

# Queensland Polocrosse Association Inc.

## Policy & Procedures Manual



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## **Appendices - Attached**

### **1. Position Descriptions:**

- a. Positons Description QPA President
- b. Positons Description QPA Treasurer
- c. Position Description Member of the QPA Management Committee
- d. Position Description State Administrator
- e. Position Description QPA Directors of Selectors (Junior & Senior)
- f. Position Description QPA Selectors (Junior & Senior)
- g. Position Description QPA Director of Umpiring
- h. Position Description State Umpire Committee
- i. Position Description Zone Chief Umpire
- j. Position Description QPA Director of Coaching
- k. Position Description QPA Director of Horse Welfare
- l. Position Description Director of Governance

### **2. Code of Conduct for QPA Management Committee, Members & Selectors**

### **3. Code of Conduct for Umpires, Coaches, Team Managers, players, parents and spectators**

### **4. Team Manager Guidelines**

### **5. Notification of Selection letter pro forma**

### **6. Travel Expense Claim Form**

## **Appendix (separate- on website)**

1. **Personal Accident Cover Brochure**
2. **QPA Three Year Strategic Plan**
3. **How to Grade Players Matrix**
4. **QPA Approved Playing & Practice Grounds**
5. **PAA form to Seeking Approval for Playing & Practice Grounds**
6. **PAA Member Protection Policy**
7. **PAA Welfare of Polocrosse Horses Policy**
8. **Biosecurity Event Plan**
9. **Annual Awards Guidelines**
10. **PAA Privacy Policy**
11. **QPA Constitution**

## QPA Organisation Structure

### QPA Management Committee

(9 elected = 2 executives & 7 councillors)

QPA President

Treasurer

QPA Cattle Committee  
(QPA President & Treasurer non-voting)

State Administrator

MPIO Officer

Director of Umpiring (elected)	Director of Coaching	Director of Snr Selectors	Director of Jnr Selectors	Director of Horse Welfare	Director of Youth Development	Women's Committee Chair	Director of Team Managers	Director of Policy, Procedure & Governance
State Umpire Committee	Coaching Committee	5 Snr Selectors	5 Jnr Selectors					
Zone Chief Umpires & Umpire Coaches	Zone Coaching Directors			Zone Horse Welfare Officers	Zone Youth Development Officers	Zone Women's Reps		
Club Chief Umpires & Umpire Coaches	Club Coaches			Club Horse Welfare Officers	Club Youth Development officers	Club Women's Reps		

\*Position Descriptions Appendix 1.

## **Section A GOVERNANCE PROCESSES**

### **PRINCIPLES**

The Management Committee represents its members, exercising a duty of care for the association and all its stakeholders.

The Management Committee is responsible for setting the ethical framework for the association, defining and nurturing the association's fundamental values.

Sound Management Committee systems provide protection for the association, its stakeholders, the Management Committee and its Management Committee Members against fraud, illegal practises and poor performance by its own members, its State Administrator and its staff.

#### **1. CONFLICT OF INTERESTS**

##### **POLICY**

The Management Committee places great importance on making clear any existing or potential conflicts of interest for Management Committee Members.

*Conflicts of interest may occur when:*

- a Management Committee Member, or his/her immediate family or business interests, stand to gain financially from any business dealings, programs or services provided to the Association;
- a Management Committee Member offers a professional service to the Association;
- a Management Committee Member stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage;
- a Management Committee Member holds a position in another part of the association, which has an agenda item for discussion with the Association.

Any business or personal matter, which could lead to a conflict of interest of a material nature involving a Management Committee Member and his/her role and relationship with the Association, must be declared and registered formally with the Association via the Association's *Register of Interests*.

All such registrations shall be presented to the Management Committee and minuted at the first Management Committee Meeting following entry into the records.

The Management Committee Member concerned must declare all conflicts of interest at the earliest time after the conflict is identified.

The Management Committee shall determine whether or not the conflict is of a material nature and shall advise the individual accordingly.

Where a conflict of interest is identified and/or registered, and the Management Committee has declared that it is of material benefit to the individual or material significance to the Association, the Management Committee Member concerned shall not vote on any resolution relating to that conflict or issue.

The Management Committee Member shall only remain in the room during any related discussion, or take part in any related discussion, with Management Committee approval.

The Management Committee will determine what records and other documentation relating to the matter will be available to the Management Committee Member.

All such occurrences shall be minuted.

Individual Management Committee Members, aware of a real or potential conflict of interest, or aware that there may be a possible conflict of interest, of another Management Committee Member have a responsibility to bring this to the notice of the Management Committee.

## **2. CODE OF ETHICS AND PROPER PRACTICE**

### **POLICY**

The Management Committee is committed to the adoption of ethical conduct in all areas of its responsibilities and authority.

*Management Committee Members shall:*

- act honestly and in good faith at all times;
- declare all interests that could result in a conflict between personal position & responsibility and Association priorities;
- be diligent, attend Management Committee meetings and devote sufficient time to preparation for Management Committee meetings to allow for full and appropriate participation in the Management Committee's decision making;
- ensure scrupulous avoidance of deception, unethical practice or any other behaviour that is, or might be construed as, less than honourable in the pursuit of the Association's business;
- not disclose to any other person confidential information other than as agreed by the Management Committee or as required under law;
- act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and the moral duties of the role;
- abide by Management Committee decisions once reached notwithstanding a Management Committee Member's right to pursue a review or reversal of a Management Committee decision;
- not to do anything that in any way denigrates the Association or harms its public image;

*The Management Committee shall:*

- ensure that there is an appropriate separation of duties between itself and the State Administrator;
- make every reasonable effort to ensure that the Association does not raise community, supplier or stakeholder expectations that cannot be fulfilled;
- meet its responsibility to ensure that all staff employed by the Association are treated with due respect and are provided with a working environment and working conditions that meet all reasonable standards of employment as defined in relevant workplace legislation;
- regularly review its own performance as the basis for its own development and quality assurance;
- carry out its meetings in such a manner as to ensure fair and full participation of all Management Committee Members;
- ensure that the Association's assets are protected through a suitable risk management strategy.

## **Section B MANAGEMENT COMMITTEE PROCESSES**

### **PRINCIPLES**

- The Management Committee represents QPA members via the Zones and Clubs and other stakeholders, exercising a duty of care, moral and legal, for the association and all its stakeholders.
- The Management Committee – State Administrator relationship is a partnership that is approached in that spirit with mutual respect and support for the interdependent but separate roles.
- The Management Committee's sole direct employee, in whom is vested accountability for the Association's operation, is the State Administrator.
- The Management Committee should direct the State Administrator by providing clearly defined outcomes to be achieved and policy parameters (Delegation Policies) within which the State Administrator must remain.
- The Management Committee's delegation to the State Administrator must be unambiguous; the Management Committee must stand behind its own policies.
- The Management Committee's assessment of the State Administrator's performance is based on the performance indicators agreed at the commencement of a performance year (or period) as negotiated.
- Monitoring and evaluation of the State Administrator's and the Association's performances should be built around a rigorous and continuing process.
- The Management Committee shall add value to the association over and above that added by the State Administrator and staff.
- The Management Committee shall have an emphasis on continuous improvement for itself and individual Management Committee Members.
- The Management Committee shall aim to be as good at its job as it expects the State Administrator and staff to be at theirs.
- The Chairperson is a first among equals, fulfilling the role of servant leader to the Management Committee.

### **1. OVERARCHING GOVERNANCE PROCESS**

#### **POLICY**

The Management Committee's task, on behalf of its members, is to ensure that the Association achieves its mission, its strategic goals and its objectives and, in so doing, meets all the legal and moral responsibilities and requirements accompanying 'best practice' corporate governance.

### **2. CONNECTION WITH KEY STAKEHOLDERS**

#### **POLICY**

- The Management Committee acts in trusteeship for the Association's members, Clubs and key stakeholders.
- The Management Committee will gather information about their concerns, needs and aspirations.
- The Management Committee will remain up-to-date in relevant industry related matters.
- The Management Committee will report to its members on a regular basis on the performance of the association via meeting summaries and articles

### **3. MANAGEMENT COMMITTEE SUB-COMMITTEES AND WORKING PARTIES**

#### **POLICY**

1. The Management Committee may establish sub-committees and working parties to support it in its workings.
2. Sub-committees and Working Parties will have Terms of Reference or Role Definitions clearly defining their roles, life span, procedures and functions and the boundaries of their authority, reviewed annually.
3. Unless specifically empowered by the full Management Committee, sub-committees or working parties cannot make binding Management Committee decisions or speak for the Management Committee. For the most part, the function of sub-committees and working parties, in fulfilling their role, is to make recommendations to the Management Committee.
4. However, a decision of a Sub-committee or Working Party exercising delegated authority is a decision of the Management Committee and should be treated by the State Administrator accordingly.
5. Sub-committees and Working Parties cannot exercise authority over staff nor shall they delegate tasks to any staff unless the Management Committee or State Administrator has specifically agreed to such delegation.
6. Management Committee sub-committees and Working Parties should not mirror operational divisions, departments or staff functions.

### **4. DELEGATION TO THE STATE ADMINISTRATOR**

#### **POLICY**

1. The Management Committee delegates to the State Administrator responsibility for the implementation of its Policies, Procedures and Directions while complying with the boundaries and constraints imposed by the State Administrator Constraint Policy (Section C:4).
2. The Management Committee will develop a clear and unambiguous statement defining the association's strategic direction. This will make clear the performance indicators to be applied by the Management Committee when reviewing association and State Administrator performance.
3. The Management Committee will make it clear to the State Administrator, in writing, any constraints or limits it chooses to place on his or her freedom to take actions or make decisions that the Management Committee deems to be unacceptable within the delegation.
4. Always within the proviso that the State Administrator's decisions must be consistent with and not defeat the stated intent and the spirit of the Management Committee's policies, he/she is authorised to establish all operational policies, decisions, practices and activities.
5. The Management Committee may change its Policies, Procedures and Directions and State Administrator Delegation Policies, thereby shifting the boundary between Management Committee and State Administrator domains. By doing so, The Management Committee changes the latitude of choice given to the State Administrator. But as long as any particular delegation is in place and the State Administrator can demonstrate compliance with the intent and spirit of the Management Committee's policies, the Management Committee will respect and support the State Administrator's choices.
6. The State Administrator may defer instructions or requests from individual Management Committee Members or from unofficial groups of Management Committee Members if, in the State Administrator's opinion, such requests or instructions are:
  - inconsistent with the Management Committee's policies;
  - an unjustifiable cost to the association; or
  - an unjustifiable priority or use of time for the State Administrator or other staff members.



7. The State Administrator must notify the President of the use of point six (6) who in turn must notify the individual and the Management Committee.
8. The expert knowledge and experience of individual Management Committee Members is available to the State Administrator upon request.

## **5. MONITORING STATE ADMINISTRATOR PERFORMANCE**

### **POLICY**

1. The State Administrator's performance will be continuously, systematically and rigorously assessed by the Management Committee against achievement of the Key Duties as noted in the State Administrator Position Description. The Management Committee will provide regular performance feedback to the State Administrator.
2. The Management Committee's assessment of the State Administrator's performance will include those performance indicators that have been agreed at the commencement of the performance year (or period);
3. The standard applied to all facets of the performance assessment shall include that the State Administrator has met or can demonstrate compliance with the intent or spirit of the Management Committee's policies/statements;
4. There will be annual and if not possible, at least a bi-annual formal appraisal of the performance of the State Administrator. The timing, format and process for this meeting will be negotiated between the State Administrator and the Management Committee at the beginning of the performance year;
5. A Management Committee Sub-committee may assist the Management Committee in this process and may take recommendations to the Management Committee;
6. If at any time the Management Committee engages an outside evaluator to assist the Management Committee to conduct an assessment of the State Administrator's performance, the process must be consistent with this policy. Any such evaluator is a contractor to the Management Committee, not to the State Administrator;
7. The above clauses do not waiver or override the requirement for more regular performance appraisals of the State Administrator based on specifics of performance should the Management Committee deem it necessary.

## **6. AGENDA PLANNING**

### **POLICY**

- As referenced in the QPA Constitution the Management Committee shall meet at least six times a year, meeting dates to be agreed at the first meeting of the year. To ensure the standards of good governance, the Management Committee will follow an agenda that;
- regularly reviews results, policies and relevant strategic issues;
- provides assurance that all relevant compliance requirements are addressed; and
- improves Management Committee performance through education and continual focus on its governance effectiveness.

The Management Committee will develop an annual agenda setting out a framework for its year's work. Examples of recurring and once-off agenda items include:

- a) Scheduled review of the Association's results as indicated in the Strategic Plan and Management Committee Directions;
- b) Scheduled time for strategic thinking;
- c) Scheduled assessment of associational risk;
- d) Consultations with key stakeholders as appropriate;
- e) Governance education;

- f) Other policy compliance monitoring both in respect of the State Administrator Constraints and Management Committee Processes policies;
- g) Management Committee effectiveness review;
- h) State Administrator performance appraisal review meeting and remuneration review;
- i) Preparation for or review of Annual General Meeting matters;
- j) Meeting with the External Auditor;
- k) Scheduled reporting by Management Committee Committees.

## **7. MANAGEMENT COMMITTEE MEMBER INDUCTION**

### **POLICY**

- The Management Committee will provide to all new Management Committee Members a thorough induction into the affairs of both the Management Committee and the Association at large. An induction meeting will be held on the day after the AGM. All management committee to attend.

All prospective Management Committee Members will be provided with all relevant information.

Prior to attendance at their first Management Committee Meeting, new Management Committee Members will:

- a) Receive a copy of the Management Committee Handbook including: Policies and Procedures, Constitution, previous years minutes including financials and budget, a copy of the strategic and/or operational plans (appendix 5.), a list of committees and their terms of reference, current and past meeting papers, an association chart, a copy of the current Management Committee Members, contact lists for Management Committee, Staff and Associations
- b) Meet with the President and/or outgoing Management Committee members for a governance familiarisation. This meeting may be held as a group session or with individuals.
- c) Meet with the State Administrator for an operational familiarisation.
- d) Sign the Management Committee Code of Conduct (appendix 2.)

## **8. MANAGEMENT COMMITTEE DEVELOPMENT**

### **POLICY**

The Management Committee's value-adding role requires that all Management Committee Members shall have access to professional development relevant to their duties as a Management Committee Member.

1. The Management Committee will make every reasonable effort to facilitate training for all Management Committee Members and for the Management Committee as a whole to maximise the value-adding contribution to the Association.
2. The Management Committee will carry out an annual review of its performance.
3. To assist it to fulfil its monitoring responsibilities, the Management Committee may engage outside assistance. This includes but is not limited to a financial audit.
4. All expenses associated with governance effectiveness will be designed to ensure the development of the highest standard of governance, meeting costs associated with effective communication with members and other key stakeholders e.g. surveys and associated analysis, focus groups etc.
5. Execute a Code of Conduct following each AGM whether re-elected or not.

## **9. CHAIRPERSON ROLE DESCRIPTION**

### **POLICY**

The Chairperson provides leadership to the Management Committee, ensuring that the Management Committee's processes and actions are consistent with its policies. As appropriate the Chairperson represents the Management Committee and the Association to outside parties.

1. The Chairperson is empowered to chair Management Committee Meetings
2. The content of Meeting discussions will be confined to governance matters as defined in the Management Committee's policies.
3. All Management Committee Members will be treated fairly and even-handedly.
4. All Management Committee Members will be encouraged and enabled to make a contribution to the Management Committee's deliberations.
5. There may be times when the Chairperson is called upon to interpret a Management Committee policy or policies to outside parties in the absence of the Management Committee. All such interpretations shall reflect both the stated intent and spirit of the policy/policies.
6. The Chairperson has no authority to change unilaterally any aspect of Management Committee policy.
7. With the approval of the Management Committee, the Chairperson may establish a regular communication arrangement with the State Administrator in which there is an exchange of information. This might also provide an opportunity for the State Administrator to use such sessions as a sounding Management Committee for proposed actions or to check interpretations of Management Committee policy. However, the Chairperson will not inhibit the free flow of information to the Management Committee necessary for sound governance. Therefore the Chairperson will never come between the Management Committee and its formal links with the State Administrator.
8. The Chairperson may delegate aspects of the authority accompanying the position but remains accountable for the overall role.

