



LEISURE INSTITUTE OF WA AQUATIC (INC.)

The Leisure Institute of Western Australia Aquatics
Operational Guidelines
For LIWA Aquatics Committee Members

2009 – 2012



Government of Western Australia
Department of Sport and Recreation



Royal Life Saving
THE ROYAL LIFE SAVING SOCIETY AUSTRALIA





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Table of Contents

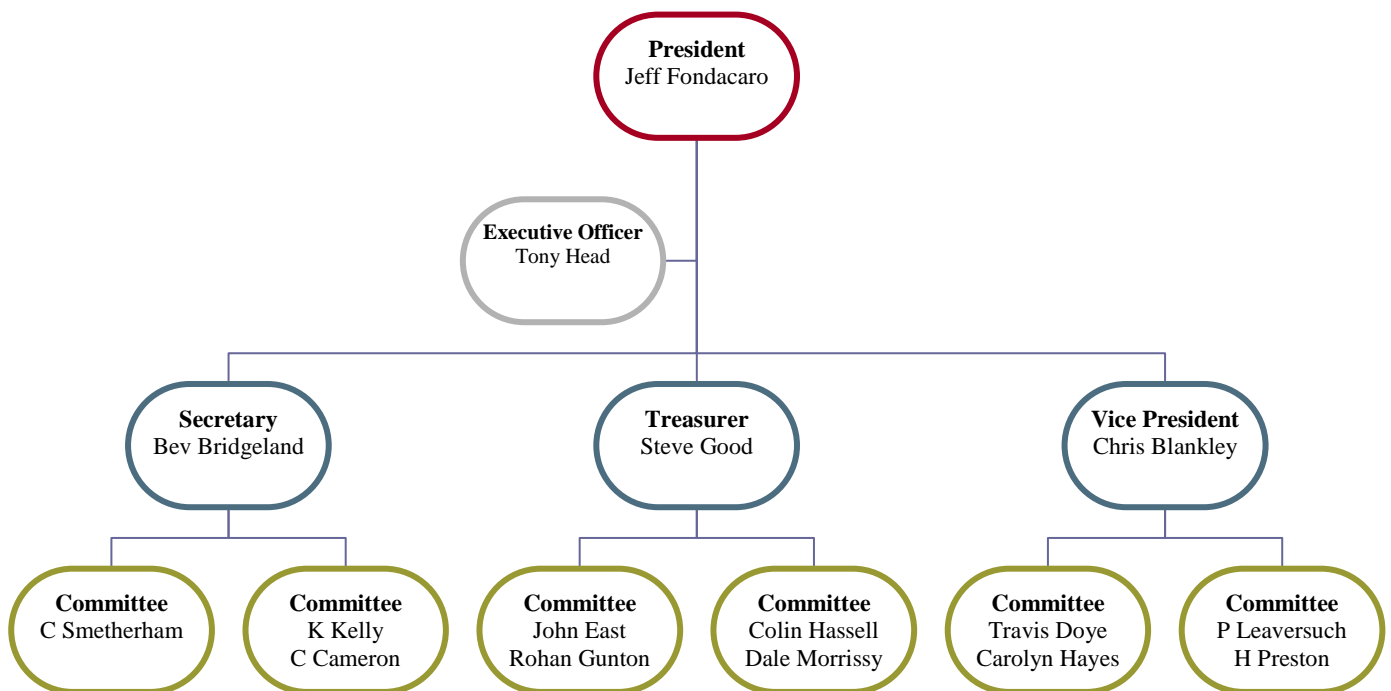
Introduction.....	3
LIWA Aquatics Structure	3
Roles or LIWA Aquatics Committee.....	4
The President of LIWA Aquatics	4
The Role LIWA Aquatics Executive Officer.....	4
The role of the LIWA Aquatics Treasurer	5
The Role of LIWA Aquatics Secretary.....	5
The Role of LIWA Aquatics Committee Member	6
LIWA Meeting Structure	6
Accreditation.....	8
Communication Plan.....	10
Code of Ethics.....	12
Privacy Policy	13
Regional Development Plan	15
Statement of Delegated Authority for LIWA Aquatics	16

Introduction

This document is designed to provide an operational outline for Committee Members of LIWA Aquatics. It provides direction for the various roles and responsibilities for those on the Committee. It also ensures that new members have a clear idea of their responsibilities when taking on a position with LIWA Aquatics

It is also meant to compliment the strategic plan and demonstrates the manner in which LIWA Aquatics conducts its business and the delivery of services to members and key stakeholders. It also ensures a transparency of its operations from an audit prospective.

