



Kinglake Ranges Tennis Club Inc

Policy Manual

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Governance Policy

Introduction

Governance in the community groups is concerned with the systems and processes that ensure the overall direction, effectiveness, supervision and accountability of an organisation.

Committee members take ultimate responsibility for the governance of their organisations. However, governance is not a role for Committees and Committee members alone. Governance is also concerned with the way Committees work with chief executives and staff (where appointed), volunteers, service users, members and other stakeholders to ensure their organisation is effectively and properly run and meets the needs for which the organisation was set up.

Purpose

The Governance Policy is intended to clarify the content of the organisation's constitution by making explicit the underlying principles of governance approved by the organisation.

This policy does not cover legal or ethical issues concerning the role of the Committee or its members, which are addressed separately elsewhere.

Policy

1. The Committee of the organisation is an elective, representative, and collective body.
 - a. It is elective, in that the determination of Committee members is the prerogative of members through the election process.
 - b. It is representative in that no member can be mandated by their constituency to adopt a particular position if they do not believe it to be in the best interests of the organisation. Whatever the constituency of any member, all members are committed to acting **selflessly** and making decisions and voting on governance decisions solely in the best interests of the organisation.
 - c. It is collective, in that while each member should put the point of view of their electoral constituency, and each member has the right to argue for their own point of view and to vote for that position, once a collective decision has been taken Committee members are required to support that decision.
2. The function of the Committee of the organisation is to collectively ensure the delivery of its objects, to set its strategic direction, and to uphold its values. The Committee should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations. The responsibilities of the Committee that cannot be delegated to any other person or body include
 - a. Compliance monitoring – ensuring compliance with the objects, purposes and values of the organisation, and with its constitution
 - b. Organisational governance – setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
 - c. Strategic planning – reviewing and approving strategic direction and initiatives
 - d. Regulatory monitoring – ensuring that the organisation complies with all relevant laws, regulations and regulatory requirements
 - e. Financial monitoring – reviewing the organisation's budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of the organisation
 - f. Financial reporting – considering and approving annual financial statements and required reports to government;
 - g. Organisational structure – setting and maintaining a framework of delegation and internal control
 - h. Leadership selection – selecting, evaluating the performance of, and if necessary dismissing the organisation's Chief Executive Officer (CEO)
 - i. Succession and remuneration planning – planning for Committee, CEO and executive succession, and determining senior management remuneration
 - j. Risk management – reviewing and monitoring the effectiveness of risk management and compliance in the organisation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise
 - k. Dispute management – dealing with and managing conflicts that may arise within the organisation, including conflicts arising between Committee members, staff, the CEO, members, volunteers, or service users.
 - l. Social responsibility – considering the social, ethical and environmental impact of all activities and operations and ensuring that these are acceptable
 - m. Committee performance and composition – evaluating and improving the performance of the Committee
3. Relationship with management
The Committee should focus on the strategic direction and the core policies of the organisation, and avoid becoming involved in day-to-day operational decisions. Where individual Committee members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they act at the direction of management).

Procedures

1. Internal controls
The Committee should set and maintain standing orders, policies and procedures, and systems of financial control, internal

control, and performance reporting. The Committee should ensure that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.

2. Managing risk

The Committee should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the organisation's exposure to significant risks. The Committee must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.

3. Committee review

The Committee should ensure that there is a system for the regular review of its own effectiveness in meeting its responsibilities.

Responsibilities

1. It shall be the responsibility of the Committee to establish and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting.
2. It shall be the responsibility of the Committee to clearly demarcate and delegate the functions of sub-committees, officers, the CEO, and other staff and agents.
3. It shall be the responsibility of the CEO to address key management and operational issues within the direction and the policies laid down by the Committee, including
 - a. Developing and implementing organisational strategies and making recommendations to the Committee on significant strategic initiatives;
 - b. Making recommendations for the appointment of staff, determining terms of appointment, evaluating performance, and developing and maintaining succession plans for staff;
 - c. Developing the annual budget and managing day-to-day operations within the budget;
 - d. Maintaining an effective risk management framework;
 - e. Keeping the Committee and regulators informed about any developments with a material impact on the organisation's performance; and
 - f. Managing day-to-day operations in accordance with agreed standards for social, ethical and environmental practices.

Related Documents

- Code of Ethics
- Conflict of Interest Policy
- Access and Equity Policy
- Grievance and Dispute Resolution Policy
- Transparency and Accountability Policy

Authorisation

Nicole Seckold

May 2012

Conflict of Interest

Introduction

The Committee of the Kinglake Ranges Tennis Club is committed to high standards of ethical conduct and accordingly places great importance on making clear any existing or potential conflict of interest.

Purpose

This policy has been developed to provide a framework for all Committee Members in declaring conflicts of interest.

Policy

The Committee places great importance on making clear any existing or potential conflicts of interest. All such conflicts of interest shall be declared by the member concerned and documented in the Committee Conflicts of Interest Register. A Committee member who believes another Committee member has an undeclared conflict of interest should specify in writing the basis of this potential conflict.

