



BOARD MANUAL

Sections 4.1 - 4.11: General Management

Date: 25th September 2013

Deaf Sports Australia
Ground Floor, 340 Albert Street
East Melbourne VIC 3002

t: (03) 9473-1191 (voice & TTY)

f: (03) 9473-1122

e: active@deafsports.org.au

i: www.deafsports.org.au

ABN: 18 006 071 147

CONTENTS

Content	Page number
4 General Management	3
4.1 Fundraising	3
4.2 Governance	6
4.3 Media Relations	10
4.4 Privacy	15
4.5 Marketing	19
4.5.1 Marketing Plan	19
4.5.2 Sponsorship	26
4.6 Match Fixing	30
4.7 Borrowing, Loaning, Equipment and Memorabilia	48
4.8 Support For Sport Specific National Deaf Championships	51
4.9 Hosting/ Participating in World Sport Championships in Australia	53
4.10 Travel Policy for Board and Staff members	55
4.11 Insurance	56

Note: *Highlighted headings contain no policies as of yet*

4. General Management

4.1 FUNDRAISING POLICY

Introduction

The Board of Deaf Sports Australia is committed to ensuring that fundraising activities are carried out in an ethical manner.

This policy applies to the Board, casual, permanent and contract staff and volunteers.

Purpose

The purpose of this document is to identify Deaf Sports Australia's position on fundraising practice and to document the standards expected in raising funds from the community.

Authorisation

Manager

Deaf Sports Australia

Policy

Deaf Sports Australia's guiding fundraising principle is a simple one - we will only use techniques that we would be happy to be used on ourselves.

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

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

Responsibility

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

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

4.2 GOVERNANCE

Introduction

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

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

Purpose

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

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

Policy

1. The Board of the organisation is an elective, representative, and collective body.
 - a. It is elective, in that the determination of Board members is the prerogative of members through the election process.
 - b. It is representative in that no member can be mandated by their constituency to adopt a particular position if they do not believe it to be in the best interests of the organisation. Whatever the constituency of any member, all members are committed to acting **selflessly** and making decisions and voting on governance decisions solely in the best interests of the organisation.
 - c. It is collective, in that while each member should put the point of view of their electoral constituency, and each member has the right to argue for their own point of view and to vote for that position, once a collective decision has been taken Board members are required to support that decision.

2. The function of the Board of the organisation is to collectively ensure the delivery of its objects, to set its strategic direction, and to uphold its values. The Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and is complying with all its legal, financial, and ethical obligations. The responsibilities of the Board that cannot be delegated to any other person or body include
 - a. Compliance monitoring - ensuring compliance with the objects, purposes and values of the organisation, and with its constitution
 - b. Organisational governance - setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them
 - c. Strategic planning - reviewing and approving strategic direction and initiatives
 - d. Regulatory monitoring - ensuring that the organisation complies with all relevant laws, regulations and regulatory requirements
 - e. Financial monitoring - reviewing the organisation's budget, monitoring management and financial performance to ensure the solvency, financial strength and good performance of the organisation
 - f. Financial reporting - considering and approving annual financial statements and required reports to government;
 - g. Organisational structure - setting and maintaining a framework of delegation and internal control
 - h. Leadership selection - selecting, evaluating the performance of, and if necessary dismissing the organisation's Manager
 - i. Succession and remuneration planning - planning for Board, Manager and executive succession, and determining senior management remuneration
 - j. Risk management - reviewing and monitoring the effectiveness of risk management and compliance in the organisation; agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise
 - k. Dispute management - dealing with and managing conflicts that may arise within the organisation, including conflicts arising between Board members, staff, the Manager, members, volunteers, or service users.
 - l. Social responsibility - considering the social, ethical and environmental impact of all activities and operations and ensuring that these are acceptable
 - m. Board performance and composition - evaluating and improving the performance of the Board

3. Relationship with management

The Board should focus on the strategic direction and the core policies of the organisation, and avoid becoming involved in day-to-day operational decisions. Where individual Board members do need to become involved in operational matters, they should separate their strategic role (where they operate independently of any direction) from their operational role (where they act at the direction of management).

Procedures

1. Internal controls

The Board should set and maintain standing orders, policies and procedures, and systems of financial control, internal control, and performance reporting. The Board should ensure that there is a system for the regular review of the effectiveness of its financial control, internal control, performance reporting, and policies and procedures.