LIWA Aquatics Structure



Roles or LIWA Aquatics Committee

The President of LIWA Aquatics

The President is the formal 'voice' of LIWA Aquatics and is responsible for the overall co-ordination of the activities of the Institute. The President is generally responsible for:

- chairing committee meetings;
- signing documents on behalf of the Institute;
- ensuring all relevant information is made available to committee members;
- ensuring the Institute is run according to its rules and any other strategic plan that has been agreed to;
- resolving disputes and grievances;
- initiating projects;
- overseeing activities and projects; and
- represents the Institute at external meetings and events.

The Role LIWA Aquatics Executive Officer

The Executive Officer is required to:

- Work closely with the LIWA Committee and members to ensure the effective operation and strategic direction of the Institute.
- Establish clear communication and reporting systems across the Institute.
- Co-ordinate membership recruitment and servicing including development of member database.
- Develop proposals and scope of services offered to members and the Aquatic Recreation Industry.
- Co-ordinate and implement the Department of Sport and Recreation Service Agreement inline with agreed key performance indicators
- Represent the Institute at formal and informal meetings with political, corporate and community representatives as required.
- Administrative duties as required including public relations, website enhancements, drafting press releases, servicing corporate supporters and organisation of Committee meetings.

The role of the LIWA Aquatics Treasurer

The Treasurer is required to:

- Ensure that adequate accounts and records exist regarding the organisation's financial transactions including accurate and up-to-date records of all income and expenditure;
- Coordinate the preparation of a budget and monitor it carefully;
- Issue receipts and promptly deposit all monies received in the organisation's bank account;
- Make all approved payments and invoice groups/members promptly;
- Act as the signatory to the organisation's bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member);
- Manage the organisation's cash flow and be accountable for the organisation's petty cash;
- Prepare and present regular financial statements to the committee at meetings;
- Negotiate with banks for overdraft facilities, mortgages and other loan facilities where required by the committee;
- Regularly file business activity statements (including GST) with the relevant authorities, where applicable;
- Prepare financial accounts for an annual audit, and provide the auditor with information as required; and
- Prepare an annual financial report

The Role of LIWA Aquatics Secretary

The secretary is generally responsible for day-to-day administrative tasks, which include:

- arranging meetings;
- assisting the President to prepare the agenda;
- sending out notices for meetings;
- keeping minutes and records;
- attending to correspondence;
- making sure all letters and other documents are properly filed;
- organising activities and events; and
- preparing newsletters if required

The Role of LIWA Aquatics Committee Member

- Attend all Board and committee meetings and functions as identified.
- Be informed of the Institute's strategic intent, budget content and process, structure, philosophy, policies and services.
- Review the agenda for each meeting and all supporting information prior to the Board meeting.
- Contribute to the Board agenda prior to each Board meeting.
- Serve on committees and assist staff where appropriate.
- Represent the best interests of the Institute on all occasions, be that formal LIWA functions or other functions.
- Agree to conflict of interest principals.
- Assist the Board in meeting its fiduciary responsibilities, such as reviewing LIWA Aquatics annual financial statements and responding to the development of the annual budget.

LIWA Meeting Structure

The LIWA Committee shall meet periodically, preferably every month, but not less than every six months. Members of the Committee will be invited to attend these meetings. A minimum of 4 members are required to provide a suitable quorum.

An agenda shall be prepared prior to these meeting and distributed to appropriate staff. Members of the Committee will be invited to submit relevant agenda items prior to the meeting.

