the marketing plan
- Submit regular reports to the Management Committee
- Promote the sport and the organisation to the community
- Distribute information to various audiences to promote the organisation

## Publicity Coordinator

- Develop and maintain local media contacts
- Develop media releases concerning upcoming events, interesting personalities and organisation and individual highlights or achievements and communicate newsworthy items to media contacts
- Maintain a sound understanding of ongoing and future organisation activities
- Develop and implement a public relations program as approved by the committee

Advertise all the positive aspects of the organisation's activities, highlighting at all times the need for support and acceptance of the organisation and the Codes Of Conduct and behaviour rules of relevant peak bodies

- Coordinate and assist in the publication of organisation newsletters and reports
- Liaise with other organisation members on a regular basis
- Keep the Management Committee informed of ongoing activities

## Sponsorship Coordinator

- Promote the organisation and seek sponsorships
- Develop an annual sponsorship plan and seek approval from the Management Committee
- Develop sponsorship proposals and letters for presentation and approval by the Management Committee
- Ensure the organisation receives maximum promotional exposure in all spheres
- Manage the sponsorships for organisation teams
- Arrange for advertising of sponsors through the organisation's newsletter
- Keep the Management Committee informed of matters pertaining to sponsorship at all times
- Arrange for sponsorship signage to be developed and maintained
- Plan and coordinate an annual sponsor recognition day and invite all sponsors
- Coordinate other sponsorship recognition activities as approved by the Management Committee

## Fundraising Coordinator

- Form and supervise a fundraising committee
- Conceive, plan and implement fundraising activities with the Fundraising Committee
- Develop a fundraising strategy as approved by the Management Committee
- Liaise with local businesses regarding contributions for raffles and maintain an up-to-date database of contributing organisations and individuals for appropriate recognition at the end of each season
- Liaise with the Sponsorship Coordinator to ensure that organisations who contribute to raffles are recognised appropriately
- Organise fundraising activities and functions with the Fundraising Committee and present to the Management Committee for approval
- Oversee the preparation of rosters for volunteers assisting with fundraising activities
- Ensure material required for fundraising is ordered and available as necessary
- Supervise the collection of all monies raised and payment to the Treasurer
- At the end of each function or activity reconcile all funds raised with the Treasurer
- Maintain records of donations received and successful events for future reference
- Maintain appropriate fundraising records as required by the Treasurer and Auditor
- Keep the committee informed of all fundraising matters
- Have a good working knowledge of the constitution, rules, policies and procedures of the organisation
- Have a good working knowledge of legal issues relating to fundraising activities
- Be aware of the future directions and plans of the organisation

## Coordinators

- Be responsible for tidying up after events
- Account for equipment following events
- Liaise with the Management Committee regarding access to the facilities
- Have a sound understanding of the operation, rules and regulations of the organisation and event procedures and be able to communicate relevant information to members and visitors when required
- Liaise with the Equipment / Maintenance Officer regarding any equipment or maintenance issues as they arise

## Duty Official

- Ensure that the change rooms are available prior to each game and ensure they are left in a presentable manner after use
- Ensure that ice is readily available throughout game days
- Ensure game cards are available prior to each game and collect game cards at the conclusion of each game
- Forward all game cards and game result forms to the the relevant peak body as necessary following each game day
- Liaise with Team Managers on game days and follow up on requests where necessary
- Report all incidents occurring during game days in writing and present to the Management Committee
- Keep the organisation committee informed at all times of matters relating to the position of Duty Official
- Be aware of the Codes of Behaviour of the organisation and the relevant peak bodies and ensure adherence to these codes at all times
- Have a sound understanding of the rules and regulations of the relevant peak bodies and all game day processes

## First Aid Officer

- Maintain first aid kits, ensuring that all supplies and equipment are readily available and within expiry dates
- Develop and maintain first aid skills, qualifications and accreditation in accordance with the requirements of the organisation and relevant peak bodies
- Ensure health and safety policies and procedures are implemented within the organisation
- Liaise with the Management Committee and other Coordinators and Officers within the organisation as necessary
- Be available for events on a roster basis
- Encourage all members, volunteers and officials to report any medical problems and injuries and to understand the importance of personal hygiene in relation to contact with blood and bodily fluids
- Maintain a sound knowledge of the organisation's policies regarding safety and first aid
- Explain to members, volunteers and officials the importance of safety, hygiene and first aid and where to go and who to contact in the event of an emergency or first aid incident
- Keep accurate records of all injuries and incidents and report to the Management Committee as soon as possible
- Keep the Management Committee informed of first aid matters at all times

## Safety and Risk Assessment Officer

- Coordinate the development, implementation and regular review of the organisation's Risk Management Plan
- Liaise with the Volunteer Coordinator to ensure that volunteers, members and visitors receive appropriate training and instruction in risk management and safety
- Liaise regularly with the Equipment/Maintenance Officer and report any issues requiring attention to the Management Committee as soon as possible
- Keep the Management Committee informed at all times regarding safety and risk management issues
- Attend meetings of the organisation as required
- Have a good working knowledge of the constitution, rules, policies and procedures of the organisation
- Be aware of the future directions and plans of the organisation

## Blue Card Registrar

- Coordinate the organisation's adherence to child protection legislation and volunteer screening
- Liaise with the Volunteer Coordinator to ensure that all volunteers working with children have blue cards

Liaise regularly with the Safety and Risk Assessment Officer to ensure that child protection is addressed sufficiently in the organisation's Risk Management Plan

- Keep the Management Committee informed at all times regarding volunteer screening issues
- Attend meetings of the organisation as required
- Have a good working knowledge of the constitution, rules, policies and procedures of the organisation
- Be aware of the future directions and plans of the organisation

## Canteen Coordinator

- Form a canteen sub-committee in liaison with team managers
- Be responsible for the proper management of the organisation's canteen and special events required by the Committee
- Liaise with the Treasurer regarding accounting and record keeping procedures
- Complete regular stock takes
- Order all food items to stock the canteen at the commencement of the season and as required
- Arrange for the pick up/delivery of all items ordered for the canteen
- Obtain any floats that are required by the Treasurer or the organisation's financial procedures
- Adhere to necessary financial procedures of the organisation
- At the end of each day, in conjunction with the Treasurer, count and record all takings
- Maintain appropriate canteen records as required by the Treasurer or the organisation's financial procedures
- Keep the committee informed of all relevant matters