Procedure

1. Members shall declare any conflicts of interest either at the start of the Committee meeting concerned or when a relevant issue arises. The nature of this conflict of interest should be entered into the meeting minutes. The interest should also be documented in the ***Conflict of Interest: Checklist for the President***.
2. Where a conflict of interest or potential conflict of interest is identified and/or registered, the Committee member concerned shall leave the room as soon as that item comes up for discussion. The concerned Committee member shall not vote on that issue, nor initiate or take part in any Committee discussion on that topic (either in the meeting or with other Committee members before or after the Committee meetings), unless expressly invited to do so by unanimous agreement by all other members present.
4. If a person declares themselves to have existing or potential conflict of interest confidentiality will be respected. If a person alleges that another person has a conflict of interest, whether existing or potential, and if the Committee cannot resolve this allegation to the satisfaction of both parties the matter shall be referred to the Ethics Sub-Committee. This Sub-Committee will make a recommendation to the Committee as to what action shall be taken.

Examples of conflict of interest could be (but are not limited to):

- When a Committee member or his/her immediate family or business interests stands to gain financially from any business dealings, programs or services of the organisation.
- When a Committee member him or herself offers a professional service to the organisation.
- When a Committee member stands to gain personally or professionally from any insider knowledge if that knowledge is used to personal advantage.
- Where a Committee member or the ex/officio member of the Committee has a role on the governing body of another organisation, where the activities of that other body may be in direct conflict or competition with the activities of Kinglake Ranges Tennis Club.

Related Documents

Conflict of Interest: Checklist for the President

Authorisation

Conflict Of Interest: Checklist for the President

Introduction

This checklist is to be used by the President of the Committee of Kinglake Ranges Tennis Club each meeting to record conflicts of interest identified by Committee members. Completed checklists should be stored with the minutes of each meeting.

The checklist should be used in conjunction with the Committee ***Conflict of Interest Policy***.

Purpose

This checklist has been developed to provide consistency in documentation of conflicts of interest relating to Committee meetings.

Related Documents

Conflict of Interest Policy

Authorisation

Secretary

Kinglake Ranges Tennis Club

Following the opening of the meeting ask all the members to declare any potential conflict of interest arising out of any of the issues to be put to the meeting.

Date of Meeting: / /

Name of Member _____

Issue of Conflict _____

Note the disclosure of the conflict of interest and the decision of the Committee on how to deal with this conflict.

Record Response _____

Ensure that the minutes record the declaration of interests declared at this meeting

Dated the _____ day of _____ 20__

Signed

Position

Committee Confidentiality

Introduction

Kinglake Ranges Tennis Club is committed to openness, transparency, and accountability. Its policies shall reflect its wish to release all information it holds as far as this is consistent with the protection of individual privacy, the effective management of its business, and relevant legislation.

Purpose

This committee confidentiality policy is intended to regulate the release or retention of committee material by committee members.

Policy

Committee members shall be authorised to release to any person any material other than confidential material obtained in the course of their service as a committee member where such release is in accordance with the requirements of any applicable legislation and where such release is consistent with the organisation's Media Relations Policy.

Procedures

The committee shall review and approve the confidentiality policy of the organisation as a whole.

The committee shall decide from time to time whether any or all of its agendas, minutes, or papers, or those of its sub-committees (not otherwise required by legislation, regulation, or its rules to be made public) shall be made public. Where no express decision has been recorded the assumption shall be that the material is not confidential.

On those occasions and for those matters that the committee elects not to make public, committee members shall respect the confidentiality of those documents and of any deliberations in the committee on those matters.

In particular, committee members shall not

- disclose to any member of the public any confidential information acquired by virtue of their position as a committee member;
- use any confidential information acquired by virtue of their position on the committee for their personal financial or other benefit or for that of any other person;
- disclose to any member of the public any confidential information related to the interests of individuals, groups or organisations acquired by virtue of their position on the committee;
- make statements to the media in the name of the organisation except as specified in the committee's Media Relations policy; or
- permit any unauthorised person to inspect or have access to any confidential documents or other information.

The obligation to protect such confidential matters from disclosure continues even after the individual committee member is no longer serving on the committee.

The committee shall decide from time to time whether any observers shall be permitted to attend any or all of its meetings. Where appropriate, observers may be admitted subject to their undertaking to maintain confidentiality.

Where appropriate, information identifying individuals may be removed by the President from material before its consideration by the committee.

Responsibility

It is responsibility of the committee President to ensure that committee materials are appropriately classified as confidential or open to release.

Related Documents

Media Relations Policy

Authorisation

Secretary

Kinglake Ranges Tennis Club

Transparency and Accountability

Introduction

Kinglake Ranges Tennis Club wishes to be proactively concerned with its relationship with its clients, its members, its stakeholders, and the general public. Kinglake Ranges Tennis Club realises the importance of transparency in its operations, and wishes to withhold from public scrutiny as little of its operations as is possible.

Purpose

The purpose of this policy is to:

- Indicate which documents and materials produced by the organisation are presumptively open to members and/or the public
- Indicate which documents and materials produced by the organisation are presumptively closed to members and/or the public
- Specify the procedures whereby the open/closed status of documents and materials can be altered.

Policy

1. Committee

1. All committee deliberations shall be open to the public except where the committee passes a motion to make any specific portion confidential.
2. All committee minutes shall be open to the public once accepted by the committee, except where the committee passes a motion to make any specific portion confidential.
3. All papers and materials considered by the committee shall be open to the public following the meeting at which they are considered, except where the committee passes a motion to make any specific paper or material confidential.