## **10. EXPENSES INCURRED**

### **POLICY**

1. The Association will reimburse its staff (including volunteers) expenses incurred by them on behalf of the Queensland Polocrosse Association in the course of business so long as such expenses are reasonable and authorised.
2. Management Committee members and appointed Directors are able to claim reimbursement for expenses associated with duties. These include but are not limited to mileage, flights, accommodation, meeting expenses, mobile phone/internet use.
3. Expenses must be agreed to in advance and approved by the Treasurer and one other Management Committee member. Receipts must be provided and expense claim forms (appendix 7.) submitted within one month of expenditure
4. From time to time the Management Committee may direct certain positions receive an honorarium
5. Mileage will be paid at 75cents one way.
6. In the case of Qld Representative Teams an allowance may be granted for certain events for players/coaches and team managers. This is at the discretion of the Management Committee. Appendix of fees paid in the past.

## **11. SOCIAL MEDIA**

### **POLICY**

The Association seeks to encourage information and link-sharing amongst its membership, staff and volunteers, and seeks to utilise the expertise of its employees and volunteers in generating appropriate social media content. At the same time, social media posts should be in keeping with the image that the Queensland Polocrosse Association wishes to present to the public, and posts made through its social media channels should not damage the organisation's reputation in any way. If a member is found to be using social media to bring the game into disrepute disciplinary proceedings as per the Rule Book may be enforced.

Queensland Polocrosse Association's social media use shall be consistent with the following core values:

- Integrity: the Association will not knowingly post incorrect, defamatory or misleading information about its own activities, the activities of other organisations, or individuals. In addition, it will post in accordance with the organisation's Privacy Policy (appendix 16).
- Professionalism: the Association's social media represents the organisation as a whole and should seek to maintain a professional and uniform tone. Staff and volunteers may, from time to time and as appropriate, post on behalf of Queensland Polocrosse using its online profiles, but the impression should remain one of a singular organisation rather than a group of individuals.
- Information Sharing: the Association encourages the sharing and reposting of online information that is relevant, appropriate to its aims, and of interest to its members.
- The Association should seek to grow its social media base and use this to engage with existing and potential members, donors and stakeholders. At the same time, a professional balance must be struck which avoids placing the organisation's reputation at risk.

## **Section C DELEGATION**

### **PRINCIPLES**

The Management Committee has a role to characterise risks and ensure that strategies to minimise or mitigate these are put into place and implemented.

The Management Committee has a responsibility to ensure that it has in place a succession plan for its own members and for its senior management.

The Management Committee should direct the State Administrator by providing clearly defined outcomes to be achieved and policy parameters within which the State Administrator must remain.

The Management Committee represents its members exercising a duty of care, moral and legal, for the association and all of its stakeholders.

The Management Committee-State Administrator relationship is a partnership that is approached in the spirit of mutual respect and support for the interdependent but separate roles.

## **1. EMERGENCY STATE ADMINISTRATOR**

### **POLICY**

The Management Committee recognises that one of its major risks is the loss of key personnel, particularly its State Administrator. To this end the State Administrator must not fail to ensure that there is in place an emergency management regime that can operate in the event of an unexpected loss of his or her services. There must also be at least one person capable of responding to Management Committee concerns and requirements at a level necessary for effective governance.

The State Administrator must:

- Ensure that there is in place an emergency management regime that can operate in the event the unexpected loss of his or her services.

The Management Committee must:

- Ensure that there is at least one nominated person capable of responding to Management Committee concerns and requirements at a level necessary for effective governance should the State Administrator be unavailable.

## **2. PROTECTION OF ASSETS**

### **POLICY**

The Management Committee shall take all prudent and reasonable actions to ensure that the Association's assets, physical and intellectual, are protected against all foreseeable damaging circumstances.

The State Administrator under the direction of the Management Committee must:

1. permit only authorised person to handle cash;
2. process the receipt or disbursement of funds within controls acceptable to the duly appointed Treasurer;
3. deposit funds only in Management Committee approved institutions;
4. insure the assets of the Association for values not less than is considered necessary for prudent risk management;
5. ensure that any purchase of goods or services is protected against conflict of interest;
6. allow employees to drive the Association's or rental vehicles only if they hold a current driver's licence in the appropriate category or if their driving record does not cause the vehicle insurance to be restricted or cancelled;
7. ensure the Association's facilities, vehicles and equipment are to be used only to support the organisation. Staff and volunteers may not use the Association's resources (including any person, money, or property) under their control for personal benefit or gain, or for the benefit or gain of other individuals or organisations. This policy does not apply to those situations where personal use of the Queensland Polocrosse Association's equipment constitutes agreed remuneration under a contract of employment;
8. ensure that a back-up is performed daily of all QPA data held on the State Administrator's PC via a hard drive to be located off site every evening. Further back-ups may be made utilising "cloud" server storage.

### 3. COMMUNICATION AND SUPPORT TO THE MANAGEMENT COMMITTEE

#### POLICY

The State Administrator shall ensure that the Management Committee remains informed about issues and concerns essential to the meeting of its duty of care, the carrying out of its responsibilities and the meeting of its accountabilities to its members and its key stakeholders.

The Management Committee imposes the following constraints. The State Administrator must:

1. provide support and information in a timely, accurate, unbiased and understandable fashion addressing the various issues to be monitored by the Management Committee;
2. be truthful in all discussions, correspondence and dealings with any internal, external or associated parties of the Association;
3. support the Treasurer in providing financial reports that:
4. make significant trends clear;
5. provide data relevant to agreed benchmarks and Management Committee agreed measures;
6. provide additional financial data as determined by the Management Committee from time to time.
7. inform the Management Committee of significant external environmental trends, achievement of, or progress towards, the achievement of the Management Committee's goals and of changes in the basic assumptions upon which the Management Committee's policies are based;
8. inform Management Committee Members when for any reason there is actual or anticipated non-compliance with a Management Committee policy;
9. inform the Management Committee of any breach of any externally imposed compliance requirement;
10. inform the Management Committee of any serious legal conflict or dispute or potentially serious legal conflict or dispute that has arisen or might arise in relation to matters affecting the Association;
11. ensure that the Management Committee is provided with the necessarily wide range of views and perspectives in support of effective decision making;
12. bring to the Management Committee's notice such occasions when it is in breach of the Management Committee Processes or linkage policies, particularly when this relates to the State Administrator's ability to carry out his/her responsibilities;
13. deal with the Management Committee as a whole except when responding to individual requests for information or requests from Management Committee Committees or Working Parties.
14. ensure that office plant or equipment is not subjected to unauthorised or improper use, improper purposes, or significant damage;
15. ensure that there is adequate protection for intellectual property, data information and files of staff, customers or the Association against loss, common damage or theft;
16. ensure that there are appropriate and effective security systems in place to adequately safeguard staff, customer or the Association's property against loss, common damage or theft;
17. maintain an appropriate office asset register;
18. ensure that the premises meet appropriate local and/or government standards and/or any other statutory or minimum code requirements;
19. maintain a current assessment and evaluation of the risk factors that could conceivably disrupt the Association's effective and efficient operations and ensure that there are plans and systems that, in times of disruptive events, will allow continuity.

#### **4. OVERARCHING STATE ADMINISTRATOR CONSTRAINT**

##### **POLICY**

The Management Committee will make clear the limits of freedom it allows its State Administrator in the design of operational methods and the choice of actions and decisions. These will be detailed in the State Administrator's Position Description and will form the basis of the Management Committee's delegation to the State Administrator.

The Management Committee imposes the following constraints:

The State Administrator must not take, or approve any action in the name of the association that is in breach of the law, is imprudent or which contravenes any association specific or commonly held business or professional ethic.

#### **5. FINANCIAL PLANNING**

##### **POLICY**

Budgeting/financial planning for any financial year or the remaining part of any financial year shall be designed to ensure the achievement of the Management Committee determined Results.

The Management Committee imposes the following restraints:

In developing the operational financial plan, the Treasurer must:

1. demonstrate,
  - a. a credible projection of revenues and expenses;
  - b. separation of capital and operational items;
  - c. projection of cash flows; and
  - d. disclosure of planning assumptions.
2. maintain financial risk within Management Committee determined parameters;
3. incorporate/accommodate medium to long term financial plans/projections and long term business direction;
4. ensure that it anticipates the achievement of a 'bottom line' not materially different from that determined by the Management Committee, e.g. a predetermined surplus, acceptable deficit or balanced budget;
5. ensure that it does not threaten the achievement of Management Committee determined financial ratios;
6. provide for current and future capital requirements;
7. provide for the Management Committee's developmental and other expenditure;
8. plan for the Management Committee determined spread of revenue sources; or
9. demonstrate responsible management of the association's assets.

#### **6. FINANCIAL MANAGEMENT**

##### **POLICY**

The State Administrator under the direction of the Treasurer is responsible for the day-to-day financial management of the association. In carrying out this duty he/she must ensure nothing is done, or authorised to be done, that could in any way cause financial harm or threaten the association's financial integrity.

The Management Committee imposes the following constraints.

In managing the day-to-day financial affairs of the association the State Administrator must:

1. use any associational funds, enter into any contracts, or accept other liabilities only for the furtherance of Management Committee approved purposes and priorities;
2. only expend funds that have been received in the financial year unless offset by approved borrowings or approved withdrawals from reserves;
3. ensure that undisputed invoices from suppliers of goods and services are paid within trade credit terms agreed with those suppliers;
4. ensure that authorised signatories are utilised in accordance with the QPA Constitution;
5. transaction cards issued to the QPA, including those held in the name of any staff, volunteers or officers on behalf of the Association, will only be used for those activities that are a direct consequence of the cardholders' function within the Association.
6. pay staff in accordance with their employment contracts;
7. authorise expenditure only within the levels established by the Management Committee and within the approved budget;
8. meet all government imposed compliance requirements or payments on time and to standard;
9. ensure that the Association does not violate Australian Accounting Standards;
10. acquire, encumber or dispose of land or buildings only with the appropriate authorisation of the Management Committee;
11. ensure that there are limitations on expenditure and adequate controls on the use credit or other purchases cards by card holding staff; or
12. assertively pursue receivables overdue;
13. Not commit the association to any expenditure that could be considered frivolous or excessive.

#### **Section D CONSTRAINTS**

1. The Management Committee has a role to characterise risks and ensure that strategies to minimise or mitigate these are put in place and implemented.
2. The Management Committee represents its members, moral and legal, exercising a duty of care for the association and all of its stakeholders.
3. The Treasurer shall not allow or cause to allow the Association's investment assets to be invested in a manner that threatens its financial security.
4. The Treasurer must not:
  - a) fail to maintain sufficient liquidity to meet short to medium term financial commitments; or
  - b) invest in other than Management Committee approved institutions.



## Membership & Fees

Player Category		Fee Payable	Notes
Senior Player		\$475	
Intermediate Player		\$400	
Junior & Sub Junior Players		\$180	Refer below for age requirements.
Mini Junior Players		\$100	a) Mini Juniors are non-competitive but they must be nominated on-line for carnivals. b) Mini Juniors are not eligible for the family discount. c) Mini Juniors can be upgraded to competitive players during the year.
Trial Player		\$45	a) Unlimited practices. b) Trial players are not eligible for family discount.
Limited Player		\$385	a) Unlimited practices and 3 carnivals only. b) Limited Member players are not eligible for family discount
One Carnival Player		\$120	a) Unlimited practices and 1 carnival only. b) One carnival players are not eligible for family discount.
2019 Club Fees		\$600	

### IMPORTANT NOTES

**MEMBERSHIP:** Membership must be paid with credit card online via the Polocrosse National Database, membership is activated upon receipt of payment. Members must be financial members of their Club to begin the membership payment process. ([www.nswpolocrosse.org.au](http://www.nswpolocrosse.org.au)). Players are not able to nominate for a carnival or attend a practice until financial on the Database. As Member's renew their membership online they are required to tick the liability waiver.

Membership categories may be upgraded in the same manner throughout the season eg from Limited Membership to Senior Player.

**FAMILY DISCOUNT:** The 10% Family discount is applicable under the following long standing guidelines:

- 1) Various combinations of three or more full paying members of the one immediate family (senior, intermediates & juniors only).
- 2) Families cannot claim a discount for members outside the immediate family.
- 3) All members must reside under the same roof.
- 4) Immediate family constitutes any of the following: spouse, parent, sibling, or child.
- 5) Mini Juniors, Limited Members & Trial players are not eligible for a family discount.
- 6) The family must apply to the QPA (in writing) for a refund after the fees are paid and the members are financial. Family discounts must be finalised by 30/09/2019.

**JUNIOR AGE SPECIFICATIONS:** Under 16 as at midnight 31/12 (refer page 26 of the rule book)

eg: If someone turns 16 on 1st Jan 2019, they can play Juniors in 2018 (because at midnight on 31/12 they were still 15) however if they are 16 at midnight 31/12/2018 they can't play as a junior in 2019 as they will turn 17 during that year.

**SOCIAL MEMBERS:** It is a condition of our insurance policy that social members must be covered and MUST pay a minimum of \$1.00 to their Club, all Social member fees are retained by the Club. **ALL Social Members must be registered online by their Club.** These include non-playing coaches, office bearers and umpires. All must complete the online waiver.

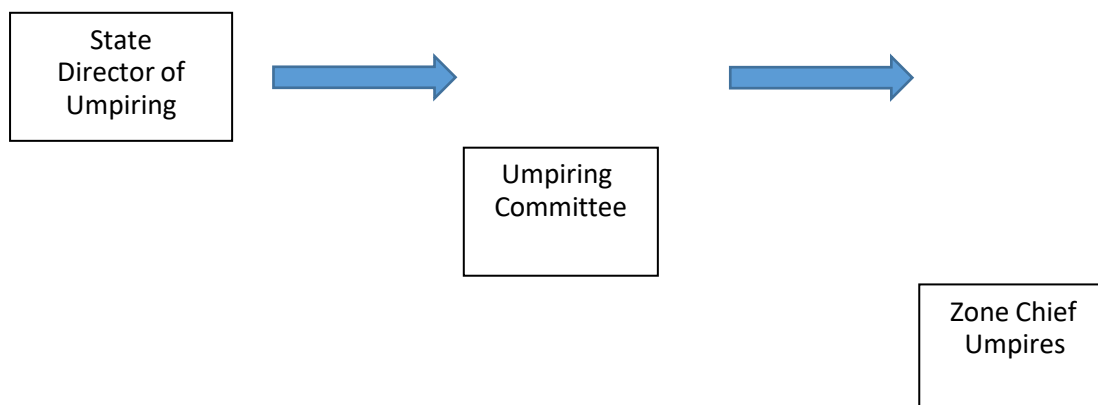
Any club to be found playing unregistered players will be stood down until after the next tournament in their zone or penalized \$500.

*as at 2018 playing season*

## Umpiring

The Qld Director of Umpiring is elected annually at the AGM and appoints his/her own deputies to form the Qld. Umpire Committee (three members plus the Qld Director of Umpiring) at the approval of the Management Committee. The retiring Director of Umpiring is to be invited on to the Qld. Umpire Committee for 12 months after retiring from the position. (Appendix 1.f & 1.g)

The Qld. Umpire Committee is able to act on behalf of the State Director of Umpiring. The State Director of Umpiring is to chair committee meetings. The Umpiring Committee has the power to override the Zone Chief Umpires on direction from the State Director of Umpiring.