2. Managing risk

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

3. Board review

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

Responsibilities

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

Related Documents

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

Authorisation

Signature

Print Name

Deaf Sports Australia

Date

4.3 MEDIA RELATIONS

Introduction

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

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

Principles

Deaf Sports Australia operates on the values of

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

Purpose

Deaf Sports Australia works with the media in order to

- advocate for the goals of Deaf Sports Australia
- promote the work of Deaf Sports Australia
- inform the public of the details of Deaf Sports Australia
- assist in fundraising for Deaf Sports Australia

In order to ensure that these purposes can be fulfilled this policy regulates the choice of people entitled to speak for Deaf Sports Australia.

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

It is the responsibility of all staff, board members and volunteers to ensure that effective media relations are maintained in order to achieve the aims of Deaf Sports Australia.

The policy deals with the day-to-day relationship between Deaf Sports Australia and the media.

Authorisation

Manager

Deaf Sports Australia

Policy

It is important that Deaf Sports Australia works with the media to communicate important public information messages about its work and its goals.

It is not possible to provide hard and fast rules about who will speak to the media on behalf of Deaf Sports Australia in particular situations. Where possible, staff, board members and other volunteers should speak to the media on any significant matter in the name of or on behalf of Deaf Sports Australia only if,

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

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

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

Staff, board members and other volunteers, and third parties are encouraged to deliver public presentations that discuss Deaf Sports Australia's work and its goals, provided that they make it clear where such presentations are or are not authorised by Deaf Sports Australia.

Staff, board members and other volunteers must observe Deaf Sports Australia's confidentiality policy in relation to client records.

Staff, board members and other volunteers are advised to ensure they are properly briefed and guided by relevant staff before talking to the media on any issue related to Deaf Sports Australia.

In dealing with the media staff, board members and other volunteers should be conscious that they may be seen as representatives of Deaf Sports Australia and should therefore avoid making comments or participating in photo opportunities that may damage the long-term reputation of Deaf Sports Australia.

Any filming or taping on Deaf Sports Australia property or of Deaf Sports Australia proceedings by the media is subject to prior permission of the board or its nominee.

Procedures

Significant statements on behalf of Deaf Sports Australia shall be made as authorised by the board or its nominee in reference to the principles listed above.

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

The Board shall nominate a **Communication Officer** for Deaf Sports Australia, which is generally the **Manager** (unless another person is selected to fulfil this role such as the President);

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

Any significant media contacts with Deaf Sports Australia's staff or members on any issue likely to prove contentious shall, where possible, be videotaped.

Every effort should be made to assist the media in their inquiries. Where media queries involve requests for information that will require substantial staff work to produce, such work must be authorised by the Manager. It will usually be necessary to provide information in addition to that which is requested in order to set the facts and figures in context. Requests for detailed information of this nature, whether from the local or national media, should be referred to the Communications Officer.

Deaf Sports Australia reserves the right to withhold certain sensitive information concerning, say, commercial transactions or governmental negotiations. Any such information will be clearly labelled and clearly notified to relevant staff.

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

Related Documents

- Confidentiality Policy
- Board Confidentiality Policy

4.4 PRIVACY

Introduction

The Board of Deaf Sports Australia is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

Purpose

The purpose of this document is to provide a framework for Deaf Sports Australia in dealing with privacy considerations.

Authorisation

Manager

Deaf Sports Australia

Policy

Deaf Sports Australia collects and administers a range of personal information for the purposes of collecting information and data. The organisation is committed to protecting the privacy of personal information it collects, holds and administers.

Deaf Sports Australia recognises the essential right of individuals to have their information administered in ways which they would reasonably expect - protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies.

Deaf Sports Australia is bound by Victorian Privacy Laws, the Information Privacy Act 2000, as well as other laws, which impose specific obligations when it comes to handling information. The organisation has adopted the respective Privacy Principles contained in the Victorian Privacy Laws as minimum standards in relation to handling personal information.

In broad terms this means that we:

- Collect only information which the organisation requires for its primary function;
- Ensure that stakeholders are informed as to why we collect the information and how we administer the information gathered;
- Use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent;
- Store personal information securely, protecting it from unauthorised access; and
- Provide stakeholders with access to their own information, and the right to seek its correction.

Deaf Sports Australia will adhere to the Procedures outlined below.