2. Member and Donor records

1. All member and donor records shall be available for consultation by the members and donors concerned or by their legal representatives.
2. Subject to provision 2.1 no member and donor records shall be made available to any other person outside the organisation.
3. Any member shall be entitled to receive on request a list of members with contact addresses.
4. Within the organisation, member and donor records shall be made available only to those persons with managerial or personnel responsibilities for dealing with those members and donors, except that
5. Member and donor records shall be made available to the committee when requested.

3. Volunteer/Staff Records

1. All volunteer/staff records shall be available for consultation by the volunteer/staff member concerned or by their legal representatives.
2. Subject to provision 3.1, no volunteer/staff records shall be made available to any person outside the organisation.
3. Within the organisation, volunteer/staff records shall be made available only to those persons with managerial or personnel responsibilities for that staff member, except that volunteer/staff shall be made available to the committee when requested.

4. Administrative records

1. All records and materials not falling into the categories above may be released to the public at the discretion of the Secretary, who shall take into consideration
 - a. a general presumption in favour of transparency
 - b. the relevant provisions of the Associations Incorporation Act regarding information to be made available to members
 - c. the marketing, commercial, legal, and administrative interests, priorities, and resources of the organisation, including
 - * commercial confidentiality
 - * copyright issues
2. The Secretary may at their discretion charge any applicant the full costs of providing the information requested.

Procedures

Requests for access

1. Any request for access to records or materials shall be made in the first instance to the organisation's Secretary.

2. Where requests are made for member, donor and volunteer/staff files by any person not the member, donor and volunteer/staff, the Secretary shall inform the member, donor and volunteer/staff and allow them to make any submissions they wish.
3. The Secretary may, where appropriate, consult with the committee.

Procedures and charges for access

1. Requests from members under section 2.3 shall be subject to **no charges**, and the names and addresses of members shall be given in hard copy format and (where available) in electronic format.
2. For all other requests, the Secretary shall allow access to approved organisation records and materials under such conditions and according to such arrangements as they see fit.
3. Where the request for information is on such a scale or of such difficulty that it would impose an unreasonable burden on the organisation's resources, the Secretary shall impose such charges as they see fit.

Record keeping

1. The Secretary shall report to every meeting of the committee on the number, nature and outcome of requests for records or materials since the previous meeting.
2. The Secretary shall ensure that membership applicants are aware of and consent to the organisation's Transparency and Accountability Policy where it relates to access of their information.

Responsibilities

1. The committee Secretary shall be responsible for ensuring that proper procedure for the classification and release of information is adhered to.
2. The responsibilities of the Secretary shall be as described above.

Related Documents

None

Authorisation

Nicole Seckold

May 2012

Committee Induction

Introduction

The effective operation of any organisation relies on its Committee, and the effective operation of the Committee relies on all its members having a full command of the necessary information and expertise.

Purpose

This policy seeks to ensure that new members of the Committee are provided with all the information and training necessary to enable them to contribute appropriately to the operations of the Committee from the time of their election.

Policy

New Committee members shall be provided with all the information and training necessary to enable them to contribute appropriately to the operations of the Committee.

Procedures

Initial Contact

As soon as possible after the Committee has confirmed the appointment of a new member the volunteer Co-ordinator shall make contact with the new member to let them know the outcome. The President will write a letter of congratulation and welcome.

Committee Manual

The Secretary shall forward to the new member a copy of the group's Committee Manual. The manual will serve as an initial introduction to the group as well as an ongoing reference. It should include:

- any necessary background information about the group;
- relevant organisational documents such as the Mission Statement, constitution/rules, strategic plan, policies, current year-to-date budget, and the most recent annual report;
- basic biographical and contact information about Committee members, and staff (if appropriate);
- meeting schedule and calendar of upcoming events;
- introduction to the group's operational and committee structure;
- information about the Committee and Committee members' roles and responsibilities.

Introductions

The President shall introduce the new member to other members of the Committee (and senior staff, if appropriate) as soon as possible after their appointment and seek to involve the member socially in Committee activities by organising drinks or dinner and inviting them to social functions.

The President shall nominate a member of the Committee to act as mentor to the new member.

Roles and Responsibilities

The President shall

- draw the new member's attention to the roles and responsibilities of the Committee in general, and the roles and responsibilities they will be expected to undertake as an individual.
- discuss any concerns they may have

Briefing

The assigned mentor shall take the new member through the minutes of recent meetings and brief them on the issues the Committee is dealing with at the moment, or will be looking at in the future.

Tour

The mentor shall invite the new Committee member to take a tour of the organisation's facilities and introduce them to staff, volunteers, members and the beneficiaries of the group's services.

The mentor shall show the new member where the Committee meets, where to park their car or access transport, where the kitchen is, where the toilets are, where the photocopier and other office equipment is (and the rules for its use).

Responsibilities

It shall be the responsibility of the Secretary to ensure that the materials specified in this policy are prepared and copied and to ensure that the procedures specified in this policy are implemented appropriately.

Related Documents

- Developing an Effective Induction Process help sheet -
http://www.ourcommunity.com.au/committees/committees_article.jsp?articleId=1337
- Induction Checklist -
http://www.ourcommunity.com.au/committees/committees_article.jsp?articleId=1338

Authorisation

Nicole Seckold

May 2012

Crisis Response

Introduction

Unforeseen incidents may occur at short notice that must be dealt with urgently outside the standard policy framework. While precise procedures cannot be laid down, there is a need for a general policy to guide the organisational response to crisis.