Zone Chief Umpires are to be elected before the QPA AGM, **they are to be nominated through** each Zone AGM and are required to be present at the QPA AGM. Zone Chief Umpires shall be appointed by the State Director of Umpires subsequent to the QPA AGM. Zone Chief Umpires must attend Queensland Zone Titles and Queensland Club Championships

Disciplinary notices and suspensions will be directed to players via their club President and copied to the Management Committee and the Qld Umpire Committee within seven (7) days of the incident. Reports of suspensions must be recorded on the National Online Database.

Wherever possible, Umpires are not to umpire their own division at the Qld State Championships.

Umpire dress code: umpires jackets are compulsory, all Zone Chief Umpires to be supplied with jackets and saddlecloths by the QPA. Umpire dress code as per the PAA Rule Book.

**Accreditation:** The State Director of umpiring is the only person able to issue "A" grade tickets. The State Director shall appoint two "A" Grade Umpires, preferably Zone Chief Umpires, to inspect Umpires for "A" Grade Tickets if he is unable to do so himself. Those two umpires shall not be from the same Zone as the person being inspected and preferably not from the same Zone as each other.

Clubs must arrange approved medical assistance. The Chief Umpire of a carnival or event shall ensure that the arranged approved medical assistance is in attendance prior to the commencement of play at the carnival or event.

It shall be the responsibility of the Chief Umpire controlling a carnival or match to allocate appropriate umpires to control all matches. A list of Umpires, Horse Welfare Officer and Carnival Committee phone numbers must be on display at the administration office next to the draw.

Umpires are to complete Incident/Accident reports immediately following games and hand to the Chief Umpire to be forwarded to the State Director of Umpiring via the QPA State Administrator.

**Travel allowance:** The State Director of Umpiring is to be afforded the same travel allowance as the QPA Management Committee members.

**Honorarium:** The State Director of Umpiring is paid a monthly allowance.

Club Umpire Coach: all Qld Clubs are to have a Club Umpire Coach whose role it is to:

- a) Liaise with the Zone Chief Umpire to identify Umpires for upgrading
- b) Introduce Umpires at all levels to a mentor they are comfortable to work with
- c) Help in coaching techniques of umpiring (positioning, whistle blowing, umpiring with two umpires etc.)
- d) Work with Zone Umpires Coach to improve the umpiring consistency and confidence

#### **Player transfers:**

Non-financial players may transfer between Clubs and States at any time, once financial, permission to transfer must be gained from the member's current club and state, the club and state the member is transferring to and finally the PAA. To begin this process enter details via the National Online Database.

Player seeking a transfer should abide by rule 2 on page 21 of the Rule Book.

Inter Club transfers will only be accepted during the season if the State Director of Umpiring considers the transfer is in the best interest of Polocrosse and not for the sole purpose of winning a tournament or match.

Players wishing to transfer into Qld. are required to be completed and playing by the 1<sup>st</sup> July to be eligible for the Queensland Club Team Championship held in the first weekend of September.

All transfers must be ratified by the State Director of Umpiring.

Financial members transferring into Queensland from another state will be charged the Queensland component of our membership relative to their player category ie senior, intermediate or junior.

**Umpire Code of Behaviour** to be read in conjunction with the Code of Conduct for Umpires, Coaches, Team Managers, players, parents and spectators and the PAA Official's Code of Ethics.

- Place the safety and welfare of the participants above all else.
- Accept responsibility for all actions taken.
- Be impartial.
- Avoid any situation which may lead to a conflict of interest.
- Be courteous, respectful and open to discussion and interaction.
- Value the individual in sport.
- Be a positive role model in behaviour and personal appearance.
- Refrain from any form of personal abuse towards players.
- Show concern and caution towards sick and injured players.
- The Umpire must be attired in correct riding clothing – white trousers, boots, helmet and Umpire's jacket.
- Be equipped with whistle and polocrosse racquet.
- Have a thorough knowledge of the Rule Book.
- Be suitably mounted.
- Ensure that equipment and playing area meet safety standards.
- Never over-instruct the players.
- Do not argue with the players or spectators.
- Treat players as you would wish to be treated as a player yourself.
- Know the signals of the game.
- Be on time.

### **Guidelines for State Umpire Investigations:**

1. All umpires involved in the game must be contacted and asked for input.
2. If a referee was used they must be contacted and asked for input.
3. The umpire in charge of the carnival is to be contacted and asked for input.
4. If any of the above have a conflict of interest they should still be contacted but it is to be noted by the SDU in their deliberations.
5. It is the SDU option to contact players if deemed necessary.

### **Coaching**

(Appendix 1.i)

The Director of Coaching will:

- appoint coaches to all Representative Teams;
- ensure adequate coaching accreditation events are held each year;
- ensure appointed coaches provide a written report to the Management Committee following representative events;
- ensure appointed coaches attend each coaches meeting held during major events such as those held a Nationals and Barastoc.

**Code of Ethics for Coaching**, to be read in conjunction with the Code of Conduct for Umpires, Coaches, Team Managers, players, parents and spectators.

- Remember that young people participate for pleasure and winning is only part of the fun.
- Never ridicule or yell at a young player for making a mistake or not coming first.
- Be reasonable in your demands on players' time, energy and enthusiasm.
- Operate within the rules and spirit of your sport and teach your players to do the same.
- Ensure that the time players spend with you is a positive experience. All young people are deserving of equal attention and opportunities.
- Avoid overplaying the talented players; the just-average need and deserve equal time.
- Ensure that equipment and facilities meet safety standards and are appropriate to the age and ability of all players.
- Display control, respect and professionalism to all involved with the sport. This includes opponents, coaches, officials, administrators, the media, parents and spectators. Encourage players to do the same.
- Show concern and caution toward sick and injured players. Follow the advice of a physician when determining whether an injured player is ready to recommence training or competition.
- Obtain appropriate qualifications and keep up to date with the latest coaching practices and the principles of growth and development of young people.
- Any physical contact with a young person should be appropriate to the situation and necessary for the player's skill development.
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

## Team Managers

Representative Team Managers will be appointed as necessary by the Qld Director of Team Managers, Team Manager Guidelines (appendix 6.) details the role and procedure for Representative Team Managers.

All Team Managers are to provide a written report to the Management Committee following representative events.

## Selectors

The following policy is to be read in conjunction with the QPA Constitution, the PAA Selection Policy and Position Description for Selectors and the Directors of Selectors (appendix 1e&d).

*Selector appointment:* In appointing selectors the Management Committee must achieve a fair and reasonable balance between the need to:

- Select people with the capacity/qualification to fulfil the position.
- Select people who have demonstrated commitment to such tasks
- Provide a reasonable geographic distribution of selectors across the state to ensure all players have ability to be seen by selectors, and
- Reduce conflict of interest.

*Conflicts of interest:* Any Selector who becomes aware of a conflict of interest, or the potential for bias to be inferred, in a selection decision because of a relationship with a nominated member, shall declare their conflict of interest to the Director of Selectors. This should be declared **before** any discussion of players. If the Selector is in doubt as to whether a conflict of interest exists, he or she should disclose it to the Director of Selectors, chairing the meeting.

In such situations the Director of Selector shall ask the selector to either:

- A. Leave the room whilst a discussion regarding the suitability of the effected player takes place,
- or
- B. Resign their position as Selector if the conflict is of an unmanageable magnitude.

The Director of Selectors will be required to manage the conflict of interest, and may ask any Selector to remove themselves from any individual discussion. If the conflict of interest cannot be effectively managed, Director of Selectors may request a Selector be removed from the position.

Selectors will be required to **sign a 'Code of Conduct'** (appendix 2.) which provides a more detailed explanation of the policy and process with respect to conflict of interest and selector's responsibilities. All Selectors should ensure avoidance of deception, unethical practice or any other behaviour that is, or might be construed as, less than honourable in the pursuit of their delegated positions.

All Selectors are to be present when teams are selected however, should a selector be unable to attend a selection meeting or event it is their responsibility to contact the Director of Selectors and advise them of their preferences, issues and concerns. Junior and intermediate trials are to be held every second year, off set from the Nationals. It is incumbent upon each of the Directors of Selectors to record which Selectors have attended various events for review by the Management Committee.

*Director of Selectors:* Qld Junior and Senior Selectors (five of each) will be chaired by the Senior & Junior Director of Selectors, appointed annually by the Management Committee. The Director of Selectors will chair all meetings and all communication between the selectors, members and the Management Committee will be directed through the respective Director of Selectors. The Director of Selectors may not put forward their view and has no vote. The Director of Selectors (senior or junior) is the only person to advise any team changes to a player through the QPA office.

*Selection of teams:* Teams are appointed by the QPA Management Committee which considers the advice and recommendation of selectors. The Management Committee may request a report from the Director of Selectors regarding adequacy of process and any individual decisions. Similarly, the Director may provide the Management Committee with a report if they consider the Management Committee should be aware of any issues or potential controversy with any selections. Similarly, an individual selector who considers process or other selector inappropriate should provide a report to the Management Committee. Where the Management Committee overrules a recommendation from the Selectors it must provide the Director of Selectors with a reason as to why. However, overruling the recommendation of the Selectors should only occur in highly **exceptional circumstances**.

A statement of reasons is not required where the change is to replace a member who has withdrawn from the team. Once a team is selected, the Management Committee is to be notified via the Director of Selectors of the selected teams. From the point of the Director of Selectors notifying the Management Committee, to members being notified of their selection, should take no longer than 24 hours. Thus eliminating the possibility of teams being leaked and thereby causing unnecessary distress to members.

Selectors shall recommend teams or squads in accordance with competition requirements and guidance from the QPA Management Committee. Team selections are to be based on:

- a) capacity of the individual to be a good ambassador for the QPA and the sport of polocrosse. This includes:
  - personal dress and bearing,
  - conduct on and off the field, and
  - willingness to support team activities and objectives.
- b) current and past (no longer than 24 months) performances at National, Zone and Club level;
- c) the individual's current level of skill and physical fitness including any injury or condition which may limit the individual's ability to perform at the required level;
- d) where required, the ability, fitness and soundness of participants nominated horse;
- e) the demonstrated performance of the participant on their nominated horse;
- f) where required, the individuals ability to adapt to and ride unfamiliar horses without any significant loss of their competitiveness;
- g) the ability of the participant to assimilate into the particular competition environment;
- h) the team composition, in particular the ability of players to combine to meet the needs of a competitive team;
- i) how best to satisfy the requirements to have the correct skill sets across all three positions in the team; and
- j) any other factor considered relevant in the circumstances.
- k) If a selected player is to be replaced the new player must come from the reserve pool before new players are considered likewise in the event of a selected player's horse going out the reserve players are to be considered first. The Player put out due to horse withdrawal is to be added to the reserve pool.
- l) selectors may add a player to the reserves under extenuating circumstances with the approval of the management committee.

*Nominations:* When calling for nominations players must nominate their horses - first and second. Each horse may only be nominated as a first horse once for each event ie: multiple members may not nominate on the same first horse.

The State Administrator is to remind members that event nominations are closing five days prior.

All nominations for representative teams will be received via the QPA office and disseminated to the Director of Selectors. No late nominations will be accepted. Selectors and the MC will be provided with nominations just prior to nominations closing to ensure all nominations have been correctly captured.

*Team notification:* Successful nominees to State teams are to be contacted in writing noting selection and selected horse, utilising the selection notification pro forma (appendix 11.). Horse and rider are selected as a combination.

Teams are to be listed in alphabetical order, women first in the case of mixed teams and noting team captain. Following notification, teams are to be noted on the QPA website and social media, thanking all nominees. It is at the discretion of the Director of Selectors as to whether team reserves are publicly released or not.

*Squads:* At the direction of the QPA Management Committee selectors may be requested to select squads of up to 30 men and 30 women in each category. The selections are not dependent on nominations and may be altered at will. It is the Management Committee's decision whether to make these squads public or not.

#### *Selectors general:*

The majority of Selectors should see a player competing on the horse he/she nominates on.

Selectors may confer with the State Coaching Director in the selection of Coaches.

Members not selected that wish to be reconsidered should address the appropriate Director of Selectors in writing.

Selectors are eligible for reimbursement of travel expenses incurred fulfilling their duties, these must be approved by the QPA Treasurer.

When there is a state trial event for Junior or Intermediate levels, the selectors must not play at the associated carnival.

### **Player Grading**

Player gradings are able to be reviewed during the playing season via the Zone Grading Officers before submission to the QPA. At the completion of the season player gradings will be reviewed at Club/Zone level and then submitted to the QPA Grading Committee for revision.

All junior players are to be graded and that grading taken into account when playing in senior competition.

Player gradings are listed on the QPA website and the list upgraded as changes are made.

All Qld. gradings are to concur with others States, utilising the Grading Guide available on the QPA Website (appendix 8.).

Automatically, at the end of each Polocrosse season, all financial senior players who are graded 1, will be upgraded to 1.5.

### **Policy for Player Grading**

#### **Annual Review**

1. Clubs are to review player grading's each year with consideration given to the QLD Polocrosse grading guide and submit any changes to their zone grading officer prior to the holding of the annual zone meeting.
2. The Zone grading officer must review the recommendations and submit a report with recommended changes to the State grading officer prior to the State Annual General Meeting.
3. The State grading officer must submit a tracked change recommendation to the management committee for consideration at the first regular meeting after the AGM.

4. The changes approved by the management committee are to be updated to the data base and QLD polocrosse web site within 2 weeks of the meeting.

#### In Season grading changes

1. A club may request a grading change for a player during the season. This can apply to new players, players who change during the season for any reason or players returning from a period out of the game.
2. The club must apply in writing or by email to the Zone grading officer for a review.
3. The Zone grading officer must recommend in writing or by email to the State grading officer for any change.
4. The State grading officer is to review the recommendation and then advise the data base manager and the State office of any change to be made.
5. Records of all changes approved to the player gradings must be kept for 2 seasons.

#### Events

The annual Queensland Polocrosse Association events calendar will be published each year. The Association will endeavour to include all planned events such as coaching and accreditation clinics, representative fixtures and meetings. A draft calendar will be compiled by the State Administrator for the future season to capture all events.

Clubs must nominate carnival dates, via each Zone, to be approved by the Management Committee by end of September each year. Any addition to the normal carnival must be applied for at the time of carnival application eg multi horse, chuckas, women's, juniors or masters competitions.

Each Zone may only nominate two multi horse carnivals as per the PAA ruling.

The QPA Management Committee makes the final decision on any carnival date changes throughout the season, in the event that a club has to change their date due to unforeseen circumstances for example wet weather.

#### **1. Annual General Meeting & Awards**

As per the Constitution. Notes

All award recipients are to be advised that they are finalist and invited to attend the Annual Awards Dinner following the AGM.

All QPA life members, cattle committee, sponsors, members of the Management Committee be invited as guests of the QPA to attend the AGM and Annual Awards Evening.

#### **2. Qld Club & Zone Championships & other major QPA events**

- The Qld Club Championships shall be allocated to a Club 12 months prior to the date of the AGM. Zone Championships will be held every second year alternating with Australian National Polocrosse Championships.
- QPA Challenge will replace the Zone Championships in 2019 for a 1 year trial.
- Nominations to be submitted to the Queensland Polocrosse Association by 5:00 pm the Friday prior to the weekend of the State Club / Zone Championships.
- There is to be a clear understanding by the host Club of the necessity to fully brief the State Management Committee on all arrangements.
- It is to be clearly understood that any guests of either the Australian or State Association shall be provided with entry tickets to the grounds and invited to any official or semi-official functions, at the discretion of both respective presidents.