## Bar Manager

- Be responsible for the proper management of the bar and special events required by the Committee
- Liaise with the Treasurer regarding accounting and record-keeping procedures
- Complete regular stock takes
- Order all bar items to stock the bar at the commencement of the season and as required
- Arrange for the pick up/delivery of all items ordered for the bar
- Obtain any floats that are required by the Treasurer or financial procedures
- At the end of each day, in conjunction with the Treasurer, count and record all takings
- Maintain appropriate bar records as required by the Treasurer or the organisation's financial procedures
- Adhere to necessary financial procedures of the organisation
- Report all incidents occurring in the bar area in writing and present to the Committee
- Keep the committee informed of all relevant matters
- Be aware of the organisation's Responsible Alcohol Policy and adhere to the policy at all times
- Be aware of all licensing issues and adhere to the organisation's license conditions at all times, including ensuring that all visitors to the organisation sign the visitor's register

## Web Officer

- Maintain the organisation's website
- Liaise with the Newsletter Editor, Media Liaison Officer and Marketing Officer to ensure that all relevant information is uploaded onto the web-site
- Keep the Management Committee informed at all times regarding the website and take guidance from the Management Committee regarding inclusions, operations and amendments required
- Attend meetings of the organisation as required
- Be aware of the future directions and plans of the organisation

## Safety Officer

- Be responsible for the organisation's safety equipment
- Liaise regularly with the Equipment / Maintenance Officer and the Management Committee regarding the condition of safety equipment and its storage
- Keep the Equipment / Maintenance Officer and the Management Committee informed regarding any requirements to upgrade or improve the safety equipment and its safe use
- Alert the Equipment / Maintenance Officer and the Management Committee to any areas of concern regarding equipment and maintenance and the actions required to remedy concerns
- Liaise with the Volunteer Coordinator to ensure that there are sufficient trained and accredited volunteers to operate safety equipment
- Check safety equipment before and after use
- Ensure that the safety equipment is only operated by people with the appropriate training
- Attend meetings of the organisation as required
- Have a good working knowledge of the constitution, rules, policies and procedures of the organisation

## Gear Coordinator

- Be responsible for the safekeeping, distribution and maintenance of organisation equipment
- Be responsible for the safekeeping, distribution and sale of merchandise, uniforms and other gear
- Liaise with the Secretary and Treasurer when new items of clothing or equipment are required and place orders as needed
- Perform stock takes of uniforms and other organisation equipment as required
- Be available as required for the sale of merchandise, equipment and uniforms
- In conjunction with the Secretary arrange organisation merchandise requirements
- Encourage players and organisation officials to respect the organisation's gear and equipment at all times
- Keep the Management Committee informed of all relevant matters
- Attend meetings of the organisation as required
- Be aware of the future directions and plans of the organisation

## Event Volunteers

- Liaise with the Volunteer Coordinator and Events Coordinator regarding specific duties to be conducted during events

Note: To assist in preparing for and running successful events, prepare a detailed list of jobs to be undertaken for events. This document should be maintained and updated annually and made available to volunteers who are to provide assistance in the preparation for and running of events

## Ground Coordinator

- Ensure that the rules and regulations in respect to the organisation's playing fields are respected and observed
- Oversee the implementation of any rules and regulations stipulated by Council and the relevant peak bodies
- Have a sound understanding of the various requirements in relation to ground management
- At the commencement of the season, order line marking and other equipment as required and approved by the committee
- Mark out the playing fields at the commencement of the season
- Ensure the ground maintenance equipment is in good working order
- Ensure the dressing rooms, canteen, referee room and toilets are in a clean and tidy condition and suitable for use
- Ensure the ambulance access is free and maintained at all times
- Ensure the field safety equipment is in good order
- Ensure that field lines are clearly marked and maintained in good order for all games
- Ensure the playing surfaces are in good order at all times
- Organise irrigation of the playing fields and surrounds
- Keep the Management Committee informed about the overall condition of the fields to ensure continued availability and maintenance
- Alert the Management Committee to any areas of concern regarding the grounds or facilities and the actions required to remedy concerns
- Maintain a good understanding of risk management and implement risk management strategies in consultation with the Management Committee
- Liaise with local Council whenever necessary
- Ensure all equipment and documentation is available on match days

**Marketing:**



# MARKETING & SPONSORSHIP



# 1. Stocktake

- Before we can work out how to progress, we first need to have a great understanding of our current situation!
- Analysis of your current major marketing initiatives...

*\*Complete Worksheet Q1*





## 2. Developing a marketing plan

- a) Determine your organisation's Vision and Mission
- b) Define the marketing strategy & direction
- c) Make an assessment of the environment
- d) Consider opportunities
- e) Define your segments and targets
- f) Perfect the marketing mix – the 4 P's
- g) Evaluation and control of marketing efforts

## a. Determine the mission & vision

- *Complete section 2a*
  - Mission
  - Vision
  - Brand
  - Culture





## b. Define the marketing strategy & direction

- What other sport/health/fitness/social/leisure/entertainment options are there for those who you want to attract to your organisation?
  - How can you market your organisation over these alternatives?
  - How can you evolve your organisation or your services into a “purple cow”???
- \*Complete Worksheet Q2b*



## c. Assess the environment

- SWOT analysis
    - Strengths
    - Weaknesses
    - Opportunities
    - Threats
  - List as many variables as you can that might affect your ability to continue or grow your activities in your locality...
- \*Complete Worksheet Q2c*



## d. Define the target market

- *"A starving man will not take any interest in the art world."*  
(Kotler, 1989, p. 198)
- Niche marketing is much more effective than mass marketing
- Identify your specific target market amongst the crowd (*\*Complete Worksheet Q2d*)



## e. Perfect the marketing mix (4 P's)

The marketing mix are the variables you use to better market your organisation. It includes:

- Products
- Price
- Promotion
- Place – Distribution

*\*Complete Worksheet Q2e*





## f. Evaluation & control of marketing efforts

- How does your organisation currently evaluate its marketing initiatives?
- How can this be improved?
- How will you adjust marketing efforts that aren't proving effective?