Purpose

The Crisis Response Policy is intended to facilitate the management of a crisis within Kinglake Ranges Tennis Club to minimise risks to personnel and property, to protect the reputation of Kinglake Ranges Tennis Club, and to implement urgent recovery procedures.

Policy

Management of the physical aspects of any crisis (fire, flood, etc.) will be handled according to plans drawn up under Kinglake Ranges Tennis Club Health and Safety procedures. The Crisis Response Policy Committee (see below) shall address managerial, media, and budgeting issues.

Procedures

1. The committee shall establish a Crisis Response Committee consisting of the Club Executive, prepared to meet at short notice.
2. The committee shall delegate to the Crisis Response Committee the authority to take action to facilitate the management of the crisis if required urgently.
3. On being informed of any crisis situation the Crisis Response Committee shall arrange to meet, in person or electronically. Members of the Crisis Response Committee shall maintain records of the contact details (phone, mobile phone and email) of all other members.
4. The Crisis Response Committee shall
 - Ascertain the nature and extent of any damage to the organisation
 - coordinate the organisation's media response
 - institute any urgent recovery procedures
5. The Crisis Response Committee shall return to the standard policy and managerial framework at the first feasible opportunity.
6. The Crisis Response Committee shall call a committee meeting at the first feasible opportunity and report on any actions taken.

Responsibilities

It shall be the responsibility of the committee to establish the Crisis Response Committee with appropriate delegation of powers.

Related Documents

Media Relations Policy

Authorisation

Nicole Seckold

May 2012

Budget Planning

Introduction

The Committee of Kinglake Ranges Tennis Club is responsible for overseeing the budget of the organisation and for ensuring that the organisation operates within a responsible, sustainable financial framework.

In line with this responsibility, the Committee of Kinglake Ranges Tennis Club conducts a budget planning process each year as part of its annual business planning.

Purpose

This policy is designed to set out the process for compiling, monitoring and reviewing Kinglake Ranges Tennis Club's annual budget.

Policy

The Committee of Kinglake Ranges Tennis Club conducts a budget planning process each year as part of its annual business planning. Kinglake Ranges Tennis Club receives most of its operating funds through membership.

The organisation operates under a budget that must be flexible in responding to unforeseen events, including possible reductions in cash flow. The annual operating budget must therefore be regularly monitored and reviewed.

Responsibility

The **Committee** of Kinglake Ranges Tennis Club has ultimate responsibility for overseeing the budget of the organisation and for ensuring that the organisation operates within a responsible, sustainable financial framework.

It is the responsibility of the Treasurer to prepare all budgets and review budgets in consultation with the **Finance Committee**.

The Finance Committee consists of:

- The Committee President;
- The Committee Treasurer;
- The Committee Secretary.

Procedure

Preparation of the Budget

1. In April each year, the Treasurer starts preparing the budget estimates as part of the Business Plan for the financial year. The process includes:
 - a. considering operational costs;
 - b. setting payroll costs (if any); and
 - c. estimating income.
2. The initial budget estimates are based on the current expenditure projections to end of year plus Consumer Price Increments for salaries or relevant wage increases, revisions to awards/contracts, and a 10 per cent increase on operating expenses such as power, telephones, etc. Details of how cost increases will be absorbed or lead to increases in service charges (e.g. membership fees) will be provided.
3. The Treasurer will present the draft budget for discussion at a Finance Committee meeting. The Finance Committee may accept the estimates as presented or may request variations, within the context of the Business Plan. A detailed report denoting reasons for decisions should be attached to the draft budget for discussion.
4. The Treasurer will then revise the draft and present the amended draft budget at the next available Committee meeting, usually in April but no later than end of May. Once adopted by the Committee, this becomes the official operating budget for Kinglake Ranges Tennis Club for the following financial year, and all Committee members and employees must work within the financial limits stated or implied by this document.

Monitoring and Reviewing the Budget

1. The Treasurer is responsible for monitoring the organisation's expenditure, reviewing the actual and budgeted expenditures, and reporting on the progress of such expenditure.
2. Financial reports will be prepared each month showing the year-to-date expenditure and its variation from the budget estimates, and indicating any increases or decreases in funding. A detailed commentary should be attached to Committee

reports detailing reasons for variations and recommendations for corrective action should that be required. The Treasurer will indicate what effect any variations will have on the budget projections and provide this information to the Executive Director and the Committee. The Treasurer will also report on any other financial matters that may be related to the Business Plan.

3. Once adopted by the Committee, the Amended Budget will become the new operating budget for the remainder of that financial year.

Related documents

Kinglake Ranges Tennis Club Business Plan

Authorisation

Nicole Seckold

May 2012

Sponsorship

Introduction

The Committee of Kinglake Ranges Tennis Club is committed to ensuring that its financial arrangements are carried out in an ethical manner.

Purpose

The purpose of this policy is to establish the framework and guidelines within Kinglake Ranges Tennis Club for the creation of productive partnerships between Kinglake Ranges Tennis Club and the private sector, i.e. sponsorship alliances with corporations, foundations, individuals and other non-government organisations. A sponsorship is about relationship building and is a powerful way to build and strengthen partnerships. It is recognised that such alliances can provide important financial and marketing support to potential partners of Kinglake Ranges Tennis Club while at the same time generate additional revenues to support Kinglake Ranges Tennis Club's mission and mandate.