- Club Championships are to be held on the 1<sup>st</sup> full weekend in September each year and Zone Championships (QPA Challenge in 2019) to be held on the 1<sup>st</sup> weekend in July every second year.
- No other carnival may be held on the Club/Zone or QPA Challenge Championship weekend.
- All players should nominate as pool players at Qld Club and Zone Championships if not in a full team on the database. Should a majority of players be from the same team a request may be made from the promoting committee to play together.
- Clubs are to play in their official Registered Club Colours, this is also the case when accepting awards.
- Teams are to be prompt. All Clubs must attend the Grand Parade as directed by the hosting club. All are to be properly turned out.
- It is to be impressed upon Officials and Umpires that the matches immediately after the Grand Parade and the finals are to be commenced immediately and all unnecessary delays eliminated.
- The draw and competing teams are to be prominently displayed.
- Contact numbers for Horse Welfare Committee, State Director of Umpiring and Carnival Vet to be displayed at the carnival office.
- Listing of horses vetted out and spurs removed is to be displayed at the carnival office.
- Fields are to be identified by colours.
- The scoring panel for any game should contain representatives from each side.
- Announcers are to be approved by the State Management Committee and are to use discretion in their comments on accidents occurring on the field.
- Line marking material etc. (not lime), to be kept handy for re-marking fields when necessary.
- A safety line is to be placed around all fields as per the rule book.
- Fields chosen to host the Club & Zone Championships must be able to handle light rain and to be able to continue to play safely. Practice fields of similar standard must be provided.
- Presentations - to be kept as brief as possible, with beaten teams trophies presented at some time other than at the major presentation.
- Sufficient stables or yards are to be available to teams.
- Adequate facilities are to be supplied for washing and watering horses.
- Approved medical staff and vehicle to be on grounds for all days of the Carnival.
- A map of the town and grounds showing fields and stables is to be forwarded to clubs prior to the Carnival.
- Adequate staff to be provided for refreshment booths and prices kept at reasonably competitive levels with normal shop prices.
- Suggest that any sponsor's products be on sale/display at the Carnival.
- Functions at night should be organised in such a way that the players and their guests and friends can get together and move around.
- Adequate numbers of Umpires Horses should be available and of a playable standard.
- Consideration should be given to as much PR coverage as possible in collaboration with the State Administrator
- The QPA shall have the rights to sell their promotional merchandise.
- Umpires are not to judge either horses or players in the games they are umpiring.
- The Administration Office needs suitable facilities and be available and staffed at all times.
- A Veterinarian is to be available on the grounds, remunerated by the host club.
- A VIP's & Sponsors Room or Tent financed on a 50-50 basis between host club and QPA should be provided if both parties so desire and agree.
- Ablution and toilet facilities are to be of a high standard and be kept cleaned and maintained.
- Chukka timers are to be of a precision make.
- Representation of all competitions are to be played on the main field.

- An accurate balance sheet must be produced on completion of the Carnival and a copy forwarded to the Qld. State Office.
- A nominated Executive member will be appointed to liaise with the President of the host club and be responsible for arranging to inspect the fields, stabling, amenities etc, and the progress of the preparations for the Queensland Championships.
- On approval of nomination to host the Queensland Championships, the QPA will put in writing to the host club advice of their successful nomination and any fees that will be payable to the QPA.
- State Club Championships - the team nomination fee of \$30.00 per team (as at 2018) is to be forwarded to the QPA prior to play.
- State Club Championships - nominations for the Qld State Club Championships close 5.00pm on the Friday prior, a late fee of \$60.00 per team will be added to any late the nominations.
- Gate Fee: the State Management Committee must approve the gate fee PRIOR to invitations being issued for their approval.
- The QPA Management Committee will set the categories for the Queensland Zone Championships.
- The QPA President or his / her nominated representative is responsible for the allocation of judges for all the individual awards.

All Perpetual trophies are to be held by the State Office. The host club is to provide and present all trophies other than perpetual trophies. Where possible a representative of the family is to present perpetual trophies.

A Grade Open	Yeranbah Cup
John and Anne Best	
B Grade Open	Trevanna Cup
Plant Family	
C Grade Open	Woodlands Cup
Basingthwaite Family	
D Grade Open	Calrossie Cup
Hartwig Family	
A Grade Mixed	Turinga Cup
Thompson Family	
B Grade Mixed	Thompson Girls
Thompson Girls	
A Grade Junior	Noel Cavanagh Shield Noel Cavanagh
Best Playing Horse	Fraser Memorial Trophy Fraser Family

### **3. Club Carnivals Requirements & Task List**

- Accommodation if required
- Administration/Secretaries office needs to be a solid structure-wind & rainproof
- Approved medical staff - book at least eight weeks in advance
- Balls at least three for each field
- Bells/timers for each field
- Camping, ensure details are on the carnival invite and an area designated
- Draw – ensure you have someone competent to do this
- Electricity – ensure adequate
- Entry tickets, gate keeper, gate guest list for VIPs, mail guest passes if appropriate
- Field Marking
- Field maintenance, free of stones, water truck available for dry and dusty conditions, grounds to be checked for suitability by the MC or Zone Umpire, ensure practice fields are of a playable standard.
- Gate fee
- Goal posts
- Hessian curtain/sight screen and horse float must be available in case of horse injury
- Horse Welfare Officer appointed
- Judges appointed
- Meals/catering
- Media coverage - print, broadcast & social media
- Official welcome - acknowledge: local dignitaries, VIP's, sponsors, QPA and or PAA representation, any other special guests.
- PA system
- Photographer
- Policies to be available on request – risk management, biosecurity plan
- Shower & amenities - Have adequate facilities for both men and women , must be kept clean and tidy at all times (allocate a member to check several times during each day), ensure plenty of toilet rolls and paper towels are available
- Signage - No Dogs Allowed, No glass area, Umpires Horses Only, Camping area, Road signs advertising Polocrosse, no alcohol past this point and any other you may think appropriate
- Glass bottles at polocrosse events are not encouraged at all. Should they be bought on site by attendees they must be kept strictly within the camp. At no time may glass bottles be taken anywhere around the grounds. Disciplinary action may be applied.
- Social activities - Food must be separate from the bar area, entertainment- Friday & Saturday evenings
- Stables/yards
- Time keepers/scorers/flag wavers
- Trophies
- Umpires Horse care
- Umpires - umpire jackets & saddlecloths
- Vet - must have a vet on call
- V.I.P Tent / Area
- Wash bays - Adequate number of bays with running water and hoses.
- Waste management - ensure adequate rubbish bins and frequent emptying
- Water (for horses) reasonable access required
- Whistles

#### **4. Annual New Zealand Junior Exchange Program**

Nominations called for in September each year to be announced in November, travel in January.

Up to \$1,000 in air travel allowed.

It is accepted that the successful junior player and their Club will host the return visit if requested.

#### **Glass at carnivals**

Glass bottles at polocrosse events are not encouraged at all. Should they be bought on site by attendees they must be kept strictly within the camp. At no time may glass bottles be taken anywhere around the grounds. Disciplinary action may be applied.

#### **Ambulance/First Aid**

The preferred option of QPA for first aid at carnivals is a Qld Ambulance with paramedics. The QPA requests that a Qld Ambulance be provided at all major carnivals of significance. Should it not be possible to fully adhere to the above at standard carnivals the following should apply:

First aid providers at a carnival should aim to save life until an ambulance arrives. First aid interventions are highly skilled tasks that require not only a qualification but also practice to maintain the level of skill. First aid providers should importantly “do no harm”. The minimum level of first aid in attendance at a carnival should be a paramedic with a minimum level of Australian Government HLTA006 advanced First Aid.

Clubs should seek confirmation/clarification of the skills, experience and equipment provided by First Aid Providers they are considering using for a carnival. Carnival invitations must state which First Aid Organisation is attending. The chief umpire is responsible for ensuring that the approved medical assistance is in attendance prior to play.

There is to be no reference to an “Ambulance Fee” on carnival invitations, “Player Fee” may be used. First aid providers and vehicle to be on the grounds for all days of the event before play commences till it ceases.

QPA to pay the First Aid Provider costs at trial and representative practice events.

#### **Women’s Competition Guidelines**

These guidelines are to be read in conjunction with the QPA “Carnival Job List & Requirements” noted in the QPA Policy & Procedure Manual.

- The competition is open to all female players
- The QPA decide each year which Club shall host the QPA Women’s Carnival and nomination shall be received in the same manner as State Club Championships and Zone Titles
- Nominations are to be called for from Clubs to host the Women’s Carnival in the prior season.
- The QPA Women’s Committee is to organise the selection of the teams and the selected team captain will be responsible for organising the teams’ uniform.
- The host club is in charge of the trophies. Trophies for each grade are to be as per the rest of the carnival competition ie winners, runners-up and beaten team if required. The perpetual Sybil Thompson Memorial trophy will be presented annually to the winning team in conjunction with the set of handcrafted mugs for the purpose (QPA office).
- The host club will be in charge of judges for any individual prizes they may wish to have.
- The QPA is to notify the teams with player’s names and grades to the host club by the nominated date.
- The host club shall work with the Women’s Committee to finalise the draw.
- The QPA and chairperson of the Women’s Committee will be responsible for the selection of coaches.

## **Insurance - Personal Accident Cover**

(appendix 4.) Personal Accident / Injury Claims Procedure

- You must notify the QPA within 7 days of the injury and complete a claim form.
- **The current insurance company will not enter into any direct dialogue with members.**
- For further information on Public & Products Liability, Professional Indemnity, or Management Liability, please contact your State Association or Polocrosse Australia. [www.polocrosse.org.au](http://www.polocrosse.org.au).

## **Member Protection & Child Protection Policy**

As per the PAA adopted policy updated 22 May 2016. (appendix 12.)

## **Anti-Bullying Policy for Queensland Polocrosse**

### **Purpose**

Bullying of any kind is unacceptable within Queensland Polocrosse and will not be tolerated. Bullying is counterproductive to team spirit and can be devastating to a victim. Queensland Polocrosse is committed to provide a safe, caring and friendly environment for all of our members. If bullying does occur, incidents will be dealt with promptly and effectively.

### **Objectives**

1. To make it clear that Queensland Polocrosse will not tolerate bullying in any form
2. To define bullying and educate all coaches, managers, members, parents, management committee and clubs of the types of behaviour that constitute bullying.
3. To inform all that are involved in the sport of polocrosse that there is a policy and protocol should any bullying issues arise.
4. QPA takes bullying seriously and all members will be supported when bullying is reported.

### **What is bullying**

Any use of aggression or taunting with intent to cause harm to the victim, bullying may be physical or emotional and in serious cases may be physical or emotional and in serious cases may also be discrimination. Bullying may be done by phone, email, SMS or other means.

### **Reporting Procedure**

Any member who feels they have been bullied should do one or more of the following things.

- Talk to their parents (if the person is a juvenile)
- Write a letter or email to Queensland Polocrosse outlining the complaint
- Speak to a Queensland Polocrosse member Protection Information officer

There is no express time limit for initiating a complaint under this procedure, but every effort should be made to bring the complaint to the attention of Queensland Polocrosse as soon as possible.

## How we handle Bullying

If bullying is occurring during team related activities we stop the bullying on the spot using the following steps

1. Intervene immediately, It is ok to get another adult to help
2. Separate the parties involved
3. Make sure everyone is safe.
4. Meet any immediate medical or mental health needs.
5. Stay Calm. Reassure those involved, including bystanders.
6. Model respectful behaviour when you intervene.

To achieve an outcome

- A. Keep all parties separate while gathering the facts.
- B. Get the story from all relevant sources, and gather all available information regarding the circumstances under which the incident occurred.
- C. Listen without blame.
- D. Don't call the act "bullying" while you are trying to understand what took place.

With all these facts we determine if it is bullying. There is much behaviour that looks like bullying but require different approaches.

- A. Review the Queensland Polocrosse definition of bullying
- B. To determine if the behaviour is bullying or something else, consider the following questions
  - What is the history between the parties involved
  - Have there been past conflicts
  - Is there a power imbalance? Remember that a power imbalance is not limited to physical strength and can include things like "popularity" and "conflict of interest"
  - Has this happened before? Is the victim worried it will happen again?
- C. Remember that it may not matter "who started it" Some people who are bullied may be seen as annoying or provoking, but this does not excuse the bullying behaviour.
- D. Once the situation has been determined as bullying support all of the parties involved while Queensland Polocrosse considers an appropriate conclusion to the situation.

## Biosecurity Policy

The Queensland Polocrosse Association aims to conduct the safest Polocrosse events possible for all involved including

competitors, horses, event organisers, volunteers and visitors. The Association and our sport affiliates take biosecurity seriously and have measures in place to mitigate the risk of infectious diseases and pests. Best practice biosecurity will be achieved through:

- Utilising the QHIA Biosecurity Plan (appendix 14.) for all events conducted by Queensland Polocrosse and our sport affiliates.
- Horse Health Declarations (HHD) for all events conducted by Queensland Polocrosse and our sport affiliates.
- Promoting the property identification code (PIC) of the horse's origin to be included on the HHD.

Biosecurity and workplace health and safety measures are put in place to provide the safest environment for horses, competitors, volunteers and visitors.

In the event of a biosecurity incident, a biosecurity contingency plan will be implemented.

People on the grounds during a biosecurity incident will be expected to comply with directions from event organisers,

Queensland Polocrosse and event organisers will liaise with appropriate experts during a biosecurity incident such as Biosecurity Queensland and Queensland Health.

In relation to the Hendra Virus, Queensland Polocrosse acknowledges the advice of Workplace Health and Safety Queensland, Queensland Health and Biosecurity Queensland, that vaccination is the single most effective way of reducing the risk of Hendra virus infection in horses and provides a work health and safety and public health benefit.

Strategic vaccination of horses is encouraged and horse owners should discuss their individual risk with their private veterinarian.

### **Welfare of Polocrosse Horses**

To be read in conjunction with the PAA Code of Practice for the Welfare of Polocrosse Horses - version 2 February 2013.

1. Grounds should be adequately fenced and have gates that can be easily closed, so that stock-proofing can be obtained quickly.
2. Playing fields shall be free of holes, rocks and other obstacles.
3. Adequate horse stalls shall be provided, no electric fencing.
4. For all tournaments, where practicable, a registered Veterinarian must either be in attendance or on call at short notice.
5. A stimulant substance shall not be administered to, or provided for horses participating in polocrosse.
6. Bandages must be worn on all horses legs at all times during play and should be sewn or taped in such a manner as to ensure they remain in place for the entire match.
7. Bell boots must be worn by all playing horses.
8. If horse's tails are plaited they must be fastened in a manner such to ensure they do not come undone during play as per the Rule Book. No tape is to be used on horse tails.
9. Bits and gear must be as prescribed in the Polocrosse Rules of Polocrosse Association of Australia.
10. All horses attending Carnivals shall be inspected by their Club's Welfare Officer to ensure that all participating horses are free of ringworm or any other infectious disease.
11. All equipment must meet minimum safety standards as prescribed in the Polocrosse Rules of the Polocrosse Association of Australia.
12. Whips shall be:
  - of flexible construction;
  - free of wire or other dangerous materials;
  - up to a maximum length of 100 centimeters;
  - must have a full flap no longer than five centimeters; and
  - there will be no more than three consecutive strikes to a horse.
13. Any animal seriously injured on the field, shall if possible, be removed by conveyance.
14. A conveyance suitable for this procedure should be available at all times during play.
15. When it is necessary for horse welfare on the field, a mobile screen shall be placed around the animal prior to it being treated and should remain in place until such time as allows for the treated animal to be loaded for transportation from the area.
16. After the days play all horses shall:
  - have their tail plaits undone;
  - have all bandages removed (those used for health purposes are exempt);
  - have all bell boots removed;
  - be supplied with sufficient food and water;
  - be suitably rugged;
  - have their stalls made secure; and

- have any injury or illness attended to.
- 17. The Welfare Officer should check the above within a reasonable period after the day's play.
- 18. All horses shall be transported in accordance with the "Code of Accepted Farming Practice for the Welfare of Farm Animals During Transportation".
- 19. Failure to comply with the above regulations shall result in:
  - a temporary suspension (until regulation is complied with); or
  - enforced suspension;
  - monetary fine or
  - both.

**For the responsibilities of the Horse Welfare Officer and  
Penalties Refer to the Position Descriptions**



## Uniforms

- All Clubs to play in white pants and long boots.
- Helmets compulsory as noted in the Rule Book.
- All Clubs must play in their registered uniform.
- Any uniform changes are to be first approved by the Management Committee.
- Qld Representative playing uniform will consists of a predominantly maroon shirt, white pants, long top boots and approved white helmet.