Procedures

Collection

Deaf Sports Australia will:

- Only collect information that is necessary for the performance and primary function of Deaf Sports Australia.
- Notify stakeholders about why we collect the information and how it is administered.
- Notify stakeholders that this information is accessible to them.

Use and Disclosure

Deaf Sports Australia will:

- Only use or disclose information for the primary purpose for which it was collected or a directly related secondary purpose.
- For other uses we will obtain consent from the affected person.

Data Quality

Deaf Sports Australia will:

- Take reasonable steps to ensure the information we collect is accurate, complete, up-to-date, and relevant to the functions we perform.

Data Security and Retention

Deaf Sports Australia will:

- Safeguard the information we collect and store against misuse, loss, unauthorised access and modification.
- Only destroy records in accordance with *Administration & Records Management Policy*.

Openness

Deaf Sports Australia will:

- Ensure stakeholders are aware of Deaf Sports Australia's Privacy Policy and its purposes.
- Make this information freely available in relevant publications and on the organisation's website.

Access and Correction

Deaf Sports Australia will:

- Ensure individuals have a right to seek access to information held about them and to correct it if it is inaccurate, incomplete, misleading or not up-to-date.

Anonymity

Deaf Sports Australia will:

- Give stakeholders the option of not identifying themselves when completing evaluation forms or opinion surveys.

Making information available to other service providers

Deaf Sports Australia:

- Can only release personal information about a person with that person's expressed permission. For personal information to be released, the person concerned must sign a release form.
- Can release information to third parties where it is requested by the person concerned.

Responsibility

The organisation's Board/Committee of Management is responsible for adopting this policy.

The organisation's Board/Committee of Management, Coordinator (Manager) and all staff members, contractors and volunteers are responsible for the implementation of this policy.

The organisation's Manager is responsible for monitoring changes in Privacy legislation and for reviewing this policy as and when the need arises.

1.5 Marketing

Marketing Plan

2013-2014

Corporate Level

Corporate Mission

To facilitate and support the participation of deaf and hard of hearing Australians in all levels of sport.

Corporate Objectives

1. To be the peak body for Deaf Sports in Australia;
2. To host, facilitate and manage deaf specific sporting events where appropriate;
3. To foster, promote and encourage deaf and hard of hearing people's participation and skill development in all forms of sport in partnership with our members;
4. To continually advocate, educate, inform and support the mainstream sporting structure to make it deaf friendly and capable of including deaf and hard of hearing people within the structure;
5. To foster relationships with government, deaf and mainstream sporting bodies to support the access requirements and participation of deaf and hard of hearing people in sport at all levels; and
6. To ensure DSA has a sustainable governance and management approach to support its vision and mission over time.

Marketing Level

Current Marketing Situation

Organisational Strengths:

- a) Its branding and position as Australia's peak body for Deaf Sports in Australia, which is recognised by members of the deaf and hard of hearing sporting community and government sporting bodies.
- b) Position as the organization responsible for the Australian Deaflympics team.
- c) Successful Active Deaf Kids Program.
- d) Close working relationship with deaf and hard of hearing organisations
- e) Tax status for donations

Organisational Weaknesses:

- a) Low resources: DSA relies on two full time staff and a board of directors. DSA also has limited assets, tangible or intangible. The biggest asset the organization has is its brand, as well as the Active Deaf Kids Program.
- b) DSA has no sponsors.
- c) Not as much interaction with deaf sports community in general as with Active Deaf Kids.
- d) Currently Deaf Sporting bodies that represent individual sports (for example Deaf Netball Australia, Deaf Cricket Australia) are not streamlined and incorporated under DSA making marketing to participants in these sports difficult.

Opportunities

- a) Utilising technology to connect with the deaf and hard of hearing community, from the use of social media to developing a DSA app and re-booting the DSA website.
- b) The 2013 Deaflympics are an opportunity to generate interest in the organisations role in the deaf and hard of hearing sports community.
- c) A DSA display at the National Sports Museum at the MCG would be valuable exposure to the community.
- d) Marketing the DSA brand to the deaf and hard of hearing community at community events, both sporting and non-sporting.
- e) DSA's position as the peak body for Deaf Sports in Australia.

Competitors

-Deaf and hard of hearing sporting bodies such as Deaf Basketball Australia, Deaf Lawn Bowls and other individual Australian sporting bodies are not streamlined with and unified under the DSA banner. This means that they present competition in seeking of sponsors, fundraising and seeking the attention of our target market.