The Agenda for the Committee shall be:

1. Attendance
2. Minutes of previous meeting
3. Action arising from previous meeting
4. Financial Report
5. Website Report
6. Committee Member Summary Reports
7. Tabling of Special Reports
8. Strategic Plan Review
9. Any other business
10. Meeting closed

Notice of Meetings

Notice of meetings must be sent to all committee members. The notice must mention the following:

- Time
- Date
- Place of Intended Meeting
- Nature of Business
- Whether it is an Ordinary or Extraordinary Meeting

The Minutes

It is essential to have a correct record of the proceedings of a meeting which is why minutes are kept. These serve a varied role – they are both a general record and an attendance record and, in case of later doubt or dispute, they're a legally acceptable reference and guide.

It's essential the minutes use clear, simple language accurately and without ambiguity.

Voting

A simple majority vote by voices is often enough to cause the President to declare the result. If there is any doubt on the voice vote, the President may call, or be called upon by a member, for a show of hands.

Accreditation

All holders of LIWA Aquatics accreditation meet the following criteria:

- Evidence of successful completion of a recognised pool operators' training course.
- A current Senior First Aid Certificate, or equivalent.
- A current Pool Lifeguard Award, or equivalent.
- Details of current and past employment in the aquatic industry.
- Evidence of attendance at two professional development seminars over the three-year period.

Assessment

Evidence shall be submitted on the attached form (Application for LIWA Accreditation).

The objective is to determine, through a systematic review of gathered evidence, whether the applicant can demonstrate achievement of the LIWA accreditation criteria.

Some examples of the form evidence may take are listed below:

- Interview or structured questioning
- On-the-job assessment
- Documentary evidence (eg references from employers, outlines completed training programs, all formal qualifications relating to the area of Skills Recognition applied for)
- Position description
- Examples of work
- Practical demonstrations in a simulated environment
- Practical/theory test.

Issuing of Accreditation

Upon successfully providing evidence of the above criteria LIWA Aquatics will issue an accreditation certificate.

Permission for access to LIWA accreditation records can be made to the LIWA Committee (VET services) by telephone or in writing, should a person mislay their records and require another copy.

Security and Confidentiality

To ensure confidentiality:

Records (hard and electronic copies) can only be accessed by approved personnel from LIWA.

Any personal or organisational information will not disclose to a third party unless; Written consent has been provided for the disclosure, or LIWA believes that the disclosure is necessary to lessen or prevent a serious threat to public health or public safety, or LIWA has reason to suspect that unlawful activity has been, is being, or may be engaged in.

Archiving

Hard copies of assessment papers that are not returned to the applicant are kept by LIWA for thirty days and are then destroyed using the shredder.

Hard copies of accreditation records will be kept for two (2) years.
An electronic copy will be maintained for seven years.

Application for LIWA Accreditation

Case Study

Jeff Williams has worked as an Aquatic Centre Manager in a variety of regional facilities since 1984. Jeff obtained his Pool Operators Certificate of Competence from the National Safety Council and has worked continuously in the industry for the past 17 years.

Jeff decided to apply for LIWA accreditation to comply with the Department of Health Code of Practice.

The direct evidence Jeff supplied to support his application included the following.

- Pool Operators Certificate of Competence
- Senior First Aid Certificate
- Pool Lifeguard Award
- References from three past employers confirming knowledge of aquatic plant operations.
- Confirmation on application form of attendance at the past five LIWA Annual Conferences.

As a part of further evidence, Jeff provides additional information to LIWA:

- Copies of procedures relating to service provision, workplace safety, emergency evacuation plans
- Occupational First Aid Certificate
- Self Contained Breathing Apparatus Certificate
- Instructor of Swimming Certificate

In this case study the applicant supplied authenticated, valid and relevant information within their evidence portfolio to meet the requirements of accreditation.

Jeff was issued with a LIWA Accreditation

Communication Plan

Public Relations Management Tool

This plan will define the management of communication between LIWA, its stakeholders and the public. It is expected, through the correct implementation of this plan, the reputation of LIWA can be maintained at a high level.