### Qld State Representative Uniform

All components of the State Uniform are compulsory.

To ensure that all uniforms are of the same colour and cut all players are required to contact the QPA office to determine current suppliers of state uniforms:

#### Senior Males

Blazer:	Maroon with State Pocket on LH side of blazer.
Shirt:	White (suitable for a tie) "Van Heusen" Style AS200
Tie:	QPA tie with the grey and gold diagonal stripe (available from the QPA Office).
Trousers:	Navy – Biz Collection "Biz Separates" Style BS29110 – with pleats
Belt and Shoes:	Black
Spray Jacket:	Maroon and white spray jacket embroidered with State Logo. Jacket available from the QPA Office. This jacket is worn over the playing uniform when not playing.

#### Junior Males

Shirt:	White (suitable for a tie)
Tie:	Queensland Tie with the grey and gold diagonal stripe. (available from QPA Office)
Trousers:	Navy – Biz Collection "Biz Separates" Style BS29110 – with pleats are available from Hanna's Toowoomba Phone – 46322099, Fax - 46384588
Belt and Shoes:	Black
Spray Jacket:	Maroon and white spray embroidered with State Logo. Available from the QPA Office. This jacket is worn in place of the blazer and over the playing uniform when not playing.

#### Sub Junior Males

Shirt:	White (suitable for a tie)
Tie:	Queensland Tie with the grey and gold diagonal stripe. (available from QPA Office)
Pants:	Good Dress Blue Denim Jeans
Belt and Shoes:	Black
Spray Jacket:	Maroon and white spray jacket embroidered with State Logo. Available from the State Office. This jacket is worn in place of the blazer and over the playing uniform when not playing.

#### Female Players

Blazer:	Maroon with State Pocket on LH side of blazer.
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Shirt: White with collar – “Van Heusen” shirt style AWS200  
 Scarf: Queensland Ladies Scarf available at the QPA Office  
 Skirt: Navy Knee Length Skirt – “Biz Collection”  
 “Biz Separates” Style BS128LS  
 Pant: Navy Flat Front Pant – “Biz Collection”  
 “Biz Separates” Style BS29320  
 Belt and Shoes: Matt black shoes – shoes are to be court style, mid heel.  
 Spray Jacket: Maroon and white jacket embroidered with State Logo. Jacket available from the State Office. This jacket is worn over the playing uniform when not playing.

#### **Junior Females**

Shirt: White with collar – “Van Heusen” shirt style AWS200  
 Scarf: Queensland Ladies Scarf available at the QPA Office  
 Skirt: Navy Knee Length Skirt – “Biz Collection”  
 “Biz Separates” Style BS128LS  
 Pant: Navy Flat Front Pant – “Biz Collection”  
 “Biz Separates” Style BS29320  
 Belt and Shoes: Matt black shoes – shoes are to be court style, mid heel.  
 Spray Jacket: Maroon and white spray jacket embroidered with State Logo. Available from the State Office. This jacket is worn in place of the blazer and over the playing uniform when not playing.

#### **Sub Junior Female**

Shirt: White  
 Scarf: Queensland Ladies Scarf available from QPA Office  
 Trousers: Good Dress Blue Denim Jeans  
 Belt and Boots: Matt Black Shoe  
 Spray Jacket: Maroon and white spray jacket embroidered with State Logo. Available from the State Office. This jacket is worn in place of the blazer and over the playing uniform when not playing.

Pocket Rules – Effective 02/03/2012 Updated protocol of wearing pockets on State Blazers

All blazers to have the Maltese Cross only – no writing is allowed unless the person has represented the state. Writing permitted:

National Titles - 2002, 2004, 2006 etc

Upper Hunter Show - 2011, 2012 etc

Interstate Series – 2010, 2011, 2012 etc



Managers / Coaches of National Teams are eligible for blazers displaying the Maltese Cross only.

Spray jackets are not the same as blazers so therefore the above does not apply.

Effective 1 May 2009: Map of Qld no longer allowed on blazers.

Helmets: the Australian Standards approved ASNZ3838 helmet (colour white) must be worn.

Spray Jackets: All Representative players, coaches and managers must have a spray jacket (available from the QPA office – current cost \$90 plus postage).

Unacceptable Dress: Anything other than the dress stated above. eg blue wranglers.

## **QPA Approved Playing & Practice Grounds**

The QPA Approved Playing & Practice Grounds list (appendix 9.) must be kept up to date with the PAA to ensure all approved grounds are noted on the insurance policy.

Practice grounds may be approved by the Zone Chief Umpire and Playing grounds by the State Director of Umpiring or their appointed representative. The PAA is to be advised of any approvals via the correct form and submission. (appendix 10.)

### **Playing Representative Teams Policy:**

If requested by the Director of Selectors or the Director of Coaches, selected representative teams may be played at identified carnivals with permission from the management committee.

### **Chukka Competitions Policy:**

The QPA preference is to play full teams at carnivals. Should a carnival have less than 13 full teams, a chukka competition may be considered. The Zone Director of Umpiring as well as the State Director of Umpiring need to be advised prior to the event.

### **Motorbikes Policy:**

The use of motorbikes or like vehicles at carnivals is not encouraged by the QPA. It is recognised that the use of these particular vehicles may assist in the running of a carnival or for people that need assistance with mobility. A promoting committee needs to handle this position on a case by case basis, giving serious consideration toward the vehicle being used, only by occupants that are responsible and show a duty of care towards others.

### **Forfeiting Teams Policy:**

In the event of a team forfeiting an entire game, not a portion of the game during a carnival they immediately lose all recognition in the outcome of the carnival.

### **State Team Information:**

#### **State Players nominations and withdrawal procedure:**

- All members must nominate through their membership on the database when nominations are called for state events.
- You must have your horse/s listed on the database.
- All players must play on their selected or 1<sup>st</sup> nominated horse as named in their selection letter. The Penalty for not playing on your selected horse at representative events will be a player suspension from the next 3 carnivals your club attends.
- Any player wishing to withdraw from a state team must notify the Chairperson of selectors as soon as possible.

#### **State Players changing their selected horse:**

- When you are selected into a state team your 1<sup>st</sup> nominated horse or selected horse will be named. If you need to change the horse you have been selected on you must notify the Chairperson of selectors as soon as possible and explain why you want to change horses.
- You will need to advise us of all the details of the new horse.
- The player will be removed from the state team and put back into the pool of nominated players on the new horse.
- The selectors will then reselect someone from the pool to fill that vacant team position.

- A selected player will receive an email advise of selection and then the team will be on the website and Facebook.

**The interchange rule does not guarantee equal playing time for state team members.**

### **Privacy Act & Disclosure Statement**

Effective December 21, 2001 to concur with new Privacy Legislation.

The Queensland Polocrosse Association Inc (QPA) is committed to respecting your right to privacy by limiting the ways we use your personal information and fully disclosing our policies. The following statement specifies how we collect information about you, what information we collect, and how it is used.

The Queensland Polocrosse Association Inc collects personal member information in its capacity as the state managing body. Such information includes your name, address, date of birth and contact details. This information is maintained by way of a sophisticated computer data -base

The primary purpose for collecting this information is for the maintenance of data management, client registers and communications.

Some of this information may be disclosed to regulatory bodies or print service providers for the preparation of information or for mail outs. Some of these disclosures may be permitted or required by the Corporations Act.

To ensure the integrity and safety of your personal information we, the QPA will only disclose information if our internal procedures deem it necessary.

### **Internal Member Policy.**

What information about you is shared?

The QPA does not share any information about you with anyone.

We will only disclose personal information to comply with valid legal processes such as a search warrant, subpoena, or court order, or to protect our rights and property. We will disclose information when we believe in good faith that the law requires it.

Manner in which information about you is used.

We may use the information you provide us, such as your name, email address, telephone number, or mailing address, to contact you.

We may also use the information you provide us, such as your name, email address, telephone number, or mailing address, for other Polocrosse members / State bodies (both state and interstate) to contact you.

If you submit a request, complaint, or comment to us through our website, we may also use the information you provide us to respond to your inquiry.

We may also use such information to notify you of special information from the QPA or to request your participation.

### **External Visitor Policy. Information collected about you**

You can visit most of our web pages without telling us who you are or revealing any personal information about yourself. We may track your Internet Protocol ("IP") address and your domain name to help us analyse this data for trends and statistics, but you will remain anonymous unless you

voluntarily tell us who you are. (An IP address is a number that is automatically assigned to your computer by the ISP computer through which you access the Web and a domain name is the name of the ISP computer itself through which you access the Web). This monitoring helps us evaluate how our website is used and continuously improve the content we provide.

## **Operations Policy QPA Cattle Property *Magic Stone***

### GUIDELINES FOR POLOCROSSE MEMBERS

- “Magic Stone” has been purchased by the Queensland Polocrosse Association to be run as a business.
- The homestead will be rented out under strict guidelines.
- The Cattle Committee will have full access to the property at all times, with notification to the tenant.
- QPA members and volunteers will be welcome to visit and assist during mustering, branding, stock work and working bees.
- Members will not have open access to the property outside the above mentioned occasions, without seeking special permission from the Cattle Co-ordinator.
- This property is to be used to run QPA cattle for the benefit of the QPA cattle enterprise.
- It is not to be used to run individual member’s horses or cattle.

### HOMESTEAD TENANCY

- The QPA will tenant the home on Magic Stone via an approved Real Estate Agency under the conditions imposed on all such rental agreements.
- Potential tenants need to apply via the appointed Real Estate Agency and be approved by the QPA Cattle Committee.
- Rent will be determined by the QPA Cattle Committee and Treasurer under advice from the appointed Real Estate Agency.
- The QPA is only renting the brick home and immediate surrounds.
- The tenant is required to maintain the house and garage to their present standard.
- The tenant may have access to the small two bay shed to park a vehicle but the enclosed lock-up section will be retained by the QPA for their use.
- The tenant is expected to water and maintain the garden to its present state; no trees or plants can be planted or cut down without discussion with the QPA Cattle Co-ordinator.
- Tenant’s stock will be limited to two horses and two dogs (no hunting dogs), no cattle allowed. Horses may only be run in agreed paddocks. Any issues with the property need to be reported to the Cattle Co-ordinator immediately.

### PERSONNEL ACCESS

- A list of names of the Cattle Committee members will be supplied to the tenant, only this group of people will have open access to the property, with notification to the tenant.
- Any other visitors will need to be authorised by the Cattle Co-ordinator.
- The tenant has the right to have visitors; however there will be no access to the property away from the immediate house area without permission from the Cattle Co-ordinator.
- No fishing, shooting or camping.

## Appendix: 1a

### Position Description President

**Reports to:** The QPA Management Committee

**Main Purpose:** The President acts on behalf of the members in leading the Association. In conjunction with the Management Committee, it is his/her responsibility, in conjunction with the Management Committee, to set the Associations direction and decide how to achieve these goals. The President acts as the Management Committee Chairperson. The Chairperson is a first among equals, fulfilling the role of servant leader to the Management Committee.

**Specifically the president works to:**

- Be well informed of all organized activities
- Be aware of the future directions and plans of members
- Have a good working knowledge of the construction, rules and duties of all office holders and sub committees
- Manage Executive and/or committee meetings
- Manage the Annual General meeting
- Represent the Association at local, regional, national and international levels (when required)
- Be a supportive leader for all organisation members
- Act as a facilitator for the Associations activities
- Ensure that planning and budgeting for the future is carried out in accordance with the wishes of the members

**Appointment:** The President is elected by QPA members biannually. Anyone nominating to hold the President's position must be a financial member of the QPA

To be a President, a person must not be:

- Bankrupt
- Under 18 years of age
- Mentally incompetent

**Duties:** To fulfil their duties the President has a number of responsibilities which are regulated by law and carry serious consequences if they are not carried out.

**The President has a duty to:** Represent the best interest of all members. This duty is one of fidelity and trust, known as "fiduciary duty"

- Act in good faith, in the best interest of the Association and for a proper purpose
- As the principal leader he/she has overall responsibility for the organisations administration
- The President has no voting rights unless the meeting voting is equal, ie the President's vote is only utilised as a deciding vote.
- Avoid conflicts of interest, and to reveal and manage conflicts if they arise
- Not use the "inside" knowledge he/she gains from being in the Management Committee for personal gain.
- Act with all care and diligence that a reasonable person expect to show in the role of President
- Not let the Association trade whilst insolvent and must not let the Association enter into any debts it may not be able to pay.
- An induction meeting will be held on the day after the AGM. All management committee to attend

## **Selection**

The President needs to have a mix of skills and experience that covers a broad range. In electing a President the members should consider the skills and experience needed to lead the Association both now and into the future.

### **Personal qualities that are desirable in a President:**

- Strategic expertise - the ability to review the strategy developed by management through constructive questioning and suggestion
- Accounting skill - the ability to read and comprehend material presented to the Management Committee, in addition to understanding financial reporting requirements.
- Legal skills - overseeing compliance with numerous laws
- Managing risk
- Managing people and achieving change
- Leadership skills including delegation and management aspects

### **Personal Skills that are desirable in a President:**

- Honesty and Integrity – Management only operates effectively if there is complete trust between the executives. Executives need to be able to raise and discuss matters in confidence in order to explore issues thoroughly and resolve them.
- Courage – a President must have courage to question and speak up if he/she believe something is not right regarding an important decision or to challenge the Associations management if necessary.
- Tact – Effective Presidents can work within a group and express a point of view or question forcefully, yet constructively.
- Genuine interest in the Association and its business
- An active contributor and team player
- Effective communication skills and interpersonal skills
- Leadership qualities
- Experience in conducting meetings

**Position Description**

**Treasurer**

**Reports to:** The President and fellow QPA Management Committee members

**Main Purpose:** The Treasurer acts on behalf of the members in ensuring the Association has effective financial management and reporting structures in place to ensure the QPA is able to meet all of its financial obligations. In conjunction with the Management Committee, it is his/her responsibility to set the Association's direction and determine how best to achieve these goals.

**Specifically the treasurer works to:**

- Be well informed of all organised activities
- Be aware of the future directions and plans of members
- Have a good working knowledge of the construction, rules and duties of all office holders and sub committees
- Assist in the management of meetings
- Assist in the management of the Annual General Meeting
- Represent the Association at local, regional, national and international levels (when required)
- Ensure that planning and budgeting for the future is carried out in accordance with the wishes of the members

**Appointment:** The Treasurer is elected by QPA members biannually. Anyone nominating to hold the Treasurer's position must be a financial member of the QPA and must not be:

- Bankrupt
- Under 18 years of age
- Mentally incompetent

**Duties:** To fulfil their duties the Treasurer has a number of responsibilities which are regulated by law and carry serious consequences if they are not carried out.

**The Treasurer has a duty to:**

- Represent the best interest of all members. This duty is one of fidelity and trust, known as "fiduciary duty";
- Act in good faith, in the best interest of the Association and for a proper purpose;
- Avoid conflicts of interest, and to reveal and manage conflicts if they arise;
- Not use the "inside" knowledge he or she gains from being in the Management Committee for personal gain;
- Act with all care and diligence that a reasonable person may expect to show in the role of Treasurer;
- Not let the Association trade whilst insolvent. The Management Committee must not let the Association enter into any debts it may not be able to pay;
- Meet all government imposed compliance requirements or payments on time and to standard;
- Ensure that the Association does not violate Australian Accounting Standards;
- Acquire, encumber or dispose of land or buildings only with the appropriate authorisation of the Management Committee;
- An induction meeting will be held on the day after the AGM. All management committee to attend



## **Selection**

The Treasurer is required to have a mix of skills and experience that cover a broad range. In electing a Treasurer the members should consider the skills and experience needed to ensure the correct financial management of the Association both now and into the future.