Principles

The following are the fundamental principles that shape our relationships with sponsors:

1. Sponsorship of Kinglake Ranges Tennis Club or of any symposium, project, program or event will not entitle any sponsor to influence any decision of Kinglake Ranges Tennis Club.
2. Kinglake Ranges Tennis Club will not enter into any alliance or partnership with any corporation or organisation where the association with the prospective partner or acceptance of the sponsorship would jeopardise the financial, legal or moral integrity of Kinglake Ranges Tennis Club or adversely impact upon Kinglake Ranges Tennis Club's standing and reputation in the community. All tobacco sponsorships are prohibited.
3. Kinglake Ranges Tennis Club will accept sponsorships as an additional source of revenue generation provided that all sponsorship alliances are developed and maintained within the regulations embodied in this sponsorship policy.
4. All sponsorship alliances or partnerships must be consistent with existing Kinglake Ranges Tennis Club policies.

Policy

1. All event and project sponsorships must have significant financial commitment from the sponsor to help offset the costs associated with the activity.
2. All sponsorship relationships with Kinglake Ranges Tennis Club must be identified and recorded for information purposes to encourage a donor-centered approach to revenue generation.
3. Naming rights associated with any sponsorship must be approved by the Committee.
4. Sponsorship over \$500 will be embodied in written contractual agreements between Kinglake Ranges Tennis Club and the sponsorship partner (See Appendix A).

Responsibility

The Committee is responsible for the implementation and review of this policy.

All Committee members, casual, permanent and contract staff and volunteers are responsible for adhering to this policy.

Authorisation

Nicole Seckold

May 2012

APPENDIX A
SPONSORSHIP CONTRACTS/LETTERS OF AGREEMENT GUIDELINES

Sponsorship contracts and letters of agreement must include the following clauses:

1. **Description of the Sponsorship Alliance:** The contract will contain a comprehensive description of the item, project or event around which the sponsorship alliance is constructed, including a list of obligations for both parties. Obligations of the parties in market research or sponsorship analysis will be explicitly itemised in the contract.
2. **Terms of Agreement:** The dates for commencement and conclusion of sponsorship alliances must be included in the contract.
3. **Key Personnel:** The contract will include the names of the individuals from both parties primarily responsible for the sponsorship, and to whom issues regarding the contract are to be referred.
4. **Limitations on and Approval of the Use of the Kinglake Ranges Tennis Club's Name:** The following clause limits the use of our name by the sponsor in its own internal and external promotion and advertising as per the negotiated arrangements: *"Neither party, in any situation, whether within or outside the parameters of the sponsorship, shall be deemed to be the spokesperson for, or the representative, of the other party."* The use of the Kinglake Ranges Tennis Club's word mark, logo or crest must be stipulated in all contracts and agreements.
5. **Exclusivity:** Kinglake Ranges Tennis Club may wish to offer outright or industry exclusivity to a sponsor or the sponsor may request such exclusivity within the sponsorship alliance. Where relevant, the following statement regarding exclusivity will be included in the contract: "Kinglake Ranges Tennis Club agrees that [name of sponsor] shall be the sole and exclusive sponsor of [name of initiative] for the term of this agreement."
6. **Financial Terms and Schedule of Payments:** The total value and the payment schedule of the sponsorship agreement between the parties will be clearly identified in the contract.
7. **Obligations of the Parties to Each Other:** The obligations of the parties are dependent upon the form of the alliance and will be determined on an individual basis. Responsibility for any market research or program or evaluation duties, reporting, and approvals will be specified in the contract, along with specific criteria and methodologies for the evaluation of the sponsorship.
8. **Breach of Contract:** Prior to initiating formal notification of breach of contract, the parties will undertake all appropriate and reasonable efforts to resolve the matter. Should these efforts not prove successful, either party may notify the other of breach of contract in writing, sent by mail or courier, return receipt requested. Such notification will request a written response by a specific date. Non-compliance will constitute cause for dissolution of the contract.
9. **Right to Discontinue the Sponsored Program or Event:** When circumstances beyond the control of Kinglake Ranges Tennis Club force the cancellation or substitution of a sponsored event or project, Kinglake Ranges Tennis Club reserves the right to cancel without finding itself financially liable or in breach of contract.

Fundraising

Introduction

The Committee of Kinglake Ranges Tennis Club is committed to ensuring that fundraising activities are carried out in an ethical manner.

This policy applies to the Committee and volunteers.

Purpose

The purpose of this document is to identify Kinglake Ranges Tennis Club's position on fundraising practice and to document the standards expected in raising funds from the community.

Policy

Kinglake Ranges Tennis Club's guiding fundraising principle is a simple one – we will only use techniques that we would be happy to be used on ourselves.