Issue or Crisis?

The difference between issues management and crisis management is largely timing. The early detection of an issue will give LIWA time to develop a response and time to address the issue.

Once identified, LIWA will address issues immediately to avoid it becoming a crisis.

Member Communication Plan

LIWA expects to receive requests for information about LIWA Accreditation (in line with DoH Code of Practice) from employers and members seeking employment.

This plan aims to seek a balance between the availability of this information to employers and the need to protect the privacy of members and course students.

LIWA will respond to requests for information on LIWA accreditation within 5 working days. The response will be either:

- Request approved and information attached
- Request not approved, along with reasons given/additional information required.

What Constitutes a Crisis?

A crisis is when an issue could potentially affect reputation of LIWA or its ability to conduct business. Generally speaking a crisis arises from external sources and demands a communication solution.

A crisis can have a positive effect on LIWA. It can change the established order of an organisation by bringing the following issues to effect;

- New strategies evolve
- Early warning systems developed
- Change is accelerated
- Latent problems are faced
- People can be changed

LIWA Crisis Management Team

One of the following people are to be contacted and informed about the crisis;

<u>NAME</u>	<u>TITLE</u>	<u>CONTACT NUMBERS</u>
Jeff Fondacaro	President	0415 232 096
Tony Head	Executive Officer	0411263696
Chris Blankley	Vice President	0431215054
Beverley Bridgland	Secretary	

At no stage are other Committee Members or other LIWA members to liaise with the media, unless they are nominated as a spokesperson.

Communication Procedure

- A member of the LIWA Crisis Management Team to be contacted as soon as possible
- It is imperative for LIWA to contact major stakeholders after a crisis has occurred;
- People directly involved must be contacted immediately
- Relevant Officials must be contacted within two hours of crisis occurring
- Local/ state/ national media (print/TV /radio). Contact once media releases ready and approval to do so has been granted.

Until a response has been developed the spokesperson to state that;

- LIWA is aware of the crisis, is extremely concerned and all is being done to contain the effects of the emergency.
- Existing emergency / safety / environmental procedures are in place.
- All relevant details are not at hand at present, but investigation is underway.
- An update will be given at (give specified time).

Measuring the Success of Crisis Communication

- Successful crisis management can be measured by stakeholder perception that;
 - All reasonable steps were taken to avoid the crisis
 - LIWA was sincerely and concerned about what happened
 - Comprehensive and consistent communication with stakeholders took place
 - LIWA was capable of solving the issues that emerged

CRISIS CHECKLIST

Crisis Management Team

- | | |
|--|--------------------------|
| Most senior person to establish and tell the truth ASAP | <input type="checkbox"/> |
| Centralise and control the flow of information | <input type="checkbox"/> |
| Only spokesperson(s) to liaise with media | <input type="checkbox"/> |
| Crisis team to have contact numbers readily available | <input type="checkbox"/> |
| Have more than one spokesperson | <input type="checkbox"/> |
| Spokesperson(s) statement factual and accurate | <input type="checkbox"/> |
| Spokesperson never say 'no comment' | <input type="checkbox"/> |
| Do not apologise, simply empathise | <input type="checkbox"/> |
| Inform significant stakeholders of crisis as soon as possible and keep updated | <input type="checkbox"/> |
| Establish your own distribution arrangements to significant stakeholders | <input type="checkbox"/> |
| Communicate regularly with the media-give them what they want | <input type="checkbox"/> |
| 'What is the story? Who is going to repair the situation?' | <input type="checkbox"/> |

Code of Ethics

Policy

All who officially represent the Institute, including Members and Office Bearers, must abide by the following Code of Ethics.