*\*Complete Worksheet Q2f*



### 3. Generating media coverage

#### a) Promotional events

- Purpose – to promote your organisation (& brand) to the community & potential new members.
- E.g. sign on days, come & try days, finals days, trivia nights, guest speaker dinners...
- Think outside the box! Think how you can create partnerships & win-win outcomes with others (e.g. Oprah's visit to promote Australia; multi-sport sign-on days; providing come & try activities as part of your local Council's physical activity promotion programs; hold a corporate sports challenge or corporate fitness program)... *\*Complete Worksheet Q3a*

## b) Media releases

- Catchy heading
- Date for release
- Interesting & well-matched content
- Formatting (easy-to read & keep it short)
- Provide your contact details & availability
- Provide photos (of various shapes)
- Keep an up-to-date database of media contacts

*\*Complete Worksheet Q3b*



### c. Free editorials

- What expertise or value could your organisation or its key personnel provide for your local paper? Aim to become the expert they contact whenever they want/need to write about that topic
- Letter to the Editor.

*\*Complete Worksheet Q3c*

## d) Making media personnel or high profile personnel VIPs

- Getting the media to write about your club or event is one thing, but getting them so interested that they come along to watch is a whole new ball game!
- *Brian Kerle generated plenty of valuable media coverage for the Brisbane Bullets by providing key media personnel & their families with VIP court-side seating, food, drinks, invitations to club presentation nights & events, backstage passes etc.*
- How could your organisation potentially implement a similar strategy? \*Complete Worksheet Q3d

## This Workshop Is Only The Beginning...

Gain access to plenty of extra info & resources at:

- [www.completeperformancesolutions.com/srq.php](http://www.completeperformancesolutions.com/srq.php)

We deliver workshops for clubs, schools and councils throughout Qld.

Contact us to find out more about our workshops or to gain assistance with achieving a healthy canteen, managing events, attracting & managing volunteers, and growing your club.

- Email: [info@completeperformancesolutions.com](mailto:info@completeperformancesolutions.com)
- Phone: (07) 3166 8183





# 1. Core Businesses

*List your Core Businesses below:*

- *E.g. Promote the game of basketball, member development, liaison with Council and government*
- 

# 2. Target Markets

Target Markets	Wants or Needs
<ul style="list-style-type: none"><li>■ <i>E.g. Local schools</i></li><li>■</li></ul>	<ul style="list-style-type: none"><li>■ <i>E.g. School-based competition</i></li><li>■</li></ul>






# 3. Competitors *List your competitors below.*

<ul style="list-style-type: none"><li>■ <i>E.g. Other basketball clubs, other sports</i></li><li>■</li></ul>	<ul style="list-style-type: none"><li>■</li></ul>
--	---



## 4. Marketing Objectives

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List your marketing objectives below, detailing **what** you want, **how much** you want and **when** you want it.

<b>MARKETING OBJECTIVES</b>
-----------------------------

E.g. Increase membership by 5% by 2015

Increase income from sponsorship to \$2,500 per year by 2013

1.

---

2.

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3.

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4.

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5.

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## 5. Marketing Strategies

*Note down a list of strategies you have used in the past and how effective you thought these activities were in achieving your marketing objectives.*

Marketing activities employed	Effectiveness (please tick)				
	5 Very effective	4	3 Slightly effective	2	1 Not effective
<i>E.g Come and Try Days, flyer mail out, advertising in school newsletters, stories in local newspaper</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 6. The 5 'P's of Marketing

**Objective:**

*List your marketing objectives here, from Section 4.*

Product	Price	Promotion	Place	People	Timeframe	Budget	Results
Participation in structured basketball activities	\$150 for playing membership	'Come and Try Day'	ABC Basketball Club	Committee members and club volunteers	January 2012	\$500	32 new members signed on as a result of the promotion


**Objective:**

*List your marketing objectives here, from Section 4.*

Product	Price	Promotion	Place	People	Timeframe	Budget	Results

**Objective:**

*List your marketing objectives here, from Section 4.*

Product	Price	Promotion	Place	People	Timeframe	Budget	Results

**Objective:**

*List your marketing objectives here, from Section 4.*

Product	Price	Promotion	Place	People	Timeframe	Budget	Results

**Objective:**

*List your marketing objectives here, from Section 4.*

Product	Price	Promotion	Place	People	Timeframe	Budget	Results

## 7. Measuring Success

*List how you will measure the success of your marketing*

- *E.g. Monitor membership increases and graph the membership statistics for each age group and division to see where membership is increasing or decreasing*
- *E.g. Monitor income increases from sales*
-



# **Contacts, Agreements, Sponsorship & Funding:**

# SPONSORSHIP



## 1a. Who are we ?

- How would you define your club?
- What would the communities perception of your club be?

*\*Complete Worksheet Q1a*

# Richmond FC – Core Values



## Brisbane Lions – Core Values



- Relentless, United, Respectful

# Brand Perception



## 1b. Who are we and what are we doing.....

- What could be 3 core values central to your club?

*\*Complete Worksheet Q1b*

## 2. Reasons for sponsoring a club

- a) Parent / friend / relation of a member
- b) Increase awareness of product or company name
- c) Change or create a perception of a brand
- d) Identify with a particular lifestyle / market
- e) Allows for promotional / merchandise opportunities
- f) Enhance corporate image
- g) Entertain clients or reward staff
- h) Commercial arrangement

*\*Complete Worksheet Q2*



### 3. Types of sponsorship

- a) Cash
- b) In – Kind
- c) Combination of both

*\*Complete Worksheet Q3*

## 4. What are our Assets?

*“When you find assets that are more than a logo inclusion or a banner hanging, you will find value”*

## 4a. Examples of Assets?

- Logo inclusion
- Signage
- On-site activation - sampling
- Naming rights – stadium, team, trophy
- Database promotion - e-news
- Web presence
- Money can't buy experiences

*\*Complete Worksheet Q4a*

## 5. How much is our sponsorship package worth?

*“You may have the most thought-out sponsorship pricing strategy, but if a company has little motivation, the pricing becomes irrelevant”*