In doing so, the organisation will adhere to the following standards:

- Fundraising activities carried out by Kinglake Ranges Tennis Club will comply with all relevant laws.
- Any communications to the public made in the course of carrying out a fundraising activity shall be truthful and non-deceptive.
- All monies raised via fundraising activities will be for the stated purpose of the appeal and will comply with the organisation's stated mission and purpose.
- All personal information collected by Kinglake Ranges Tennis Club is confidential and is not for sale or to be given away or disclosed to any third party without consent.
- Nobody directly or indirectly employed by or volunteering for Kinglake Ranges Tennis Club shall accept commissions, bonuses or payments for fundraising activities on behalf of the organisation.
- No general solicitations shall be undertaken by telephone or door-to-door.
- A Fundraising Sub-Committee may be formed to carry out the major fundraising tasks. The Sub-Committee will report regularly to the Committee, including tabling of meeting minutes at Committee meetings.
- All fundraising activities must have the prior approval of the Committee, as recorded in meeting minutes.
- A statement estimating income and expenses will be prepared prior to the commencement of any new fundraising activity that may present a financial risk to Kinglake Ranges Tennis Club. Fundraising activities should not be undertaken if they will expose the organisation to significant financial risk.
- Fundraising activities should not be undertaken if they may be detrimental to the good name or community standing of Kinglake Ranges Tennis Club.
- Financial contributions will only be accepted from companies, organisations and individuals the Committee considers ethical. Companies and organisations specifically excluded from making financial contributions to Kinglake Ranges Tennis Club include <<pharmaceutical/gambling/tobacco/alcohol companies>>.
- A report on fundraising will be prepared by a representative of the fundraising sub-committee for inclusion in Kinglake Ranges Tennis Club's annual report.

Responsibility

The Committee is responsible for the implementation and review of this policy.

All Committee members, casual, permanent and contract staff and volunteers are responsible for adhering to this policy.

Authorisation

Nicole Seckold

May 2012

Dispute Resolution

Introduction

The Committee of Kinglake Ranges Tennis Club is committed to reaching a speedy and just resolution of any disputes or grievances that may arise and that may threaten the harmonious functioning of the Committee.

Purpose

This policy is designed to set out the process for resolution of disputes or grievances involving the Committee.

Policy

The Committee of Kinglake Ranges Tennis Club is committed to reaching a speedy and just resolution of any disputes or grievances that may arise and that may threaten the harmonious functioning of the Committee. All Committee members will follow the procedures set out below.

This policy refers to disputes:

- Between Committee members
- By a member regarding a Committee process
- By a member regarding a resolution of the Committee.

Procedures

1. The dispute must be articulated in writing and sent to the President. The President must acknowledge receipt of this document within two days.
2. The President will use his/her discretion to bring the issue to the next ordinary Committee meeting or call an extraordinary meeting.
3. When raised at the Committee Meeting all people involved in the dispute will be given the right to be heard.
4. The matter should be heard with all Committee members present, unless they have advised in writing that they are aware there is a dispute resolution meeting being held and they are unable to attend.
5. The President will call for a motion from the Committee e.g. to seek further legal advice, to refer the matter to the Ethics Committee, to dismiss the complaint. The motion will be voted on by all members present at the meeting.
6. A Committee decision may be reviewed where:
 - New information has come to light that was not available when the original decision was made.
 - The Committee has become aware of an error in previous information that was used to make the decision.
 - A Committee member did not feel able to present his/her case.

Related Documents

Code of Ethics

Authorisation

Nicole Seckold

May 2012

Risk Management

Introduction

The Kinglake Ranges Tennis Club is committed to managing risk within the organisation for all members and to ensure the sustainability of the club.

Purpose

To understand and manage the potential risks involved in delivering services through making key decisions and understanding which situations require additional attention. This policy applies to all services provided by Kinglake Ranges Tennis Club.

Definitions

Risk - The chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood.

Risk Management - The culture, processes and structure which come together to optimise the management of potential opportunities and adverse effects.

Policy

- Risk Management at Kinglake Ranges Tennis Club involves responsible risk taking to:
 - Address the Kinglake Ranges Tennis Club Business Plan, Vision and Mission Statement and achieve specific objectives and actions;
 - Protect and develop the organisation;
 - Optimise service delivery and act upon opportunities for improvement.
- Kinglake Ranges Tennis Club will develop a Risk Management Strategy and framework for managing risks within the organisation.
- Risk management will provide for continuous improvement through ongoing review. It is an essential component of Kinglake Ranges Tennis Club's community approach.

Authorisation

Nicole Seckold

May 2012

Reimbursement of Expenses

Introduction

The Kinglake Ranges Tennis Club is committed to ensuring no volunteer is left out of pocket for costs related to the operation of the club

Purpose

To spell out procedures that must be followed in the reimbursement of expenses incurred on behalf of Kinglake Ranges Tennis Club

Policy

Kinglake Ranges Tennis Club will reimburse its staff (including volunteers) any reasonable and authorised expenses incurred by them on behalf of Kinglake Ranges Tennis Club or in the course of Kinglake Ranges Tennis Club business.

Procedures

1. Kinglake Ranges Tennis Club will not reimburse for
 - Expenses normally recoverable from a third party.
 - Expenses that are not incurred for club purposes.
 - Parking, traffic, or other fines and penalties.
2. Travel expenses, volunteers will be reimbursed petrol expenses for club related activities upon the presentation of a tax invoice.
3. Meal expenses,
 - Volunteers will be reimbursed for reasonable and appropriate meal expenses actually incurred while on Kinglake Ranges Tennis Club business.
 - When a committee member or volunteer is offering approved hospitality on behalf of Kinglake Ranges Tennis Club, you will be reimbursed for hospitality expenses incurred in the course of Kinglake Ranges Tennis Club business, as appropriate.
 - Appropriate hospitality charges include events hosted or sponsored for the purpose of promoting Kinglake Ranges Tennis Club's work or enhancing its image, and include meals that are related to the transaction of Kinglake Ranges Tennis Club business.
4. Reimbursement of reasonable but unauthorised expenses may be made on an *ex gratia* basis.
5. Advance payments may be authorised where appropriate. Such payments will be subtracted from the amount of any later reimbursements. If expenditure is not for whatever reason incurred then any advance payments made, or any unspent portion of such payments, must be returned.
6. Fixed *per diem* payments may be authorised where appropriate.
7. Except where *per diem* payments have been authorised, committee members/volunteers incurring authorised expenditure must wherever possible receive and retain receipts, invoices, vouchers, tickets, or other evidence of such expenditure.
8. Except where *per diem* payments have been authorised, members incurring authorised expenditure must present all relevant original receipts, invoices, vouchers, tickets, or other evidence of such expenditure when seeking reimbursement. Where such evidence is for any reason lacking statutory declarations may be sought.
9. Claims that have not been properly prepared, authorized, or supported by adequate documentation will be returned to the claimant and the reasons will be given for not processing the claim.