### **Skills that are desirable in a Treasurer:**

- Accounting skills:
  - the ability to provide budgeting and forward modelling material to the Management Committee so that they may make informed decision on behalf of members; and
  - a strong understanding of financial reporting requirements;
- Legal skills – the Treasurer’s responsibility involves overseeing compliance with numerous laws
- Ability to gauge and manage risk
- Strategic expertise - the ability to review the strategy developed by management through constructive questioning and suggestion

### **Personal Qualities that are desirable in a Treasurer:**

- Honesty and Integrity – Management only operates effectively if there is complete trust between the executives. Executives need to be able to raise and discuss matters in confidence in order to explore issues thoroughly and resolve them.
- Courage – a Treasurer must have courage to question and speak up if they believe something is not right regarding an important decision or to challenge the Associations management if necessary.
- Tact – Effective Treasurers can work within a group and express a point of view or question forcefully, yet constructively.
- Genuine interest in the Association and its business.
- An active contributor and team player.
- Effective communication skills and interpersonal skills.

## Appendix: 1c

### Position Description

#### Management Committee Member

**Reports to:** QPA President

**Main Purpose:** The QPA Management Committee acts on behalf of the members in supervising the Association. In general terms it is the Management Committee's responsibility to set the Associations direction and goals and to decide how to achieve these goals.

Specifically the Committee works to:

- Set and review the medium and long term goals of the organisation
- Approve budgets
- Monitor business performance
- Approve investments and any major financial decisions
- Evaluate the State Administrators performance
- Ensure major risks are identified and managed
- Ensure there is accurate financial reporting and that the Association complies with the law

All decisions are made collectively by the Committee and all Executives share equal responsibility for those decisions.

To help cope with the complexities of some of these areas the Management Committee may have committees to review issues and make recommendations to the Management Committee for a collective decision.

**Appointment:** Management Committee members are elected by the QPA members (following the call for nominations) annually (by ballot) at the Annual General meeting. Management Committee members are elected for a two year term, rotating annually as per the Constitution ie four plus Treasurer and the next year three plus the President.

Anyone nominating to hold an Executive position must be a financial member of the Queensland Polocrosse Association.

**Executive duties:** To fulfil their duties, Executives have a number of responsibilities which are regulated by law and carry serious consequences if they are not carried out.

Executives have a duty to:

- Represent the best interest of all members. This duty is one of fidelity and trust, known as a "fiduciary duty".
- Act in good faith, in the best interest of the Association and for a proper purpose
- Avoid conflicts of interest, and to reveal and manage conflicts if they arise
- Not to use "inside" knowledge they gain from being on the Management Committee for personal gain
- Act with all diligence that a reasonable person might expect to show in the role of Executive.
- Not let the Association trade whilst insolvent. The Executives must not let the Association enter into any debts that it may not be able to pay.

To be an Executive, person must not be:

- Bankrupt

- Under 18 years of age
- Mentally incompetent

## **Selection**

The Management Committee needs to have a mix of skills and experience that covers a broad range. Different Executives have different skills – some are good at finance, others understand management. The key goal in selecting Executives is to build a mix that can work in a well-rounded team.

In selecting an Executive you should consider the skills and experience needed to govern the Association both now and into the future.

### **Some core skills that should be represented on the Management Committee include:**

- Strategic expertise - the ability to review the strategy developed by management through constructive questioning and suggestion
- Accounting skill – the ability to read and comprehend material presented to the board, in addition to understanding financial reporting requirements.
- Legal skills – the board’s responsibility involves overseeing compliance with numerous laws
- Managing risk – have a director with experience in managing areas of major risk to the Association
- Managing people and achieving change
- An induction meeting will be held on the day after the AGM. All management committee to attend.

### **Personal Skills that are desirable in an Executive member:**

- Honesty and Integrity – Management only operates effectively if there is complete trust between the executives. Executives need to be able to raise and discuss matters in confidence in order to explore issues thoroughly and resolve them.
- Courage – an executive must have courage to question and speak up if they believe something is not right regarding an important decision or to challenge the Association’s management if necessary.
- Tact – effective executives can work within a group and express a point of view or question forcefully, yet constructively.
- Genuine interest in the Association and its business
- An active contributor and team player
- Effective communication skills and interpersonal skills

**Position Description**

**State Administrator**

**Summary:**

The position of QPA State Administrator is a very autonomous role requiring initiative, the ability to self-direct and superior communication skills. The primary objective of this position must always be to facilitate the goals of the Association under the direction of the Management Committee.

**Key Duties:**

Daily administration of the QPA office:

- Facilitate and support the Management Committee in its objectives
- Assist members daily with membership & event nomination queries
- Maintain the QPA membership database
- Daily correspondence, primarily email
- Maintain monthly accounts, cash book, banking and payroll.
- Minute secretary for the QPA Management Committee
- Promotion and sponsorship
- Facilitate any insurance claims
- Manage cleaning and maintenance of the QPA Office building and tenant
- Liaison with the QPA Cattle Manager re property maintenance and stock sales.

Act as a primary link between the QPA members and the QPA Management Committee, via the Zone and Club structure. Ensure communication flows freely and actively between the Association and its members.

Assist, in an administrative capacity, QPA office bearers such as appointed coaches and managers.

Ensure the QPA website and social media are kept up to date.

Purchase and maintenance of QPA merchandise and uniforms.

Administer travel requirements of the Management Committee and members as required.

Update and communicate the QPA policies and procedures.

Assist the Management Committee to research, develop and implement the QPA's Strategic and Operational Plans.

Communicate and promote the QPA's policies to members and support the ongoing implementation of these policies.

Liaise with current sponsors and develop new sponsor relationships.

Liaise with key polocrosse stakeholders such as the PAA and other State Associations.

Identify, prepare and acquit any applications for governmental or private funding that may become available.

Manage publication of QPA magazine and eNewsletter *Behind the Goal Posts* and coordinate printing and distribution of the QPA wall Calendar and pocket calendar.

Manage the QPA AGM and annual Awards Night and any other functions which may arise.

**Position Description**

**Director of Selectors - One (1) Senior & One (1) Junior**

**Report to:** the President and Management Committee.

**Appointment:**

- A Junior & Senior Director of Selectors is appointed by the Management Committee.
- Must be a current financial member of the QPA.
- Appointment is for a 12 month period.

**Duties of the Position:** To fulfil their responsibilities the Director of Selectors have a number of responsibilities which include but are not limited to the following:

- The Director of Selectors is to preside over all deliberations by Selectors. At selector meetings, the Director should Chair the meeting, allowing sufficient discussion and ensure teams are finalised.
- The Director of Selectors is to report all outcomes to the QPA Management Committee. The Management Committee is to be notified via the Director of Selectors of the selected teams before members are advised of selections. This should take no more than 24hours.
- Any queries or complaints over selections will be reported to the QPA President who will in turn brief the Management Committee.
- Following advice from the Management Committee, liaise with the State Administrator to call for nominations for particular representative events.
- Liaise with the QPA office as to the wording of the nomination form, closing date for nominations and proof read before release.
- Receive nominations once compiled by the State Administrator and disseminate to all Selectors as soon as practical after closing date, to allow sufficient time to peruse.
- Encourage all Selectors to attend carnivals/events to ensure accurate selecting.
- Organise a selectors meeting date suitable to all selectors, as all must be present to select teams (Refer to Selector Policy).
- The Director should in no way influence any decision by any Selector.
- The Director should ask a Selector to leave the room while discussing their immediate family. (Refer to Conflicts of Interest - Selector Policy)
- If selecting by teleconference, the Director should in no way influence any decision. He/she should note selectors choices and use majority for his/her decision.
- If phone selecting, the Director should ring selectors in a different order each time, if possible. All selectors should be phoned, even if majority is reached prior.
- Captain and reserves should be noted at selection meetings.
- Remind Selectors of their duty to not release any selection until it has been formally released by QPA and that any discussion within the meeting is confidential.
- The Director of Selectors or deputy is the only person to clarify selections with team members of their inclusion or exclusion of a team.
- If withdrawals occur, the Director is to contact all selectors, notifying them of the withdrawal and allowing sufficient time for selectors to liaise before a final decision is made, where practical.
- When teams are finalised, the names should be released only in alphabetical order with the captain noted.
- The Director of Selectors will liaise with the team-coach as to how and why the team was selected.

#### **QUALIFICATION AND SKILLS REQUIRED**

<ul style="list-style-type: none"><li>• Proven experience in administrative management, preferably with experience in a voluntary organisation.</li></ul>	<ul style="list-style-type: none"><li>• Ability to be a team leader – firm but fair.</li><li>• Ability to work constructively within a team.</li></ul>
<ul style="list-style-type: none"><li>• Ability to think and act strategically.</li></ul>	<ul style="list-style-type: none"><li>• Excellent public relations and written and verbal communication skills.</li></ul>

### **Position Description**

#### **Selectors - Five (5) Senior & Five (5) Junior**

**Report to:** The Selectors report to the President and Management Committee of the QPA via the Director of Selectors.

**Appointment:**

- Selectors are appointed by the Management Committee following nominations via Clubs and/or any individual the Management Committee deems fit.
- Must be a current financial member of the QPA
- Appointment is for a 12 month period

**Duties of the Position:** To fulfil their responsibilities the Selectors have a number of responsibilities which include but are not limited to the following:

- Selectors are delegated their responsibilities as per the QPA Constitution and Selectors Policy;
- Selector's deliberations will be chaired an appointed member of the QPA Management Committee known as the Director of Selectors (Junior & Senior);
- All Selectors should ensure avoidance of deception, unethical behaviour, that is or might be construed as, less than honourable in the pursuit of their delegated positions;
- Selectors are to pursue their duties paying particular reference to any constraints as per the Policies and Procedures set by the Management Committee from time to time;
- Attend set carnivals from which to select teams;
- Attend selector meetings as called; and
- Liaise with team coaches as required.

#### **QUALIFICATION AND SKILLS REQUIRED**

- Proven experience in administrative management, preferably with experience in a voluntary organisation.
- Excellent written and verbal communication skills.
- Ability to think and act strategically.
- Ability to work constructively within a team.
- Excellent public relations skills.

#### **GENERAL**

- When there is a state trial event for Junior or Intermediate levels, the selectors must not play at the associated carnival.

### State Director of Umpiring

**Reports to:** QPA Management Committee and the National Director of Umpiring

**Main purpose:** To administer and coordinate all umpiring activities of the Association and provide leadership to Zone/Club Directors of Umpiring and advice to the QPA management that will enhance the officiating of the sport. The State Director of Umpiring shall be empowered as per the QPA Constitution.

**Appointment:**

- State Umpire Director is a nominated position and appointed by the members annually at the AGM.
- Must be a Level A Umpire or Higher
- Must be a current financial member of the QPA

**Duties:** The State Director of Umpiring shall perform his/her duties paying reference to any requirements as per the Policies and Procedures of the Association as set by the Management Committee from time to time. To fulfil his/her duties the State Director of Umpiring has a number of responsibilities which include but are not limited to the following:

- Manage and administer all umpiring activities within the State as per the *Polocrosse Rules 2014*
- To select the State Umpiring Committee and act as its facilitator including chairing meetings, development of the State and assist with the National umpiring plan and Syllabus
- Attend PAA Umpire meetings
- Provide advice and direction to Zone/Club chief umpired in relation to:
  - Structure and framework of umpiring levels
  - Availability of resource material
  - Updating activities
  - Review and make recommendation to update rule book as appropriate
  - Oversee any trial rules that may be implemented

**Selection:** The State Director of Umpiring needs to have a mix of skills and experience that cover a broad range. The key goal in selecting a Director of Umpiring is to provide knowledge and leadership to advance the consistent application of the rules for the better enjoyment of the game.

- |  |   |
|--|---|
| • The following skills and experience:                       | • Proven demonstration of umpiring ability  |
| • Thorough knowledge of the rules                            |   |
| • Ability to identify needs at all level and act accordingly | • Managing risk – have experience in identifying and managing risk in all aspects of umpiring and officiating |
| • People management skills                                   | • Motivational skills   |
| • Personal Skills: Personal qualities that are desirable:    |   |
| • Honesty and integrity                                      | • Leadership qualities  |
| • Knowledge and personality                                  | • People management skills  |
| • Patience – Should work methodically and systematically     | • Enthusiasm  |
| • Impartiality   | • Ability to work as part of a team and be flexible   |
| • Good organisational and administrative skills              | • Firm yet fair   |
| • A good listener  |   |



### Umpire Committee

**Reports to:** QPA Management Committee via the State Director of Umpiring

**Main purpose:** To administer and coordinate all umpiring activities of the Association and provide leadership and advice to the State.

**Appointment:** The State Umpire Committee is appointed by the State Director of Umpiring

- The State Director of Umpiring acts as Chair of the Committee
- To maintain continuity, the outgoing State Director of Umpiring is invited to remain a member of the Umpiring Committee for the following year
- Must be a Level B Umpire or higher
- Must be a current financial member of the QPA

**Duties:** To fulfil their responsibilities the State Umpire Committee has a number of duties which include but are not limited to the following:

- Manage and administer all umpiring activities within the State
- Assist in the development of the State Umpiring Plan
- Make recommendations and assist in the review and updating of the State & National Umpiring Syllabus
- Provide advice and direction in relation to:
  - Structure and framework of umpiring levels
  - Availability of resource material
  - Updating activities
  - Make recommendations re the updating of the rule book as appropriate
  - Oversee any trial rules that may be implemented
- Assist the State Director of Umpiring in the administration of all disciplinary processes as per the *Polocrosse Rules*

**Selection:** Skills and experience required:

- |   |   |
|---|---|
| • Thorough knowledge of the rules                             | • Proven demonstration of umpiring ability  |
| • Ability to identify needs at all levels and act accordingly | • Managing risk – have experience in identifying and managing risk in all aspects of umpiring and officiating |
| • People management skills                                    | • Motivational skills   |

**Personal Skills:** Personal qualities that are desirable:

- |  |   |
|--|---|
| • Honesty and integrity                                  | • Leadership qualities                              |
| • Knowledge and personality                              | • People management skills                          |
| • Patience – Should work methodically and systematically | • Enthusiasm  |
| • Impartiality   | • Firm yet fair                                     |
| • Good organisational and administrative skills          | • Ability to work as part of a team and be flexible |
| • A good listener  |   |

## Appendix: 1i

### Position Description

#### Zone Chief Umpires

**Reports to:** State Director of Umpiring

**Main purpose:** To administer and coordinate all umpiring activities of the Association and provide leadership and advice to the State Director of Umpiring via the State Umpire Committee.