- Alternatives to sport and recreational activities. Activities like online gaming, outdoor pursuits and even work often come in the way of seeking a sporting or fitness lifestyle. Any leisure or recreational activity that attracts consumers away from sport can be seen as a competitor to DSA.

Target Market

1) Deaf and hard of hearing community

a) *Involved in deaf sport* - The main target market which has existed and will continue to be identified is the deaf and hard of hearing sporting community. Participants, family members, fans, officials and anyone who is involved in deaf sports is the most suitable segment of the market for DSA. This segment has changed significantly in recent years with a quick growth in access to deaf and sports, adaptations in technology to increase and simplify participation in sports and a great improvement in technology leading to ease of access in communication and social interaction via phone or Internet.

b) *Deaf and hard of hearing community not involved in deaf sports* - This is where the focus needs to be shared. Currently the strategy seems to be focused on retaining stakeholders, but in order to expand, DSA must market to members of the deaf and hard of hearing community who are not actively participating in sport, in order to increase brand awareness and as a result increase stakeholders.

2) *Mainstream community* - Again, this is a segment that is not necessarily considered under current marketing strategies. In order to attract sponsors, DSA needs to have a variety of markets that it appeals to, even if the focus is on the deaf and hard of hearing community. Many members of the general public are willing to support a cause that appeals to them, even if not in a personal sense. DSA's donation system's tax-deductible status is an added incentive for mainstream community members to donate.

In order to fulfill one of DSA's strategic objectives which is to educate and inform mainstream sporting culture in order to foster relationships and make it as deaf friendly as possible, marketing strategies must be designed to target this segment too.

* A review of current member database should be conducted to gauge the demographics of current membership, allowing for a more effective targeting for the Marketing Plan.

Marketing Objectives

Based upon the objectives of the 2013-2017 Strategic Plan, the Marketing Objectives are as follows:

1. To encourage and contribute to the promotion and growth of Deaf Sports in Australia

a) Attract sponsors

Creation of a sponsorship plan will be crucial to an organized and systematic approach to securing sponsorship.

- i) Firstly an analysis of potential sponsors needs to be made. At a stage where DSA has no sponsors, there is no room to be picky about who is approached, however the potential sponsor should at the very least not represent or be affiliated with anything that may reflect negatively on DSA, or conflict with any DSA policies and/or interests.

- ii) In pursuing a solely financial sponsor, the search can include a variety of organisations, but with resource sponsorship DSA must recognize what resources are needed internally and then match the needs with a suitable sponsor, for example a lighting or an electrics store providing equipment for Deaf Athletics meets, or a telecommunications company to develop the DSA app.

- ii) Once a list of potential sponsors has been created and reviewed, an approach plan must be made. This includes creating sponsorship packages tailored to each sponsor, highlighting who DSA are, what DSA does, what DSA can offer the sponsor, what the sponsor benefits from sponsoring DSA, what DSA expects in return from the sponsor.

- iii) Once a sponsor/s is secured, DSA must implement its sponsorship plan as follows:
 - Provide sponsor with contract outlining how and where their brand name will be exposed by DSA, what and when is expected in return from the sponsor, how often the sponsor will receive reports on how effective their sponsorship is etc...
 - Sponsor logo and information must be integrated into all relevant DSA media and material as agreed upon, as well as any promotional material that DSA is to distribute must be obtained.
 - -Reviews and reports on how the sponsor's investment is being received to be created and given to sponsor.
 - -Reviews and reports on how the sponsor's contribution (financial or resource based) is being utilized to be created and given to sponsor.

b) Increase brand awareness

i) A media awareness campaign to promote the DSA brand to both the deaf and mainstream community. This would involve various mediums of media including Facebook, YouTube, Twitter, Newspapers, Online advertising, press releases. The awareness campaign must utilize short, simple messaging in ways that quickly grab the attention of a certain market segment(s), which fuels interest and leads to further investigation into DSA.

ii) Enlist a DSA Ambassador. An ambassador who can bridge the gap between DSA and the community would ideally promote the DSA mission, provide exposure of the brand name to the community and represent the principles and identity of DSA.