Authorisation

Secretary

Kinglake Ranges Tennis Club

Volunteer Policy

Introduction

Kinglake Ranges Tennis Club relies heavily on the unpaid work of volunteers and values their contribution highly.

Purpose

This policy is intended to ensure that volunteers working at Kinglake Ranges Tennis Club have work that is safe, significant, fulfilling, and appreciated.

Policy

- All volunteers shall be treated with respect and with gratitude for their contribution.
- Volunteers shall be employed at the discretion of the management of Kinglake Ranges Tennis Club.
- Volunteers shall carry out duties assigned by the management of Kinglake Ranges Tennis Club.
- All volunteers shall be as far as possible protected from harm, and shall be relieved of liability for acts performed in the discharge of their volunteer functions.

Responsibilities

It is the responsibility of the Committee of Kinglake Ranges Tennis Club to appoint a Volunteer Co-ordinator.

The Volunteer Co-ordinator shall be responsible for organising the recruitment, training, and supervision of volunteers. The Volunteer Co-ordinator shall report to the CEO.

The Volunteer Co-ordinator shall assign supervisors to volunteers and shall monitor the work of the supervisor.

The appointed supervisor shall ensure that each volunteer is trained and capable of fulfilling their functions adequately.

The Volunteer Co-ordinator shall report to the committee regularly on the Kinglake Ranges Tennis Club volunteer program.

Procedures

Recruitment

All volunteers are subject to the screening, approval, and probationary procedures set out in the appropriate section of Kinglake Ranges Tennis Club's Volunteer Recruitment Policy.

Induction

All volunteers shall be offered appropriate information and training to discharge their functions, and successful completion of this training shall be a condition of carrying out these functions.

Supervision

All volunteers shall receive appropriate supervision in the exercise of their functions.

Reimbursement

All volunteers shall be reimbursed for all approved expenditure incurred in the exercise of their functions, as set out in Kinglake Ranges Tennis Club's Reimbursement of Expenses Policy.

Dispute resolution

All volunteers shall be entitled to appeal to the procedures set out in the Kinglake Ranges Tennis Club Dispute Resolution Policy.

Supervision

All volunteers shall receive appropriate supervision in the exercise of their functions.

Related Documents

Reimbursement of Expenses Policy
Dispute Resolution Policy

Authorisation

Secretary

Kinglake Ranges Tennis Club

Media Policy

Introduction

Local, state, national and international media are vital partners in achieving the goals of Kinglake Ranges Tennis Club. In order to maximise the advantages of media presentation and minimise the risks of media misrepresentation it is necessary to establish guidelines for how media contacts on Kinglake Ranges Tennis Club's business will be conducted.

It is not the intention of this policy to curb freedom of speech or to enforce strict rules and regulations. Rather, the intention is to establish a framework for achieving an effective working relationship with the media. The organisation welcomes the opportunity to talk to the media and, through them, to debate issues in the public arena.

Principles

Kinglake Ranges Tennis Club operates on the values of

- **Honesty;** Kinglake Ranges Tennis Club will never knowingly mislead the public, media or staff on an issue or news story.
- **Transparency;** Kinglake Ranges Tennis Club will promote openness and accessibility in our dealings with the media, whilst complying with the law and maintaining confidentiality when appropriate.
- **Clarity;** all communications with the media will be written in plain English
- **Balance;** information provided to the media by Kinglake Ranges Tennis Club will as far as humanly possible be objective, balanced, accurate, informative and timely.

Purpose

Kinglake Ranges Tennis Club works with the media in order to

- advocate for the goals of Kinglake Ranges Tennis Club
- promote the work of Kinglake Ranges Tennis Club
- inform the public of the details of Kinglake Ranges Tennis Club
- assist in fundraising for Kinglake Ranges Tennis Club

In order to ensure that these purposes can be fulfilled this policy regulates the choice of people entitled to speak for Kinglake Ranges Tennis Club.

The media themselves have a vital role to play on behalf of the community in holding Kinglake Ranges Tennis Club to account for its policies and actions. It is important that they have access to officers and members and to background information to assist them in this role. To balance this, Kinglake Ranges Tennis Club must have the capacity to defend itself from any unfounded criticism, and will ensure that the public are properly informed of all the relevant facts (if necessary using other channels of communication).

It is the responsibility of all committee members and volunteers to ensure that effective media relations are maintained in order to achieve the aims of Kinglake Ranges Tennis Club.

Policy

It is important that Kinglake Ranges Tennis Club works with the media to communicate important public information messages about its work and its goals.