## 5a. How much is our sponsorship package worth?

- Benchmark (speak to others in the industry)
- Determine any quantifiables (ie no. of members, web clicks, no. of spectators, previous PR obtained)
- Lots of little sponsors v 1 large one?
- Remember that there are costs involved in servicing a sponsor

## 6. Who do we target?

- Generate a list of companies who share your “core values”
- Generate a list of local companies who are in your industry
- Look through the newspaper and see who is currently advertising (indicates they have a marketing budget)
- Research other sporting clubs and see what types of companies are sponsoring them
- Australia Post – [corporate.responsibility@auspost.com.au](mailto:corporate.responsibility@auspost.com.au)
- McDonalds sponsorship
- Review expense line items in your budget and contact local companies who provide that service / product
- [www.sponsorshipnews.com.au](http://www.sponsorshipnews.com.au)
- [www.sportsponsorship.com.au](http://www.sportsponsorship.com.au)

## 7. Recruiting sponsors

- Sell a story central to your clubs “core values”
- Who are your current sponsors? *\*Complete Worksheet Q7a*
- Identify additional potential sponsors (making sure to avoid conflicts of interest)? *\*Complete Worksheet Q7b*
- Tips on developing written sponsorship proposals
  - Appealing front page
  - Keep it brief and direct
  - Emphasize “what’s in it for them” (assets)
  - Specifically how they will be helping the organisation &/or its participants
  - Include photos &/or video
  - Include testimonials from other sponsors
  - Include brief key info on the club – core values / clubs mission



## 8. Retaining sponsors

- Strategies:
  - Recognition & incentives
  - Naming rights of particular events & teams
  - Arranging longer term contracts from the start
  - Continuing to add extra value for the sponsor
  - Seeking their feedback & ideas
  - Developing great relationships
  - Embedding them in the organisation
  - Ask them why they've chosen to be a sponsor and what they've gained most out of it, & over-deliver these things

*\*Complete Worksheet Q8*





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## **Strategic & Recruitment Plans:**

2011

Basketball Queensland

**Model Development Plan Template**

# Model Development Plan 2011

*For:*

ABC Basketball Club

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[cprgroup.com.au](http://cprgroup.com.au)

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# Introduction

## Formulation

This Model Development Plan was formulated based on a Model Development Planning Template. The process included participation in a Development Planning workshop program. This program involved a number of organisations and intended to provide an opportunity for each organisation to work towards preparing a Model Development Plan.

## Structure

This Model Development Plan addresses three planning questions:

### Where are we now?

The current situation of the organisation.

### Where do we want to be in the future?

The direction the organisation wishes to take into the future and the objectives of the organisation.

### How will we get there?

The Action Plan details the projects required to achieve each objective, the timeframe for each project, the position within the organisation that will take the lead role in ensuring that each project is implemented and an estimate of the financial resources required. The „Status“ column allows the organisation to monitor progress against each project.

## Implementation

The first step in the implementation of this plan will be for the committee to formally adopt the plan at a club meeting. This simply means that the committee should move a motion along the lines of the following:

“That the Model Development Plan for ABC Basketball Club Inc. be formally adopted as the proposed future direction of the club.”

This Model Development Plan should be tabled regularly at meetings of the Management Committee to ensure that it is implemented throughout the year and that timeframes are being met. The organisation should hold an annual planning review workshop to ensure that this plan is updated each year. The table below is to be completed as the plan is reviewed and updated.

Date plan formally adopted	/ /
Date of first review (end of year 1)	/ /
Date of second review (end of year 2)	/ /
Date of third review (end of year 3)	/ /
Date of fourth review (end of year 4)	/ /

**Note:** This document is a Model Development Plan, based on CPR Group’s Model Development Plan Template and may therefore not address all issues currently facing the organisation named in this document. This Model Development Plan should not be relied upon as the only planning document of the organisation. The organisation should consider completing a full Development Plan, which would involve additional consultation, extensive identification of SWOT issues, further research and validation of information collected.

# 1. Where are we now?

## 1.1 Organisation Contact Details

### Organisation Details

<b>Organisation Name</b>	ABC Basketball Club Inc.												
<b>Postal Address</b>	PO Box 1234 IPSWICH QLD 4305												
<b>Street Address</b>	27 Sporting Lane IPSWICH QLD 4305												
<b>Lot on Plan</b>	Lot 2 on RP435542												
<b>Tenure Details</b>	<table><tr><td><b>Lease from Council</b></td><td><input checked="" type="checkbox"/></td></tr><tr><td><b>Private Lease</b></td><td><input type="checkbox"/></td></tr><tr><td><b>Council permission to use</b></td><td><input type="checkbox"/></td></tr><tr><td><b>Freehold</b></td><td><input type="checkbox"/></td></tr><tr><td><b>Lease from State Govt.</b></td><td><input type="checkbox"/></td></tr><tr><td><b>Other</b></td><td><input type="checkbox"/></td></tr></table> <p>If other, please note:</p>	<b>Lease from Council</b>	<input checked="" type="checkbox"/>	<b>Private Lease</b>	<input type="checkbox"/>	<b>Council permission to use</b>	<input type="checkbox"/>	<b>Freehold</b>	<input type="checkbox"/>	<b>Lease from State Govt.</b>	<input type="checkbox"/>	<b>Other</b>	<input type="checkbox"/>
<b>Lease from Council</b>	<input checked="" type="checkbox"/>												
<b>Private Lease</b>	<input type="checkbox"/>												
<b>Council permission to use</b>	<input type="checkbox"/>												
<b>Freehold</b>	<input type="checkbox"/>												
<b>Lease from State Govt.</b>	<input type="checkbox"/>												
<b>Other</b>	<input type="checkbox"/>												