This objective involves identifying potential ambassadors, approaching and trying to enlist them, and guiding them through the role they will be playing as DSA ambassador. A DSA ambassador would promote the organisation and its message wherever possible, especially when in contact with any form of media.

iii) Utilizing existing contacts and networking to gain new ones. Keeping in contact with industry contacts as well as making new ones in the community is a cost effective way of putting the DSA name out there. By keeping a list of important contacts (whether it be ASC committee members, or deaf community leaders) and making sure to arrange a brief catch up meeting every so often, the brand name is being promoted to the people who will help spread it.

iv) National Sports Museum. By negotiating a display at the NSM, DSA will be sharing their history with the general public, educating them and stimulating curiosity at the same time.

v) Getting the DSA logo out there.

The DSA brand name and logo needs to be displayed as frequently and extensively as possible, in order to generate interest.

Opportunities to place the brand name range from banners at games/competitions, placing the DSA logo on athlete uniforms and kits, negotiating the inclusion of the logo in media produced by related organisations like VicDeaf (“Communicate” newsletter).

c) Fundraising

i) Ensuring that the givenow.com.au link is shared in media publications in order to make sure that it is utilized to its fullest. Media updates as to how much is being donated are a good way of spurring others on.

ii) Changing the APPCO voucher program to ‘cut out the middleman’ by buying the vouchers in bulk and selling them ourselves via volunteers.

iii) Holding fundraising events that may include auctions (by way of sponsors), barbeques, social nights etc.

iv) Mailing lists, involving DSA mailing requests for donations to the member database. This is a straightforward strategy but involves risk of evoking negative reactions from members.

v) Seeking additional government support for new initiatives.

d) Events

i) Internal Events

- Awards nights: hosting of awards nights to recognize and appreciate contributors to deaf sports and DSA.

ii) External Events

- Australian Deaf Games
- Asia Pacific Deaf Games
- Deaflympics
- Sport management/ development seminars
- Australian Sports Commission public events and meetings

2. To foster and develop ongoing and meaningful relationships with all stakeholders

a) Improve stakeholder interaction and contact

i) Add to the monthly newsletter as source of information for stakeholders, by including videos of signed interpretations embedded in the e-newsletter. The same video should be shared via social media and the website.

ii) Release feature articles in stakeholders' newsletters, due to the receivership of this quarterly newsletter being high in the appropriate target market. Articles need to be focused on interest stories of individuals, teams and/or events for example an issue on either the build up to or the results of the 2013 Deaflympics.

ii) Use social media options to communicate with stakeholders and provide stakeholders with a platform to share their ideas and opinions.

*See b) Implementation of Social Media Plan.

iii) Organise and host DSA gatherings and social events for stakeholders. These could be tailored to Deaflympians, Active Deaf Kids families, or members of DSA. Interaction between DSA and its stakeholders is important to strengthen ties within the community.

b) Implementation of Social Media Plan

i) Tying in social media to all possible marketing objectives is important, whether it be by sharing upcoming DSA events, promoting our sponsor(s), requesting donations and support.

ii) The social media content that is generated needs to have an element(s) that encourage trending within the social media site, including motivational stories, inspirational videos and interesting content that members of the deaf sporting community can relate to and would most likely share and pass on via social media.

iii) Social media advertising allows for very selective targeting, and provides accurate reach and value feedback. This needs to be incorporated into monitoring and reviews.

iv) Prompt replies and informative communication to queries and comments from the public on DSA social media sites should be implemented with the aim of replying to any queries/comments in a respectful and speedy fashion

v) Using DSA Social Media Plan 2013 guidelines to ensure social media duties are being carried out effectively.

vi) Emphasis not on pushing the brand of DSA, but promoting people and stories about deaf sports in order to generate curiosity and interest.

vii) Content needs to be planned and prepared, then periodically released. It should not be spontaneously generated and released.

*** For Communications Plan, please refer to “Communications Plan” document on DSA database**

4.5.2 SPONSORSHIP

Introduction

The Board of Deaf Sports Australia is committed to ensuring that its financial arrangements are carried out in an ethical manner.