It is not possible to provide hard and fast rules about who will speak to the media on behalf of Kinglake Ranges Tennis Club in particular situations. Where possible, committee members and other volunteers should speak to the media on any significant matter in the name of or on behalf of Kinglake Ranges Tennis Club only if

- They have consulted the communications officer nominated by the committee
- They have the required expertise to speak on the issue under discussion
- They have some experience in media relations

and where any of these criteria do not apply are recommended to exercise extreme caution.

Where, however, media inquiries concern straightforward provision of information on uncontentious issues responses may be made by any officer or member who knows the facts.

Committee members and other volunteers, and third parties are encouraged to deliver public presentations that discuss Kinglake Ranges Tennis Club's work and its goals, provided that they make it clear where such presentations are or are not authorised by Kinglake Ranges Tennis Club.

Committee members and other volunteers must observe Kinglake Ranges Tennis Club's confidentiality policy in relation to client records.

Committee members and other volunteers are advised to ensure they are properly briefed and guided by relevant staff before talking to the media on any issue related to Kinglake Ranges Tennis Club.

In dealing with the media committee members and other volunteers should be conscious that they may be seen as representatives of Kinglake Ranges Tennis Club and should therefore avoid making comments or participating in photo opportunities that may damage the long-term reputation of Kinglake Ranges Tennis Club.

Any filming or taping on Kinglake Ranges Tennis Club property or of Kinglake Ranges Tennis Club proceedings by the media is subject to prior permission of the committee or its nominee.

Procedures

Significant statements on behalf of Kinglake Ranges Tennis Club shall be made as authorised by the committee or its nominee in reference to the principles listed above.

It should always be made absolutely clear whether the views put forward regarding any issue relating to Kinglake Ranges Tennis Club are those of Kinglake Ranges Tennis Club or of an individual. At all times consideration should be given as to how the correspondence may affect the reputation of Kinglake Ranges Tennis Club.

The Committee shall nominate a Communication Officer for Kinglake Ranges Tennis Club.

- The Communications Officer will produce and update a list of key contacts for distribution to local press and radio and TV stations. The Communications Officer can also be contacted for preliminary discussions on any story or if a journalist or researcher is unsure who to approach for a comment.
- The Communications Officer shall be responsible for the production of Kinglake Ranges Tennis Club's annual public relations plan, which shall be consistent with the organisation's business plan and marketing plan.
- The Communications Officer shall coordinate all media conferences for Kinglake Ranges Tennis Club. All such conferences shall be videotaped by Kinglake Ranges Tennis Club.
- The Communications Officer shall authorise all media releases from Kinglake Ranges Tennis Club and be responsible for mounting them on Kinglake Ranges Tennis Club's website. All news releases must also be approved by staff in charge of the relevant area before distribution.
- The Communications Officer should, where feasible, be involved in any approaches to the media to feature Kinglake Ranges Tennis Club's work.
- Approaches from all national press, radio or TV stations or specialist press should be directed to the Communications Officer who will discuss the nature of the story and then contact the appropriate officer or member asking them to respond.
- It is important to obtain advice from the Communications Officer (preferably before the issue becomes public knowledge) on any issues that are likely to be complex or contentious or to be sustained for any length of time. In such a situation the Communications Officer will work with the relevant staff and committee members to produce a communications plan which will ensure that balanced, timely information is provided to keep all parties informed.
- No photos of clients, patients, employees, or students should be released to the public via advertising, news media, or web without the approval of the Communications Officer, who shall satisfy themselves that Kinglake Ranges Tennis Club's confidentiality policy has been observed.
- Where a staff member, committee member or volunteer has had any significant interaction with media representatives on issues related to Kinglake Ranges Tennis Club, it is the responsibility of the person concerned to notify the Communications Officer and to provide the name of the reporter or writer and the media outlet they represent.

Any significant media contacts with Kinglake Ranges Tennis Club's members on any issue likely to prove contentious shall, where possible, be videotaped.

Every effort should be made to assist the media in their inquiries. Where media queries involve requests for information that will require substantial work to produce, such work must be authorised by the Committee. It will usually be necessary to provide

information in addition to that which is requested in order to set the facts and figures in context. Requests for detailed information of this nature, whether from the local or national media, should be referred to the Communications Officer.

Kinglake Ranges Tennis Club reserves the right to withhold certain sensitive information concerning, say, commercial transactions or governmental negotiations. Any such information will be clearly labelled and clearly notified to relevant committee members and volunteers.

If any unauthorised releases of confidential information do occur, an investigation will take place to establish who was responsible and appropriate action will be taken.

Related Documents

- Committee Confidentiality Policy

Authorisation

Secretary

Kinglake Ranges Tennis Club

Authority to Sign Cheques and Authorise Online Payments

Purpose

To spell out procedures that must be followed in the signing of cheques or authorizing online payments on behalf of Kinglake Ranges Tennis Club

Procedures

- All cheques must contain two eligible signatures.
- Eligible signatories are committee members who have been previously nominated and endorsed by the committee.
- All online payments must be approved by two nominated committee members who have been previously nominated and endorsed by the committee.
- Any two of the above have the authority to sign cheques.
- Signatories cannot sign a cheque or make online payments made payable to themselves.
- A list of all cheques/online payments issued each month will be provided to the Treasurer.

Authorisation

Secretary

Kinglake Ranges Tennis Club