### Contact Details

<b>Organisation Phone</b>	<input type="text" value="07 5012 3456"/>	<b>Organisation Email</b>	<input type="text" value="info@abcbasketball.com.au"/>		
<b>Website</b>	<input type="text" value="www.abcbasketball.com.au"/>				
<b>Preferred Contact</b>	<table><tr><td><b>Name</b></td><td><input type="text" value="Joe Bloggs"/></td><td><b>Position</b></td><td><input type="text" value="President"/></td></tr></table>	<b>Name</b>	<input type="text" value="Joe Bloggs"/>	<b>Position</b>	<input type="text" value="President"/>
<b>Name</b>	<input type="text" value="Joe Bloggs"/>	<b>Position</b>	<input type="text" value="President"/>		
	<table><tr><td><b>Phone</b></td><td><input type="text" value="07 5012 3456"/></td><td><b>Email</b></td><td><input type="text" value="president@abcbasketball.com.au"/></td></tr></table>	<b>Phone</b>	<input type="text" value="07 5012 3456"/>	<b>Email</b>	<input type="text" value="president@abcbasketball.com.au"/>
<b>Phone</b>	<input type="text" value="07 5012 3456"/>	<b>Email</b>	<input type="text" value="president@abcbasketball.com.au"/>		

### Incorporation and ABN Details

<b>Incorporation No.</b>	IA12345
<b>Incorporation Date</b>	30 June 1986
<b>ABN</b>	12 345 678 910
<b>Registered for GST?</b>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

### Activities conducted by the organisation

- Junior basketball training and competition
- Senior basketball training and competition
- School holiday coaching clinics

### Events or competitions in which the organisation participates

- Senior Men's and Women's competition
- Youth Divisions
- Juniors (mixed) Under 10 to Under 16

### Management Committee

Position	Name	Position	Name

## 1.2 Membership Profile and Projections

The following table provides current membership information in each of the organisation's membership categories, together with projections for how many members the organisation hopes to have in each category in five years.

Membership Category / Team / Age Group	Males		Females		Total	
	2011	2016	2011	2016	2011	2016
Seniors	110	150	50	65	160	215
Youth	250	300	150	200	400	500
Juniors	40	60	30	50	70	110
<b>TOTAL</b>	<b>400</b>	<b>510</b>	<b>230</b>	<b>315</b>	<b>630</b>	<b>825</b>

## 1.3 Membership Catchment Area

⊙ Ipswich

---

⊙ Amberley

---

⊙ Blackstone

---

⊙ Booval

---

⊙ Tivoli

---

⊙ Silkstone

---

⊙ Eastern Heights

---

⊙ Leichhardt

---



## 1.4 Core Businesses

The core businesses of the organisation are the main services and/or products provided to members or customers. It is important for the organisation to identify these areas of core business to determine where the most effort should be devoted. Core businesses identified during consultation include:

<input type="checkbox"/> Promote basketball	<input type="checkbox"/> Maintain security of tenure
<input type="checkbox"/> Maintain a family-friendly environment	<input type="checkbox"/> Provide high-quality coaching personnel
<input type="checkbox"/> Maintain high-quality facilities	<input type="checkbox"/> Support players and coaches
<input type="checkbox"/> Develop players' skills	<input type="checkbox"/> Successfully manage finances
<input type="checkbox"/> Obtain sponsorship assistance	<input type="checkbox"/> Effectively manage volunteers

## 1.5 Mission Statement

*To provide a family-friendly basketball environment, maintaining high-quality facilities, developing players' skills and promoting the sport in the local area*

## 1.6 Customers

Customers are the groups or individuals that have either a role to play, or an interest in the organisation. Customers identified during consultation include:

<input type="checkbox"/> Members	<input type="checkbox"/> Sponsors
<input type="checkbox"/> Parents of younger members	<input type="checkbox"/> Patrons
<input type="checkbox"/> Management committee	<input type="checkbox"/> Peak bodies
<input type="checkbox"/> Volunteers	<input type="checkbox"/> Council
<input type="checkbox"/> Coaches	<input type="checkbox"/> State Government departments

## 1.7 SWOT Analysis:

A S.W .O.T analysis analyses the *strengths*, *weaknesses*, *opportunities* and *threats* facing the organisation. Strengths and weaknesses are current internal elements. Opportunities are future prospects for improvement and threats are potential future impediments.

STRENGTHS	STRATEGIES
Active, devoted committee	Maintain devotion of committee
Commitment to improving our facilities	Keep improving facilities with grant funding
Strong member retention rates	Continue member retention strategies
“On-court” success of the organisation (successful delivery of services to members)	Maintain a strong focus on providing first-class participation opportunities
Risk management policies in place	Continually monitor and review risk management policies
WEAKNESSES	STRATEGIES
Membership numbers not growing in line with local population increases	Improve focus on membership recruitment including increased local promotion
Lack of volunteers	Enhance volunteer rewards and recognition
Insufficient publicity and promotion	Advertise in local papers and letterbox drops
Poor communication with members and peak bodies	Prepare and distribute a monthly e-newsletter to members and external customers

---

Model

Development

Plan

Template

## 2. Where do we want to be?

### 2.1 Objectives

Club Development Category	Objectives
Facility Management	⊙
	⊙
	⊙
Facility Development	⊙ Enhanced facilities and equipment from 2012
	⊙
	⊙
Financial Management	⊙ Streamlined administration and financial management from 2012
	⊙
	⊙
Sustainability	⊙
	⊙
	⊙
Membership	⊙ 5% net increase in club membership each year until 2016
	⊙
	⊙
Equipment	⊙
	⊙
	⊙
Risk Management	⊙
	⊙
	⊙
Volunteer Management	⊙ Retention of sufficient volunteers to ensure effective operations until 2016
	⊙
	⊙
Training and Education	⊙
	⊙
	⊙
Organisation Management	⊙
	⊙
	⊙

### 3. How do we get there?

#### 3.1 Action Plan

Objective: Enhanced facilities and equipment from 2012

Projects	Start Date	End Date	Lead Role	\$	Status
Construct spectator seating adjacent to Court 1	Aug 2012	March 2013	President	\$25,000	Awaiting funding approval
Seek external funding assistance (e.g. through Queensland Government Sport and Recreation Infrastructure Program and Council) and construct additional change rooms	Sept 2012	Dec 2013	President and Treasurer	\$200,000	Awaiting funding program dates
Upgrade the canteen and bar facilities to meet health and hygiene standards and to ensure appropriate service provision	Sept 2013	March 2014	President	\$50,000	
Seek external funding assistance (e.g. through Queensland Government Sport and Recreation Infrastructure Program and Council) and upgrade court lighting to competition standard	Sept 2015	Dec 2016	President and Treasurer	\$40,000	