Purpose

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

Authorisation

Manager

Deaf Sports Australia

Principles

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

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

Policy

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

Responsibility

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

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

APPENDIX A

SPONSORSHIP CONTRACTS/LETTERS OF AGREEMENT GUIDELINES

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

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

4.6 Match Fixing

1. Introduction

- a. DSA recognises that whilst betting may be a legitimate pursuit in certain circumstances, sport must safeguard against illegal or fraudulent betting. Fraudulent betting on sport and the associated match-fixing is an emerging and critical issue globally, for sport, the betting industry and governments alike.
- b. DSA and its Member Organisations have an obligation to address the threat of match-fixing and the corruption that flows from it.
- c. DSA and its Member Organisations have a zero tolerance for illegal gambling and match-fixing.
- d. DSA will engage the necessary technical expertise to administer, monitor and enforce this Policy.
- e. The purpose of the DSA Policy on Match-Fixing is to:
 - i. Protect and maintain the integrity of DSA
 - ii. Protect against any efforts to impact improperly the result of any match or event
 - iii. Establish a uniform rule and consistent scheme of enforcement and penalties, and
 - iv. Adhere to the National Policy on Match-Fixing in Sport as agreed by Australian Governments on 10 June 2011.
- f. The conduct prohibited under this Policy may also be a criminal offence and/or a breach of other applicable laws or regulations. This Policy is intended to supplement such laws and regulations. It is not intended, and should not be interpreted, construed or applied, to prejudice or undermine in any way the application of such laws and regulations. Relevant Persons must comply with all applicable laws and regulations at all times.

2. Application

2.1 Application of Policy

- a. This Policy is made by the Board and is binding on all Relevant Persons. It may be amended from time to time by the Board.
- b. The Board may, in its sole discretion, delegate any or all of its powers under this Policy, including but not limited to the power to adopt, apply, monitor and enforce this Policy.
- c. By virtue of their ongoing membership, employment or other contractual relationship with DSA, Relevant Persons are automatically bound by this Policy and required to comply with all of its provisions.

2.2 Relevant Persons

- a. This Policy applies to any Relevant Person as defined from time to time by the Board. For clarity this includes, but is not limited to:
 - i. Agents
 - ii. Athletes
 - iii. Coaches
 - iv. Officials
 - v. DSA or member organization staff and volunteers
 - vi. persons who hold governance positions with DSA or its Member Organisations
 - vii. Administrators
 - viii. Selectors, and
 - ix. Squad Support Staff, including but not limited to, doctors, physio-therapists, team managers.

2.3 Education

- a. All Relevant Persons must complete appropriate education and training programs as directed by DSA from time to time.
- b. All Relevant Persons as at the commencement of this Policy must undertake DSA's Gambling and Match-Fixing Education Program.
- c. All persons who become Relevant Persons after the commencement of this Policy must undertake the Gambling and Match-Fixing Education Program as part of their induction:
 - i. Prior to competing in any Event or Competition, or
 - ii. Within two months of commencing employment or volunteering with DSA or its Member Organisations.

2.4 Code of Conduct

- a. In addition to this Policy, all Relevant Persons are bound by DSA's Anti-Match-Fixing Code of Conduct (AMF Code of Conduct) (see Annexure D), as amended from time to time, which is underpinned by the following principles:
 - Be smart: know the rules
 - Be safe: never bet on your sport
 - Be careful: never share sensitive information
 - Be clean: never fix an event
 - Be open: tell someone if you are approached

3. Prohibited Conduct

- a. A Relevant Person to whom this Policy applies must not directly or indirectly, alone or in conjunction with another or others breach this Policy or DSA's Code of Conduct.