Code of Ethics

- i. Upholding the Objectives of the Institute and abide by its policies and procedures.
- ii. Respect the rights, dignity and worth of every human being, treating everyone equally and fairly regardless of their sex, age, religion or ethnic origins.
- iii. Ensure that all activities associated with one's role within the Institute are exercised to the best of one's ability and competence and discharged with the utmost honesty and integrity.
- iv. Conduct oneself in a professional manner ensuring one's actions and behaviour will not compromise the Institute's status or reputation.
- v. Commit to a positive, open, supportive and honest cultural framework with which the Institute operates, encouraging others to operate similarly.
- vi. Operate within the spirit and rules of the Institute.
- vii. Acknowledge and accept responsibility for one's actions.
- viii. Never make comparisons or statements about the Institute, fellow members or the public that are not based on verifiable facts.
- ix. Not enter into any agreement or undertake any activity which may be in conflict with the Institute's interest or which would prejudice the performance of its operations.
- x. At all times safeguard the Institute's interest by not knowingly being party to or undertake any illegal, unprofessional or unethical activity.
- xi. Not use any confidential information gained from the Institute for personal gain nor in a manner which would be detrimental to or compromise the reputation or the activities of the Institute.

Privacy Policy

LIWA recognises that privacy is important and that individuals have a right to control their personal information. LIWA acknowledges that providing personal information is an act of trust and LIWA takes that seriously. Unless an individual gives LIWA consent to act otherwise, the following Regulation governs how LIWA handles personal information of individuals.

LIWA is committed to protecting personal information. LIWA is also committed to complying with the private sector National Privacy Principles set out in Privacy Act (Cth) 1988.

Collection of Information

LIWA Aquatics will not collect personal information unless the information is necessary for one or more of its functions or activities. LIWA will also only collect personal information by lawful and fair means and not in an unreasonably intrusive way.

At the time of collecting personal information, LIWA will advise the individual of:

- the name and contact details of LIWA;
- the fact that he or she is able to gain access to the information;
- the purposes for which the information is collected;
- other organisations to which LIWA usually discloses information of that kind;
- the main consequences (if any) for the individual if all or part of the information is not provided.

USE AND DISCLOSURE

LIWA Aquatics will not use or disclose personal information about an individual for a purpose (the **secondary purpose**) other than the primary purpose of collection unless:

Both of the following apply:

- the secondary purpose is related to the primary purpose of collection and, if the personal information is sensitive information, directly related to the primary purpose of collection; and
- the individual would reasonably expect LIWA to use or disclose the information for the secondary purpose; or
- the individual has consented to the use or disclosure; or
- if the information is not sensitive information and the use of the information is for the secondary purpose of direct marketing:
- it is impracticable for LIWA to seek the individual's consent before that particular use; and
- LIWA will not charge the individual for giving effect to a request by the individual to LIWA not to receive direct marketing communications; and
- the individual has not made a request to LIWA not to receive direct marketing communications; and

- in each direct marketing communication with the individual, LIWA draws to the individual's attention, or prominently displays a notice, that he or she may express a wish not to receive any further direct marketing communications; and
- each written direct marketing communication by LIWA with the individual sets out LIWA's business address and telephone number; or

LIWA reasonably believes that the use or disclosure is necessary to lessen or prevent:

1. a serious and imminent threat to an individual's life, health or safety; or
2. a serious threat to public health or public safety; or

LIWA has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the personal information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities; or

1. the use or disclosure is required or authorised by or under law;
2. or LIWA reasonably believes that the use or disclosure is reasonably necessary for one or more of the following by or on behalf of an enforcement body:

LIWA Aquatics may also use the data under the following circumstances

- the prevention, detection, investigation, prosecution or punishment of criminal offences, breaches of a law imposing a penalty or sanction or breaches of a prescribed law;
- the enforcement of laws relating to the confiscation of the proceeds of crime;
- the protection of the public revenue;
- the prevention, detection, investigation or remedying of seriously improper conduct or prescribed conduct;
- the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of the orders of a court or tribunal.

Data Quality

LIWA will take reasonable steps to make sure that the personal information it collects uses or discloses is accurate, complete and up-to-date.

Regional Development Plan

A Regional Development Plan was necessary for the following reasons:

- The number of communities requiring regular support exceeded available funds
- Increased range of services offered by LIWA Aquatics
- The technology available
- Alternatives needed to be considered

LIWA has identified to opportunity to focus the operation and management of its activities to meet the needs of regional communities.