Model

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Objective: Streamlined administration and financial management from 2012

Projects	Start Date	End Date	Lead Role	\$	Status
Improve committee succession, whereby vacating members spend time training those taking over their position	Jan 2012	Ongoing	Secretary and Treasurer	Nominal	In progress
Implement enhanced procedures for seeking sponsorship assistance, including preparation and submission of formal sponsorship proposals to suitable local businesses	Jan 2012	Dec 2012	Secretary and Treasurer	Nominal	Complete

Formulate and operate according to a detailed annual budget to maintain accountability

Jan 2012

Ongoing

Treasurer

Nominal

In progress

Seek funding through the Queensland Government Sport and Recreation Active Inclusion Program (SRAIP) and provide convenient access to training for administrative personnel to ensure they are appropriately skilled to carry out their roles

April 2012

Ongoing

Secretary and Treasurer

Up to \$5,000 available through SRAIP each year

Awaiting funding program dates

Model

Development

Plan

Template

Objective: 5% net increase in club membership each year until 2016

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Model

Development

Plan

Template

Objective: Retention of sufficient volunteers to ensure effective operations until 2016

Projects	Start Date	End Date	Lead Role	\$	Status
Host an annual volunteer induction session at the commencement of each season to welcome and up-skill new volunteers	Feb 2012	Ongoing	President	\$200 pa	Not yet commenced
Communicate face-to-face with members regarding the need for volunteer assistance with club operations	March 2012	Ongoing	President	Nominal	Not yet commenced
Improve volunteer succession, whereby vacating volunteers spend time providing support and assistance to those taking over their roles	Jan 2012	Ongoing	Secretary and Treasurer	Nominal	In progress
Hold an annual volunteer „Thank You“ dinner to show appreciation for volunteers“ efforts throughout the season	From Oct 2012	Ongoing	Management Committee	\$500 pa	



# **Risk Management:**

**Sport Safety Risk awareness for the use of teachers and coaches in the sport of Tenpin Bowling in the Centre.**

**Potential risk Tenpin Bowling Specific**

**Tenpin is a non contact low risk sport – easy to play by all ages and abilities. Following these simple guidelines of risk reduction will ensure a pleasant visit to your local bowling centre.**

**Environmental: The playing area:**

- **Inform visiting bowlers about the entrance to the bowl (i.e if there are stairs for persons with a disability/ whether or not your centre has a lift or elevator access)**
- Athletes must be warned of the risks of the sport – supply a verbal outline of the following risks
- Identify areas of risk in the bowling centre prior to students arriving and talk to centre management to remove any hazard.
- Shoes , bags and any other item should be stowed under seats and away from walkways
- Illustrate and show that the hands should stay away from ball return openings as the ball could return at a high speed.
- The black line separating the bowling lane and the approach is called the foul line – oil is laid on the lane so bowlers should always stay the approach side of the foul line at all times.
- Food and drink should not be consumed in the playing area as spillage may cause persons to trip and fall on the approach.
- Avoid Injuries to players hands when picking up the ball from the ball turntable by placing hands on the side of the ball not front to back to avoid fingers jamming when balls roll into each other.
- Have a pre-organised plan to follow in case of an emergency during your session
- Provide a safe environment

**Equipment:**

- Safe and proper equipment should be provided and recommended – correct weight for body type and correct size grip holes. Check ease of release prior to bowling the ball down the lane.
- Tenpin bowling offers many aids to assist a bowler who cannot grip the ball – please ask the customer service person at the desk or an attending coach for assistance

**Coaching/teaching considerations:**

- Develop clear, written rules for training and general conduct
- Establish and monitor rules of conduct and safety in all training sessions
- Activities must be closely supervised by coaches / teacher / bowling staff
- Athletes must be evaluated for injury and incapacity
- Adequate planning and supervision of activities is a must
- Enquire in an appropriate manner about any pre existing medical conditions which may affect the bowler's ability to carry out the activities in a session.
- Appropriate modification of a training program to meet special needs of bowlers –Monitor equipment use particularly with children. A heavier ball does not mean a higher average. Physical strength and ability need to be taken into consideration.
- Emergency procedures could be prepared in readiness – nearest phone, Centre first aid kit, clear directions to bowling centre for ambulance to follow
- Establish an Emergency procedure plan when you commence coaching/teaching
- Unless you are trained leave first aid and injury treatment to the professionals
- Have all injuries treated immediately and checked by trained personnel
- Continue to identify areas of risk in your own centre and with individual athletes
- Coaches /teachers/bowling staff should know first aid.
- Coaches/teachers should keep adequate records of injuries

E & OE.

# Event Management

The varying activities that can be part of any community event or festival can provide a difficult risk management environment for a group to manage. Activities can involve other groups or individuals, can involve some major risks, can involve a number of people coming together for a short period of time and the physical environment can be challenging ...not to forget that the weather can intervene and cause chaos at any time.

These Checklists are intended to provide a starting point for you to use to develop your own specific risk management checklists. Every group has specific risks to them – only YOU can identify them. Look and understand the risk management process at [www.ourcommunity.com.au](http://www.ourcommunity.com.au) and this will help prevent people being injured and save you from unnecessary concern and grief. While this checklist deals mainly with public safety there are other risks involved that you should attempt to identify that may deal with finance, planning, staff, law etc.

What potential risks have you identified?	Date Inspected	What Problem was Detected (if any)	Likelihood A,B,C,D,E	Impact A,B,C,D	Risk Rating H,M,L (see Risk hart)	Who Will fix the problem?	When will it be fixed?	Completed (signed off)
<b>1. Event management</b>								
Do you have any required permits?								
Will there be road closures for the event? Have you applied for a permit from the appropriate authorities and notified emergency services?								
Do you have a contact list for committee members responsible for each area of the event?								
Do you have a checklist to ensure you have all appropriate documentation, such as the event plan, contracts, sponsorship letters, licences/permits, event program, accounts and emergency plan?								
Do you have public liability insurance?								
Is property and equipment insured?								