**Appointment:** The State Umpire Committee is appointed by the State Director of Umpiring

- The State Director of Umpiring acts as Chair of the Committee
- To maintain continuity, the outgoing State Director of Umpiring is invited to remain a member of the Umpiring Committee for the following year
- Must be a Level I Umpire or higher
- Must be a current financial member of the QPA

**Duties:** To fulfil their responsibilities the State Director of Umpire has a number of duties which include but are not limited to the following:

- Manage and administer all umpiring activities within the State
- Be involved in the development of the State Umpiring Plan
- Make recommendations and assist in the review and updating of the State Umpiring Syllabus
- Make recommendations and assist in the review and updating of the National Umpiring Syllabus
- Provide advice and direction in relation to:
  - Structure and framework of umpiring levels
  - Availability of resource material
  - Updating activities
- Make recommendations re the updating of the rule book as appropriate
- Oversee and trial rules that may be implemented

**Selection:** Skills and experience required:

<ul style="list-style-type: none"><li>• Thorough knowledge of the rules</li></ul>	<ul style="list-style-type: none"><li>• Proven demonstration of umpiring ability</li></ul>
<ul style="list-style-type: none"><li>• Ability to identify needs at all levels and act accordingly</li></ul>	<ul style="list-style-type: none"><li>• Managing risk – have experience in identifying and managing risk in all aspects of umpiring and officiating</li></ul>
<ul style="list-style-type: none"><li>• People management skills</li></ul>	<ul style="list-style-type: none"><li>• Motivational skills</li></ul>

**Personal Skills:** Personal qualities that are desirable:

<ul style="list-style-type: none"><li>• Honesty and integrity</li></ul>	<ul style="list-style-type: none"><li>• Leadership qualities</li></ul>
<ul style="list-style-type: none"><li>• Knowledge and personality</li></ul>	<ul style="list-style-type: none"><li>• People management skills</li></ul>
<ul style="list-style-type: none"><li>• Patience – Should work methodically and systematically</li></ul>	<ul style="list-style-type: none"><li>• Enthusiasm</li></ul>
<ul style="list-style-type: none"><li>• Impartiality</li></ul>	<ul style="list-style-type: none"><li>• Integrity</li></ul>
<ul style="list-style-type: none"><li>• Good organisational and administrative skills</li></ul>	<ul style="list-style-type: none"><li>• Ability to work as part of a team and be flexible</li></ul>
<ul style="list-style-type: none"><li>• A good listener</li></ul>	<ul style="list-style-type: none"><li>• Firm yet fair</li></ul>

## **Appendix: 1j**

### **Position Description**

#### **Director of Coaching**

The State Director of Coaching is responsible to the President and Management Committee of the QPA. For operational responsibility, the Coaching Director is responsible to the President. Appointment is for a 12 month period. Appointment is by the Management Committee

#### **DUTIES OF THE POSTION**

- Co-ordinate coach development and coaching of members in Queensland on behalf of the Management Committee.
- To assist in the preparation of the coaching side of strategic and operational plans and budget in conjunction with the management committee and State Administration Officer.
- To budget, account and report on all funding expenditure relevant to coaching.
- To organise and attend coaching meetings including preparation of agendas and discussion papers, oversee the production of minutes and follow up action and correspondence.
- To provide accurate and timely advice to all levels of external individuals, organisations and government agencies in relation to coaching matters.
- To assist in the development and implementation of State coaching policies and procedures related to QPA activities.
- To work in conjunction with and co-operation with the State Administration Officer.
- Appoint Queensland Coaches to Queensland State Teams.
- To conduct one collective coaches meeting per day during National Polocrosse Championships and any or other major events. If unable to attend these events the Coaching Director may appoint a substitute.

#### **QUALIFICATION AND SKILLS REQUIRED**

- Qualification in Polocrosse coaching. Minimum Level 1.
- Proven experience in administrative management, preferably with experience in a voluntary organisation.
- Excellent written and verbal communication skills.
- Ability to think and act strategically and develop suitable planning policies for growth and development of the organisation.
- Ability to carry out a wide range of administrative tasks. Computer literacy and experience with a wide range of software would be an advantage.
- Ability to work independently and to focus on multiple activities simultaneously.
- Excellent public relations skills.

## **Appendix: 1k**

### **Position Description**

#### **Director of Horse Welfare**

The State Director of Horse Welfare is responsible to the President and Management Committee of the QPA. Appointment is for a 12 month period by the Management Committee. It is incumbent upon the Director of Horse Welfare to ensure that the PAA Horse Welfare policy is adhered to across all QPA activities and events.

#### **DUTIES OF THE POSITION**

- Co-ordinate and provide advice to Club Horse Welfare Officers on behalf of the Management Committee.
- Ensure the QPA and its members remain compliant with all legislative frameworks relating to horse welfare.
- To advise in the preparation of any required information with relation to the QPA strategic and operational plans and budget in conjunction with the Management Committee and State Administration Officer.
- To provide accurate and timely advice to all levels of external individuals, organisations and government agencies in relation to horse welfare matters.

#### **QUALIFICATION AND SKILLS REQUIRED**

- Ability to think and act strategically and develop suitable planning policies to ensure compliance.
- Superior communication and negotiation skills.

**Job Description  
Director of Governance**

What is governance?

A system by which an organisation is directed and controlled. A process to ensure the organisation is effective and properly run. It is not necessarily about doing but ensuring things are done properly. Process of managing the organisations resources to good effect for both members and stakeholders. The Management Committee requires a suitable level of competency to be able to achieve the above by:

- Influencing how objectives, goals, and direction of the organisation are set and achieved. Process based, not people based.
- Spell out where necessary rules and procedures for making decisions: eg. Constitution, Board Governance Policy, P & P's.
- Assist in determining how the management committee monitors the performance of the organisation including: sound financial management, planning, budgeting, reporting and monitoring.
- Risk Management: access, treat, monitor and review effective processes and systems. Ensure legal and regulatory compliance. Be able to draft effective policies and procedures. Safeguard the fiduciary duty of the management committee.

**Management Committee****INTRODUCTION**

The Management Committee of the Queensland Polocrosse Association (known as the QPA) is the elected body responsible for functions in accordance with the Constitution. It must do that in the best interests of the members, as well as the sport in general.

The members are entitled to expect that:

- The business of the Association will be conducted with efficiency, impartiality and integrity;
- The Management Committee will not bring the sport of Polocrosse or The QPA into disrepute;
- The Management Committee will obey the spirit and letter of the law and, in particular, the provisions of all relevant statutes, regulations and instruments; and
- Duty to the members will always be given absolute priority over the private interests of the Management Committee.

**Conflict & Disclosure of Interest**

The Management Committee should ensure that there is no actual conflict or incompatibility between their personal interests and the impartial fulfillment of their QPA duties.

The Management Committee shall not engage in private work with, or for, any person or body with an interest in a proposed or current contract with the Association, without first making disclosure to the Management Committee and/or the President. In this regard, it does not matter whether advantage is in fact obtained, as an appearance that private dealing could conflict with performance of their duties must be scrupulously avoided.

The Management Committee who exercise a regulatory, recruitment or other discretionary function must disclose the circumstances before dealing with relatives or close friends and, whenever possible, or in doubt, should disqualify themselves from dealing with those persons.

**Pecuniary Interests**

The Management Committee members who have a direct or indirect financial interest in a matter to be considered by the Management Committee (i.e. one in which there is a reasonable likelihood or expectation of an appreciable loss or gain) shall not take part in discussion or vote on the issues.

**CODE OF CONDUCT - PRINCIPLES****Personal Behaviour**

The Management Committee is required to:

- act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this code;
- perform their duties impartially and in the best interest of the QPA members, uninfluenced by fear or favour;
- make no allegations which are improper or derogatory; and
- always act in accordance with their obligation of fidelity to the Association.

The Management Committee should represent and promote the interests of the sport as a whole, while recognising their special duty to their own constituents.

## **Code of Conduct**

### **Selectors (Senior & Junior)**

#### **INTRODUCTION**

The Selectors of the Queensland Polocrosse Association (known as the QPA) are appointed annually by the QPA Management Committee for functions in accordance with the QPA's Constitution and Policies and Procedures. Selectors must perform these functions in the best interests of the members, as well as the sport in general.

The members are entitled to expect that:

- the business of the Association will be conducted with efficiency, impartiality and integrity;
- the Selectors will not bring the sport of polocrosse or the QPA into disrepute;
- the Selectors will obey the spirit and letter of the law and, in particular, the provisions of all relevant statutes, regulations and instruments; and
- duty to the members will always be given absolute priority over the private interests of Selectors.

#### **Conflict & Disclosure of Interest**

Selectors should ensure that there is no actual conflict or incompatibility between their personal interests and the impartial fulfillment of their QPA duties.

Selectors shall not engage in private work with, or for, any person or body with an interest in a proposed or current contract with the Association, without first making disclosure to the Director of Selectors and/or the QPA Management committee. In this regard, it does not matter whether advantage is in fact obtained, as an appearance that private dealing could conflict with performance of their duties and must be scrupulously avoided.

Selectors who exercise a regulatory, recruitment or other discretionary function must disclose the circumstances before dealing with relatives or close friends and, whenever possible, or in doubt, should disqualify themselves from dealing with those persons.

#### **Disclosure of Interest**

Selectors must disclose to the Director of Selectors, any interest which could be in conflict with their professional duties.

The onus is on Selectors to identify conflict or potential conflict of interest where it exists.

#### **CODE OF CONDUCT - PRINCIPLES**

##### **Personal Behaviour**

Selectors are required to:

- act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this code;
- perform their duties impartially and in the best interest of the QPA members, uninfluenced by fear or favour;
- make no allegations which are improper or derogatory; and
- always act in accordance with their obligation of fidelity to the Association;

Selectors should represent and promote the interests of the sport as a whole.

## **Honesty and Integrity**

Selectors are expected to:

- observe the highest standards of honesty and integrity, and avoid conduct which could suggest any departure from these standards;
- bring to the notice of the Management Committee and/or the President, any dishonesty on the part of any other member or employee; and
- be frank and honest in their official dealing with each other.

## **Performance of Duties**

While on duty, Selectors are required to ensure that their work is carried out efficiently, economically and effectively and that their standard of work reflects favourably on them and on the Association.

## **ACT FOR A PROPER PURPOSE**

### **Use of Confidential Information**

Selectors may not use confidential Association information to gain improper advantage for themselves or for any other person or body, nor in ways which are inconsistent with their obligation to act impartially, nor to improperly cause harm or detriment to any person, body, or their Association.

### **Improper or Undue Influence**

Selectors shall not take advantage of their position to improperly influence other members or staff in the performance of their duties or function, in order to gain undue or improper (direct or indirect) advantage or gain (financial or otherwise), for themselves, or for any other person or body.

### **Gifts or Bribery**

Selectors shall not seek or accept (directly or indirectly) from any person or body, any immediate or future gift, reward or benefit for themselves or for any other person or body, relating to their status with the Association, or their performance of any duty or work as a member of the Association.

If any gift, reward or benefit is offered (other than gifts of a token kind, or moderate acts of hospitality) disclosure must be made in a prompt and full manner to the Director of Selectors.

## **Compliance with Lawful Directions**

Selectors are required to obey any lawful direction given by any person having authority to make or give such an order. Any doubt as to the propriety of any such direction may be taken up with the Director of Selectors or with the Management Committee and/or the President.

Selectors are required to give effect to the policies of the Association regardless of personal views.

## **Administrative and Management Practices**

Selectors should ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

## **DEALING WITH QPA PROPERTY**



## **Use of Association Facilities, Funds, Staff and Equipment**

Selectors are required to:

- be scrupulously honest in their use of Association facilities, funds, staff and equipment and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;
- use Association resources entrusted to them effectively and economically in the course of their duties, and not otherwise; and
- not use Association resources (including the services of Association staff) for private purposes (other than when supplied as part of a contract of employment), unless properly authorised to do so, and appropriate payments are made (as determined by the Management Committee and/or the President).

## **Travelling Expenses**

Selectors should only claim or accept traveling expenses arising out of travel related to matters which have a direct dealing on the services, or business of the Association, and that have been specifically approved.

## **Access to Information**

Selectors should ensure that they are given access to all Association information necessary for them to properly perform their functions and comply with their QPA responsibilities.

## **CORPORATE OBLIGATIONS**

### **Communication with Affiliates**

Selectors are required to make every reasonable effort to effectively communicate with, and promote the sport with, all sections of their Affiliates in order to achieve proper accountability and responsibility.

## **CONFIDENTIALITY**

Under the law Selectors have a "duty of good faith and fidelity".

The good faith and fidelity duty covers a range of obligations owed by Selectors to the members, which are intended to ensure that honest and faithful service is rendered to the Association. Among the range of obligations are implied duties of loyalty, honesty, confidentiality and mutual trust.

Selectors should commit to the confidentiality of information regarding the outcome of their duties within the QPA.

## **Acknowledgment and acceptance of the Code of Conduct - Selectors**

By signing below you are agreeing to abide by this Code of Conduct and its contents.

## **Appendix: 3**

### **Code of Conduct for Umpires, Coaches, Team Managers, players, parents & spectators**

#### **Umpires (in conjunction with Code of Ethics)**

- Be consistent, objective and courteous when making decisions
- Compliment and encourage participation
- Condemn unsporting behaviour and promote respect for all opponents.
- Emphasise the spirit of the game rather than the errors
- Encourage and promote rule changes that make participation more enjoyable
- Be a good sport yourself. Actions speak louder than words.
- Keep up to date with the latest rules
- Remember, you set an example. Your behaviour and comments should be positive and supportive.

#### **Coaches and managers (in conjunction with Code of Ethics)**

- Remember that people participate for Pleasure and that wining is only part of the fun
- Never ridicule or yell when someone makes a mistake or loses.
- Teach your players to follow the rules
- Ensure the equipment and facilities meet safety standards to prevent injury to both the horse and rider.
- Develop team respect for the ability of opponents and for the judgement of Umpires and opposing Coaches.
- Follow the advice of doctors and vets as to when a player or horse can reasonably recommence training or competition.
- Keep up to date with the latest coaching practices and principles for both the rider and the horse.

#### **Players**

- Play by the rules
- Never argue with an Umpire. If you disagree, have your coach, captain or manager approach the umpire during a break or after the competition.
- Control your temper. Verbal abuse of umpires or other players, deliberately distracting or provoking an opponent is not acceptable or permitted. Neither is the physical abuse of your horse.
- Work equally as hard for yourself and your team. Your team's performance will benefit and so will you.
- Treat all players as you would like to be treated.
- Co-operate with your coach, teammates and opponents. Without them there would be no competition.
- Avoid use of derogatory language based on gender.

#### **Parents**

- Remember that children play sport for their enjoyment, not yours.
- Encourage children to participate, do not force them.
- Focus on the child's efforts and performance rather than winning and losing.
- Encourage children to always participate according to the rules.

- Never ridicule or yell at a child for making a mistake or losing a game.
- Remember that children learn best by example. Applaud good players of all teams.
- Support all efforts to remove verbal & physical abuse.
- Respect the umpire's decisions and teach your children to do likewise.
- Show appreciation for all volunteers. Without them you can't play.

### **Spectators**

- Applaud good performance and efforts from each team.
- Congratulate all participants upon their performance regardless of the outcome.
- Respect the umpires decision and teach children to do the same
- Never ridicule anyone for making a mistake. Positive comments are motivational
- Condemn the use of violence in any form by spectators, coaches, umpires and players.
- Show respect for your teams opponents. Without them there would be no game.
- Do not use foul language or harass players, coaches, umpires or other spectators.

By signing below you are agreeing to abide by this 'Code of Conduct' and its contents.

Position:

☐

Player

☐

Coach

☐

Manager

Team

.....

Name

.....

Signature

.....

Date

.....

If the player is under 18 years of age. A guardian must also sign this form below:

Guardian

Name

.....

Guardian

Signature

.....

**Date**

.....

## **Appendix: 4**

### **Guidelines for Representative Team Managers**

#### **INTRODUCTION:**

1. Role is diverse but does not need to be difficult or over-complicated.
2. Be part of the team – the importance of interaction between the coach and manager cannot be stressed enough
3. The COACH is always in charge of the team – there must be mutual consent, consideration for personal preferences and strengths in allocation of tasks
4. Good communication and organisation are the key to being a good team manager – can be learnt and improved
5. Put the team first and your own interests last

#### **Pre Series**

1. Contact all members by phone:
  - a. Congratulate them on their selection
  - b. Encourage them to contact each other
  - c. Stress your availability to assist
  - d. Share contact sheet & keep updated
2. Have an in-depth meeting with the coach:
  - a. His/her expectations of the team
  - b. How these will be achieved
  - c. Code of conduct and drug policy
  - d. Develop a set of team rules
  - e. What he expects from the Manager
  - f. Accommodation, travel and transport, food.
    - a. Accommodation (Self, On site/off site, Cabins, Caravans or Motel)
  2. Billeted
    - a. Contact host club secretary
    - b. Discuss arrangements ie to and from practice, activities
  - ii. Transport
    1. Team Bus or Car
  - iii. Food – self, catered, budget
  - g. Coaching during the series – when and how often
  - h. Coaching before the series – maybe play at carnival/s together (remember to get permission from the QPA as soon as possible of your intention to play together. The letter may not need to state specific carnivals only your intention to do so.) Once you have agreed on the carnivals:
    - i. Speak with the club secretary and discuss:
      1. If the club can accommodate your team
      2. The competition the team wishes to compete in
      3. Any concerns the club may have as to the team's involvement
    - ii. Advise the QPA of the carnival and dates
  - i. What will coaching involve – equipment needed:
    - i. Who can supply
    - ii. Cart to and from practice, series
3. Complete a detailed and accurate budget (if required):
  - a. Accommodation
  - b. Meals
  - c. Transport
  - d. Horse Feed
  - e. Medical Supplies
  - f. Team Clothing

- g. Entertainment
- h. Coaching
- i. Rosettes etc
- j. Horse Rugs
- k. Playing gear – bandages and bell boots
- l. Supporter shirts

Ensure team members are aware of their financial contribution (if required). Place a time frame on the payment of any contributions. If the contribution is significant consider a levy system – failure to pay levies on time will give an indication that the member may not be able to afford to be part of the team. Discuss obtaining a sponsor – however when all attempts have been made to no avail discuss the options with the coach and decide a course of actions. If the course of action is to exclude the member from the team advise the Selectors – they will decide the action to be taken.