- Regional Professional Development

1 x Wheatbelt Conference October

1 x North West Conference May

Additional professional development in the south west as the need arises

- Appointment of Regional Representatives to play a role in keeping their region and the LIWA Aquatics Committee informed on regional issues. It is proposed the reasons relate closely to the structure the Department of Sport and Recreation employ with representatives located in:

1. The Goldfields
2. Kimberley
3. Mid-West
4. Plibara
5. South West
6. Wheatbelt

With these representatives in place LIWA Aquatics is ideally placed to be able to respond to regional issues. To facilitate this its is envisaged that the Executive Officer will be in monthly communication to distribute to the LIWA Aquatics Committee.

It will also enure that:

- Creation of an email database for distribution of regional news and industry issues
- Promotion of a contact hotline for advice for regional members

Statement of Delegated Authority for LIWA Aquatics

I. Introduction

- I. This policy outlines the main practises of LIWA Aquatics that are in place for the delegation of authority to conduct the day-to-day operations of the Institute.
- II. Committee Members have no individual authority to make representations or enter agreements on behalf of the Institute unless such authority is expressly delegated by the Committee.

2 Definitions

In this policy:

- I. **Committee** means the committee of the LIWA Aquatics;
- II. **President** means the President of the Institute
- III. **The Institute** means The Leisure Institute of Western Australia (Aquatics)Inc
ABN Number - _____
- IV. **Executive Officer** means the Executive Officer of LIWA Aquatics who may be appointed by the Committee from time to time.

3 Decision making process

1. The decision making process of the Committee is set out in the Institutes Constitution
2. Questions arising at the Committee meeting are decided by a majority of votes (the President does not have a casting vote).
3. The Committee retains all powers and authorities required to carry out the Institutes business, except where specific authority is delegated to the Executive Officer and Committee Members

4. Delegation of Authority

- I. To facilitate the day-to-day operations of the Institute, the Committee has delegated its authority to the Executive Officer and the President who may act on behalf of the Institute within the framework of the Constitution
- II. Any changes or amendments to these delegations must be approved by the Committee
- III. The following decisions must be referred to the Committee for prior approval:
 - budgets (including detailed background papers);
 - the purchase of any capital items not included in the budget;
 - any major changes of the Constitution including changes to membership, committee structure or goals of the Institute
 - any proposed change in strategic directions
 - permitting any financial encumbrance on the Institute

5. Actions for advice or noting

The following should be reported to the Committee:

- I. bad debts in excess of \$1,000;
- II. any potential legal action against the Institute;
- III. any non-routine financial claim against the Institute;
- IV. any equipment not previously approved by the Committee; and
- V. all important business activities and matters, and all recognisable risks.

6. Execution of Documents

The procedure for the execution of Institute documents is as follows:

- I. all contracts, documents and written obligations executed by the Institute, which exceed management's delegated authority, must be signed by two Committee Members
- II. any document executed under the signatures of two directors which is within their delegated authority is not required to be witnessed by an independent person
- III. a detailed report on all of the above document executions must be presented to the Committee each month.

7. Delegated Authority for Cheque Signing and Funds Transfer

- I. The Institute will nominate authorised signatories for cheque signing and authorising the transfer of Institute funds. The authorised signatories carry out their obligations on the understanding that they share in the responsibility for the payment or transfer made.
- II. An authorised signatory should have a clear understanding of the payment or transfer being made and is obliged to question any invoice or payment/transfer that appears to be abnormal or without sufficient authorisation.

The following officers are authorised under this delegation to sign cheques or transfer funds as required (i.e. authorised signatories for the operation of all Institute bank accounts):

- the President of the Institute;
- The Institute Treasurer;
- The Executive Officer of the Institute and
- any other person as may be approved from time to time by the Committee.

8. Committee Relationship with Management

- I. Committee Members are entitled to request additional information at any time where they consider it appropriate.
- II. The Committee may meet from time to time without the presence of those having delegated authority.
- III. This policy is reviewed by the Committee at least annually.