Have you contacted all key stakeholders, such as local councils, police, ambulance service, food vendors and security?

Do you have a contact list for all stakeholders?

What potential risks have you identified?	Date Inspected	What Problem was Detected (if any)	Likelihood A,B,C,D,E	Impact A,B,C,D	Risk Rating H,M,L (see Risk hart)	Who Will fix the problem?	When will it be fixed?	Completed (signed off)
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Have you prepared a site map of the event or festival? Do all stakeholders have a copy?

Have you organised an information centre for event patrons?

Are your staff and volunteers adequately qualified or trained?

Do you have signs on-site indicating where to find phones, toilets, water, first-aid posts, parking, security, lost and found, public transport, etc?

Do you have appropriate signs on-site indicating rules regarding smoking, alcohol, bag searches, etc?

Do you have adequate car parking – for cars, buses, taxis, emergency vehicles?							
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Have you developed a traffic management plan for the event?

Do you have contingency plans for transport if the event finishes late, is cancelled or affected by wet weather?

Do you have an emergency response plan?

Do you have an evacuation plan?

Do you have emergency tools on-site, such as a fire axe and bolt-cutters?

Do you have effective communication on-site?

Have you consulted with fire services to ensure you have all necessary fire fighting equipment required by law?

Will portable fire protection equipment be located throughout the venue?

What potential risks have you identified?	Date Inspected	What Problem was Detected (if any)	Likelihood A,B,C,D,E	Impact A,B,C,D	Risk Rating H,M,L (see Risk hart)	Who Will fix the problem?	When will it be fixed?	Completed (signed off)
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Has the declaration of a total fire ban or fire danger period on the day of the event been considered?

Are hydrants or suitable water supply available to fire services?

Do you have a security plan for the event?

Have you hired a security firm?

Have you decided to ban any items from the event?

Will you be conducting bag searches?							
Have you made arrangements for lost and stolen property or lost children?							
Do you have a first-aid post on-site that is set up with lighting, power, running water and appropriate equipment?							
Do you have trained staff or volunteers to man the first-aid post?							
Have you arranged for the first-aid posts to be regularly serviced?							

Are you prepared for a medical emergency?

Have you arranged waste management?

Have you considered noise levels?

Will alcohol be available at the event? If so, have you arranged for the appropriate licences/permits?

Are you prepared for the effects of alcohol, such as dehydration, potential medical concerns or crowd disturbances?

Do you have designated alcohol-free areas?							
--	--	--	--	--	--	--	--

Have you ensured alcohol is not available to under-age patrons?							
Will you be providing alcohol in plastic cups to lessen the risk of injuries?							
Do you have plans for infection control, including contact details for environmental health officers?							

Have you taken steps to stop the spread of infection, such as ensuring safe waste disposal and disposal of sharps?

If food is being served at the event, do you have appropriate food handling procedures, including any necessary licenses/permits?

Do you have enough toilets for the expected number of patrons?							
Are the toilets clean (provided with soap and hand-washing equipment, away from food areas, cleaned and re-stocked regularly, etc) and safe (well-lit, appropriate for wet weather, etc)?							
Are the toilets accessible for people with limited mobility?							
Will sunscreen be provided at the event?							

Do you have signage of safety messages such as sun-smart, appropriate use of alcohol and attitudes to drink-driving?

Do patrons have access to public telephones?

Does the event have adequate lighting?

Do you have emergency power and lighting?

If you are erecting any temporary structures, such as stages or marquees, do you have appropriate permits and are the structures secure?							
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What potential risks have you identified?	Date Inspected	What Problem was Detected (if any)	Likelihood A,B,C,D,E	Impact A,B,C,D	Risk Rating H,M,L (see Risk hart)	Who Will fix the problem?	When will it be fixed?	Completed (signed off)
---	----------------	------------------------------------	-------------------------	-------------------	---	---------------------------	------------------------	------------------------

Have you arranged for a post-event debriefing to assess what worked and what didn't?

Have you completed a full risk assessment of the site where the event will be held?

**2. Outdoor venues**

Is the area safe from flooding?							
Is the terrain safe (look for cliffs, gullies, reclaimed or unstable land)?							
Are there any water bodies nearby? Have steps been taken to ensure they cannot be accessed by patrons and safety equipment and staff are available? Are signs in place?							
If a pool is part of the event do you have staff with appropriate training in water safety?							
Are there any plants or wildlife (including snakes and insects) in the area that could cause problems?							

Are there any potential technical hazards in the area, such as power lines?

Is the area a potential bushfire risk?

Is the area subject to flooding?

Is the area subject to high winds?

Have you taken steps to ensure safety for pedestrians on or near major or minor roads or other transport areas such as airstrips or railway lines?

Is the area subject to extreme heat or extreme cold?							
--	--	--	--	--	--	--	--

What potential risks have you identified?      Date Inspected      What Problem was Detected (if any)      Likelihood A,B,C,D,E      Impact A,B,C,D      Risk Rating H,M,L (see Risk hart)      Who Will fix the problem?      When will it be fixed?      Completed (signed off)

Are there any chemicals or potentially dangerous materials stored on the site or nearby?

Are any buildings or structures on the site safe?

Have you investigated the history of the site (to ensure, for example, that it has not been used as a toxic waste dump)?

Is the venue accessible for emergency service vehicles (Look at roads, ground surfaces, gates and parking)?

Does the venue cater for people with limited mobility?