4. Compile a time line – Include:
  - a. Important dates, locations and times ie training, competition start dates etc.
  - b. Return of information ie QPA forms
  - c. Return of drug forms
  - d. Information required ie shirt sizes, raffle tickets etc
  - e. Payment of financial contribution
5. Organise team get-togethers:
  - a. Where can they play together
  - b. Where can a team meeting be held
  - c. Date, place and time for practice sessions

Make sure all team members are advised and give them as much notice as possible.

6. Ensure all members are clear on their uniform requirements:
  - a. What to wear and when – on and off the field
  - b. The uniforms are correct
7. Put together a well supplied first aid kit. First aid and strapping are not necessarily the responsibility of the Manager but make sure you know who is responsible. If possible do a first aid course – a bit of extra knowledge yourself doesn't hurt
8. Reserve and pay deposits for: (if required)
  - a. Accommodation
  - b. Meals
  - c. Bus hire

Compile and present expense claims for reimbursement. Enter costs into spreadsheet. Record all info for the booking in the spreadsheet.

9. Find out what resources are available at competition site:
  - a. Stables
  - b. Location of fields to camping and stables
  - c. Water
  - d. Horse feed
  - e. Camping ie power, showers etc, washing machines
  - f. Laundromat
  - g. Canteen
  - h. Motels
  - i. Supermarkets
10. Competition:
  - a. Start date
  - b. Schedule
  - c. Rules and eligibility

Ensure all players are eligible and be aware of the rules regarding:

Horse and personal injury – process for ensuring that the correct people are notified – QPA head of selectors (Junior / Senior)

Supply a list of required equipment that the players must bring to the competition. Depending on the length of the series:

- d. No of playing trousers / jodhpurs
  - e. Bandages
  - f. Bell boots
  - g. Rackets
  - h. Spare horse gear
11. Send to team members any information you gather that may assist them:
- a. Trip information
  - b. DPI regulations
  - c. Border crossing and testing
12. Communicate on a regular basis:
- a. Weekly newsletter – set a day every week to transmit the newsletter and ensure that it is sent on this day. Use member's requests in your newsletters. If one is asking you can be assured most of the others will appreciate the same information.
  - b. Email – remember to ensure that all team members are advised that this will be the major form of communication and THEY must check their system regularly.
13. During the series there will be a lot of "down time". Use this time to get the team together for activities. You will not change their eating or physical activity time during the series – make this time about bonding and getting to know each other OFF the field – encourages trust on the field.
- a. Movies
  - b. Go Karting
  - c. Visit a horse stud
  - d. Shopping
  - e. Golf
  - f. Dancing

Anything that keeps their mind focused but not necessarily on polocrosse.

14. Team presentation:
- a. Advise team of need for clean clothes, boots and gear
  - b. Brow bands and tail rosettes – does the team have anyone who can do these or does the team do them when they get there?
    - i. Organise purchase of ribbon etc prior to leaving
    - ii. Enter costs into spreadsheet
  - c. "Uniform" when not playing
  - d. "Uniform" at presentations
  - e. Being united –
    - i. Watching other games in the same competition
    - ii. Supporting each other whilst on the field
    - iii. Giving advice – what does the coach want and expect
15. Outside influence – the Coach will give you direction as to how he/she wishes to deal with parental/spousal influence. Ensure that you reinforce this in your correspondence with the team members – be tactful.
16. Sponsorship – team members will supply names of companies / individuals who you can approach for sponsorship. Most of the sponsorship is "in kind" – use it well. Do not be afraid of "NO" – it is only a word. Sell the advantages of being part of the team. All sponsors want is recognition – DO IT (somehow they always find out if you don't). As soon as you are appointed the Manager (even if the team players have not been announced) start this process.
- a. Compile a list of people / companies to approach
  - b. Send a letter to each –
    - i. Sponsorship in \$
    - ii. Sponsorship in kind

- iii. Who the team is (ie under 21 mens)
- iv. Where they are playing
- v. The format of the competition (ie Nationals)
- vi. The exposure they will receive

17. Raffle – a raffle will provide funds for:

- a. Activities
- b. Hire of a bus
- c. Team clothing – Shirts, caps, jackets etc.
- d. Horse rugs

Any item that can be easily recognisable as “TEAM” will unite the WHOLE team as one.

18. Movement of gear. During the series there will be an enormous amount of gear to be carted to and from training and games. Give consideration to having a vehicle that is available (in your time frame) and can carry the gear.

19. Who is needed at game times: Make sure you have these people organised before you leave home. The players will assist with this allocation.

- a. Spare horse – fully bandaged etc and walked during the game
- b. Playing horses – water buckets, sponges, towels and walkers
- c. Refreshments – water etc
- d. First aid
- e. Goal wavers – 1 each end
- f. Timekeeper and or scorer
- g. Person to call statistics and one to record

20. What is needed at game time:

- a. Spare gear
- b. Time clocks
- c. Communication tools
- d. First aid
- e. Ice for injuries – horse and players
- f. Drinking water etc
- g. Water buckets, sponges and towels
- h. Statistics sheets
- i. Records of who played which chukkas – record sheet
- j. Who is playing what chukka for the announcer and time keepers

21. Organise funding from players for staff gifts.

22. Complete a schedule with:

- a. Members departure and arrival date
- b. Who they are travelling with
- c. Contact number whilst travelling (other than their own)

Overall: Your obligation to the team is to ensure that you have dealt with as many issues and addressed as many obstacles as possible before the team departs. You are the intermediary between the QPA, the players and the coach.

Be Aware:

- 1. What is expected of the players with regard to their responsibility to the QPA and that you communicate this to them.
- 2. Do not become involved in disputes between players and the coach.
- 3. Do not take sides where it relates to team selections and related matters.
- 4. If players are involved in judicial matters make sure they are aware of the time, date and venue. Make sure someone is there to support them at the hearing. Familiarise yourself with the protocol and procedure.

5. Always be approachable, act in a tactful, disciplined, professional manner and above all remember you are NOT the coach or the assistant coach.
6. If you don't know – find out.
7. If you say you will – do.
8. Put a time frame on responding to requests.

2 – 3 weeks from departure – confirm:

1. All bookings ie accommodation, meals, bus hire etc.
2. Stable allocation
3. Feed supplies will be delivered
4. All team uniforms have been collected including saddle cloths
5. If there is a horse pool – tags for naming horses
6. Team members travel schedules are to hand
7. Drug forms have been sent to the authorised person
8. A detailed team list is completed to include
  - a. Medicare number
  - b. Private health insurance
  - c. Next of kin
  - d. Name and contact numbers of 2 people
  - e. Any allergies
  - f. Any medications
9. Keep the coach and QPA up to date regarding:
  - a. Personal injury
  - b. Horse injury
  - c. Members failure to abide by the rules

And document all instances.

**On Arrival**

Your success (and stress levels) during this time will depend on how well organised and how many bases you have covered before the series started.

1. Obtain a full series draw, check it, understand it and distribute to all team members
2. Compile a detailed run sheet:
  - a. Team meeting
  - b. Coaching sessions
  - c. Get-togethers
  - d. Games

Note: On the run sheet include any information relating to dress code etc.

3. Organise a meeting as soon as possible
  - a. With coach – check run sheet, training equipment required, team ethics, expectations etc.
  - b. All members
    - i. Distribute and discuss run sheet
    - ii. Series draw
    - iii. Any problems members may have
  - c. Horse walkers etc
    - i. Distribute run sheet
    - ii. Series draw
    - iii. Collection of gear
    - iv. Pre-game meetings
4. Distribute team clothing:
  - a. Players and staff
  - b. Horse walkers etc.



It is advisable for designated “helpers” to have a team shirt – this will allow them to be easily identified by the Manager during the game.

### **Series Start**

1. Prior to the 1<sup>st</sup> game the Coach will distribute saddle cloths and player numbers for the first 2 chukka's

Prior to every game:

1. At a time designated by the Coach all member are to assemble:
  - a. Fully dressed player and horses
  - b. Spare horses to be bandaged, bell boots, bridle, tail done
  - c. Staff to be dressed incl horse walkers etc
  - d. With spare gear
  - e. With buckets etc
2. Load “stuff” into vehicle and transport with spare “helpers” to field
3. Players, horses and coach walk together to the field
4. Unload, place, fill water buckets – horse helpers
5. Instruct horse helpers:
  - a. Number of chukka's and length
  - b. Notification of injury
    - i. Inspect the injury
    - ii. Advise the Manager – this is to be done in a controlled and discreet manner as to protect the team and the horse. No panicking or loud announcements – quietly.
    - iii. The manager will advise, in consultation with the player, the course of action to be taken and if required advise the coach.
  - c. Duties –
    - i. Unsaddle horses
    - ii. Wash down
    - iii. Attend to any minor injuries
    - iv. Check bandages and tails
    - v. Walk horses
    - vi. At “2 minutes to go” resaddle horse if required
    - vii. Ensure horses for next chukka are ready

This arrangement:

Limits number of people behind the field of play

Reduces the amount of “influence” during play

Gives the horses and players the best “cool down” time

6. Advise time keeper and announcer of players:
  - a. Have a designated “runner” (if no radio communication is available)
  - b. Complete forms from information supplied by the Coach
  - c. Record names on team sheet (given to Coach after each game as a record of who played in each chukka)
  - d. “runner” to deliver

Complete this task as soon as the Coach makes a decision to allow the “runner” ample time to make the delivery.

7. Keep a good focus on what needs to be achieved for the next chukka –
  - a. “Helpers” told what horses are required (Coach will advise players)
  - b. Bandages are secure

- c. Spur marks and minor injuries are attended to
- d. Tails are secure
- e. Head check done up
- f. Horses not playing are attended to

You will find that your “watching the game” time is severely reduced and interrupted.

8. Have 2 timers -
  - i. Chukka time
  - ii. Time out

It is your responsibility to ensure that the opposition, as well as your team, keeps to the rules relating to injury and horse replacement. Make sure you have a competent knowledge of these rules.

9. Disputes: Should there be a dispute during play the Manager is required to attend. Therefore, it is essential that you have a clear understanding of the rules, assert yourself confidently and at all times act in a professional manner (never personalise the argument) – Keep to the rules. When a decision is made and the dispute resolved ensure the coach and players clearly understand the result and why the decision has been made. THEN MOVE ON.

10. Players injury: Should a player be injured during play
  - a. Enter the field of play AFTER the umpire has called “time off”
  - b. Do not move the player
  - c. Minor injury – assess the injury ie a sore hand etc and players ability to continue to play
  - d. Serious injury – call for an ambulance

If in doubt call the ambulance and replace the player. The coach will determine the structure of the section and advise the “helpers”

11. Set a good example –
  - a. Be a good sport
  - b. Be fair and reasonable
  - c. Be assertive and confident
  - d. Make well informed decisions based on the RULES

Make sure everyone knows what is happening, when, where and what the dress code is – too much information is better than too little.

### **Post-Game**

Allow the players and the coach sufficient time to “game down”.

1. Load gear into vehicle and return to camp with the “helpers”
2. Attend the post game meeting – Discuss game organisation with coach and players – take their comments on board and improve where possible. This is not criticism – it is discussion. Equally should you have a concern address it with the team and find a solution.
3. Player rituals: Each player will have their individual peculiarities. Try to identify these and respond accordingly.
4. Specific medical requirements: Players have a duty of care to ensure should they require specialised medical attention the Manager is informed. Eg asthma inhalers, allergy to medications. Although this will be on the players medical sheet it is essential that a quick ready reckoner is kept handy for quick reference. If a players had a medical condition make **discreet** inquiries as to their welfare.
5. Lodging a protest / dispute: Know the correct procedure for lodging these and work within the parameters if the situation warrants it.

6. Different players require different things – some need reaffirmation after games particularly if they perceived they have played badly. The Coach is often not a good person to give this and it may fall to the Manager. The golden rule is – never take sides and always be constructive.
7. Always maintain your dignity – be respectful, non judgmental and polite (at times this will be difficult especially when dealing with parents).

### **Finishing off the job:**

1. At the final team meeting:
  - a. Present staff with gifts – Team Captain
  - b. Coach to address players
  - c. Manager to address players
2. Collect all unclaimed gear and find an owner
3. Collect, wash and return saddlecloths and numbers to QPA
4. “In Appreciation” letters to be written to sponsors – maybe send a photo
5. Write report and send to QPA
6. Claim any expenses and complete budget Vs actual spreadsheet
7. Write to each team member – remember these people have been your major focus for many months. Some will have become your friends and others you have been given the opportunity to get to know.

### **Conclusion:**

The role of a Team Manager:

1. Is exciting and interesting
2. Suited to people who are prepared to work behind the scenes and adapt quickly to changing situations
3. Communicate regularly and effectively – often less talk and more action is best
4. Develop a working relationship with the coach
5. Be aware of your roles before contacting players
6. Follow a simple job description
7. Keep a spreadsheet of costings, uniform requirements and sizes, accommodations bookings and costings. This is a useful tool for claiming expenses and developing and controlling budgets and actual.
8. It is hard rewarding work – be organised
9. YOU are NOT the COACH or his assistant – **YOU ARE THE MANAGER:**
  - a. **Coaches coach**
  - b. **Players play**
  - c. **Managers manage**

### **Sample Team Rules:**

1. Be on time to all games, meetings and practices
2. Turn up to games with correct gear
3. Respect the game and it's rules
4. Congratulate team mates on good play whilst the game is in progress – be positive. Keep negative thoughts to yourself.
5. Enjoy your team mates company – If you feel you personally cannot like them – get to know them better and you will surely find something you like about them and work on that
6. Recognise the different jobs your team mates have and give credit when these are done well
7. Set yourself goals – make sure they are realistic, constantly reassess and change these
8. Be happy with your performance but never satisfied – always aim to do better NEXT time
9. Don't brood on mistakes once they are over
10. Beware of developing the losers limp
11. Be prepared to accept criticism in the right way

12. Give everything you attempt your best effort – not just in sport. Attitude in sport shows up in individual's attitude to all things
13. Don't shout about what you are going to do before the game. Do most of your talking on the field – "deeds not words"
14. Listen to all advice but don't accept it all – be a passive listener
15. Ignore all remarks made by spectators or the opposition
16. Appreciate the efforts of your team mates, parents and supporters. Realise some of the things they have given up so you can play
17. Try to learn from everyone even if you learn what **NOT** to do

Appendix: 5



QUEENSLAND POLOCROSSE ASSOCIATION INC.			
TRAVEL CLAIM FORM			
Name			
Date of claim			
Authorised _____			
Start Date	End Date	Purpose of Journey	Total KM's travelled
Total kilometres travelled (one way only)			0
Reimbursement @ 0.75/km			\$ -

Accommodation/expenses incurred	
Date	Item

	<b>Total</b>	<b>\$ -</b>

**Travel + Expenses      \$                      -**