Is the venue easy and safe to access by pedestrians?							
Do you have plans for wet weather?							
Are basic services, such as water, available on-site?							
Does the area have adequate shade?							
Have you checked the General Checklists at <a href="http://www.ourcommunity.com.au">www.ourcommunity.com.au</a>							

Insert Your Own

Insert Your Own

Insert Your Own

# Risk Chart

## LIKELIHOOD

<b>IMPACT</b>	<b>RATING</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
			<b>Frequent</b>	<b>Probable</b>	<b>Occasional</b>	<b>Remote</b>	<b>Improbable</b>
	<b>A</b>	<b>Catastrophic</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>	<b>High</b>
	<b>B</b>	<b>Critical</b>	<b>High</b>	<b>High</b>	<b>High</b>	Medium	Low
	<b>C</b>	<b>Marginal</b>	<b>High</b>	Medium	Medium	Low	Low
<b>D</b>	<b>Negligible</b>	Medium	Low	Low	Low	Low	

<b>MEASURE</b>	<b>IMPACT</b>	<b>Effect/description</b>
<b>A</b>	<b>Catastrophic</b>	Death – severe injury (e.g. loss or crushed limb, brain damage)
<b>B</b>	<b>Critical</b>	Major Injuries – require medical assistance (inc concussions)
<b>C</b>	<b>Marginal</b>	Minor Injuries, cuts, treated internally (inc minor sprains)
<b>D</b>	<b>Negligible</b>	No injury

<b>MEASURE</b>	<b>LIKELIHOOD</b>	<b>DESCRIPTION</b>
<b>A</b>	<b>Frequent</b>	Will occur regularly – day to day
<b>B</b>	<b>Probable</b>	Will occur on most occasions, circumstances
<b>C</b>	<b>Occasional</b>	Will occur from time to time
<b>D</b>	<b>Remote</b>	May occur but not regularly or often
<b>E</b>	<b>Improbable</b>	Unlikely to ever occur

**DISCLAIMER**

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**Events:**

# Event Management Plan Template

Name of Event:			
Venue Address:			
Venue Contact:		Phone:	
Venue Type:			
Venue Capacity:			
Number of Staff:		Number of Volunteers:	
Date of Event:		Time of Event:	
Required setup time:			
Required pack-up time:			

Event Manager:

Organisation:

Address:

Phone:

Mobile:

Email:

Describe the main purpose of the event:

Describe the types of activities which will be conducted at the event:

Who is the target audience:

Expected number of participants:  
e.g. players, coaches

Expect number of attendees:  
e.g. spectators, visitors

Approvals and Permits Required:  
e.g event approvals, liquor and gaming licences, council permits

Access (including emergency vehicles)

Amenities  
e.g. toilets, canteen, seating, shade

# Event Volunteer Management

Use this table to list the names of the Event Volunteers, their contact details, the roles they will play during the event, to whom they will report before, during and after the event and any other volunteers for whom they will be responsible

Responsible for																	
Reports to																	
Roles																	
Contact Details																	
Name																	





## Event Budget

Expenditure

Estimated

Actual



--	--


TOTAL EXPENDITURE

TOTAL PROFIT/LOSS

## Event Running Sheet

DATE: \_\_\_\_\_  
EVENT: \_\_\_\_\_  
EVENT CONTACT: \_\_\_\_\_  
VENUE: \_\_\_\_\_  
VENUE CONTACT: \_\_\_\_\_

TIME	TASK	RESPONSIBLE


### EVENT FOLLOW-UP

### NOTES



## Action Tables

Use these Action Tables to list the things that you need to do in preparing for and running your event. Remember to include contingency planning, marketing and promotion, risk management and event evaluation.

Issue	Checklist Reference (if applicable)	Actions	Timeframe	Lead Role	Estimated Cost		

## Action Tables

Use these Action Tables to list the things that you need to do in preparing for and running your event. Remember to include contingency planning, marketing and promotion, risk management and event evaluation.

Issue	Checklist Reference (if applicable)	Actions	Timeframe	Lead Role	Estimated Cost		

## Action Tables

Use these Action Tables to list the things that you need to do in preparing for and running your event. Remember to include contingency planning, marketing and promotion, risk management and event evaluation.

Issue	Checklist Reference (if applicable)	Actions	Timeframe	Lead Role	Estimated Cost		





*E.g. surveys or feedback forms, SWOT analysis*

## EVENT MANAGER'S CHECK LIST - PREPARATION

Checklist completed by:

Name:

Date:

Signature:

*Note: Not all risks will be identified using this checklist*

Page 1

1. Has an Event Management Plan been prepared?

N/A

Yes

No

Y  
e  
s

Actions Arising?

Details:

2. Has a comprehensive budget been prepared for the event (including the identification of potential income and expenditure, any deposits required, a break-even figure and any taxation implications)?

Have budget for venue specifically decided prior to sending tenders for event to Bowling Centres.

N/A

Yes

No

Y  
e  
s

Actions Arising?

Details:

3. Has a safe, appropriate venue been booked and confirmed for the event and has a map – location and venue plan been prepared?

N/A

Yes

No

Y  
e  
s

Actions Arising?

Details:

4. Have bookings been made for HR services, volunteers and officials required and have you sighted current certificates

of insurance (including venue public liability) from all providers of goods and services?

N/A

Yes

No

Y  
e  
s

Actions Arising?

Details:

Checklist completed by:  
Name:

Date:

Signature:

*Note: Not all risks will be identified using this checklist*

Page 1

5. Have you identified and secured necessary insurance for the event (including public liability, professional indemnity, workers' compensation, volunteer workers', personal accident, fire, burglary, money, consequential loss, motor vehicle and cash in transit)?

N/A

Yes

No

Y  
e  
s

Actions Arising?

Details:

N  
o

0

6. Are there sufficient volunteers available to run the event and have they received the necessary induction, training and support?

N/A

Yes

No

Actions Arising?

Details:

7. Are there sufficient technical personnel organised for the event and are they appropriately trained and skilled (e.g, first aid, tournament director, MC, data input, lane marshals, coaches and other officials)?

N/A	Yes	No	Y	Actions Arising?	Details:	N
			e			o
			s			

Checklist completed by:

Name:

Date:

Signature

*Note: Not all risks will be identified using this checklist*

Page 2

8. Have adequate plans been made for advertising, marketing and promotion? (media officer, photographer)

N/A	Yes	No	Y	Actions Arising?	Details:	N
			e			o
			s			

9. Have contingency plans been made for Lane break downs, squad delays, bad weather or other unforeseen circumstances?

N/A	Yes	No	Y	Actions Arising?	Details:	N
			e			o
			s			

10. Have plans been made to hold a post event to thank volunteers and debrief all volunteers and team?

N/A	Yes	No	Y	Actions Arising?	Details:	N
			e			o
			s			

## **Minutes From Past 12 Months:**

(Record all meeting minutes below)

- END OF MANUAL -