- b. The following conduct is a breach of this Policy and is Prohibited Conduct:
- i. Betting, gambling or entering into any other form of financial speculation on any Competition or on any Event, or on any incident or occurrence in a Competition or Event, connected with DSA;
 - ii. Communicating in any way, including by using a mobile phone, computer or other device, information that might give another person an unfair advantage if they were to engage in gambling related to that information, other than as required as part of acquitting official duties; or
 - iii. Participating (whether by act or omission) in match-fixing or attempted match-fixing by:
 - A. Deliberately underperforming or 'tanking' as part of an arrangement relating to betting on the outcome of, or any contingency within, a Competition or Event;
 - B. Deliberately fixing, or exerting any undue influence on, any occurrence within any Competition or Event, as part of an arrangement relating to betting on the outcome of, or any contingency within, a Competition or Event;
 - C. Inducing or encouraging any Relevant Person to deliberately underperform as part of an arrangement relating to betting on the outcome of, or any contingency within, a Competition or Event;
 - D. Providing Inside Information that is considered to be information not publicly known and likely to be valuable, such as Team or its members configuration (including, without limitation, the Team's actual or likely composition, tactics, or the form of individual athletes or their playing or injury status) other than in connection with bona fide media interviews and commitments;
 - E. Ensuring, or unduly influencing, that a particular incident, that is the subject of a bet, either does or does not occur;
 - F. Providing or receiving any gift, payment or benefit that might reasonably be expected to bring the Relevant Person or DSA into disrepute;
 - G. Facilitating, assisting, aiding or abetting, encouraging, covering-up or any other type of complicity involving Prohibited Conduct; and
 - H. Engaging in conduct that relates directly or indirectly to any of the conduct described in this clause 3 above and is prejudicial to the interests of DSA or which either brings, or is reasonably likely to bring, a Relevant Person or DSA into disrepute.
- c. For the avoidance of doubt, betting, gambling and financial speculation includes payment or reward, whether monetary or not, on, or to influence or effect, the occurrence of an incident or outcome, as well as the receipt of payment or reward whether monetary or not, on, or to influence or effect, the occurrence of an incident or outcome.

- d. Any attempt or any agreement to act in a manner that would culminate in Prohibited Conduct shall be treated as if the relevant Prohibited Conduct had occurred, whether or not the Prohibited Conduct actually occurred as a result of the attempt or agreement to act.
- e. If a Relevant Person knowingly assists or is a party to 'covering up' Prohibited Conduct, that Relevant Person will be treated as having engaged in the Prohibited Conduct personally.
- f. Nothing in this clause 3 prevents the Board from enforcing any other rules and regulations or referring any Prohibited Conduct to a relevant law enforcement agency.

4. Reporting Process

- a. A Relevant Person to whom this policy applies must promptly notify the Chief Executive Officer of DSA (CEO) if he or she:
 - i. Is interviewed as a suspect, charged, or arrested by police in respect of conduct that would amount to an allegation of Prohibited Conduct under this Policy
 - ii. Is approached by another person to engage in conduct that is Prohibited Conduct.
 - iii. Knows or reasonably suspects that another person has engaged in conduct, or been approached to engage in conduct that is Prohibited Conduct
 - iv. Has received, or is aware or reasonably suspects that another person has received, actual or implied threats of any nature in relation to past or proposed conduct that is Prohibited Conduct.
- b. If a Relevant Person wishes to report the CEO for involvement in conduct that is Prohibited Conduct under this Policy then the Relevant Person to which this clause 4 applies may report the conduct to the Chair of the Board (Chairman).
- c. Notification by a Relevant Person under this clause 4 can be made verbally or in writing at the discretion of the Relevant Person and may be made confidentially if there is a genuine concern of reprisal. However, the CEO (or the Chair of the Board as the case may be) must record the fact of the reporting of Prohibited Conduct and particulars of the alleged Prohibited Conduct in writing within 48 hours of the report from the Relevant Person for presentation to the Board.
- d. Any report by a Relevant Person under this clause 4 will be dealt with confidentially by DSA unless disclosure is otherwise required or permitted under this Policy, by law, in agreements regulating betting, or if the allegation of the Prohibited Conduct is already in the public domain.
- e. A Relevant Person has a continuing obligation to report any new knowledge or suspicion regarding any conduct that may amount to Prohibited Conduct under this Policy, even if the Relevant Person's prior knowledge or suspicion has already been reported.

5. Investigations

5.1 Allegations of Prohibited Conduct

- a. DSA will establish a Hearing Panel who will have the power to investigate the alleged Prohibited Conduct and determine an appropriate sanction in accordance with this Policy, and will be required to report their findings to the CEO, Chairman and any relevant law enforcement agency.
- b. If the Board or CEO receives a report or information that a Relevant Person has allegedly breached this Policy including by engaging in actual or suspected Prohibited Conduct, the Board must, as soon as reasonably practicable refer that report or information and any documentary or other evidence that is available to it in relation to the alleged Prohibited Conduct by the Alleged Offender to the Hearing Panel.
- c. The Board may, in its sole discretion, elect to not refer matters to the Hearing Panel until after it discloses the allegations of Prohibited Conduct to the Police or other such relevant regulatory agency.
- d. If the Board or CEO has referred to the Hearing Panel a report or information that an Alleged Offender has allegedly breached this Policy including by engaging in actual or suspected Prohibited Conduct, the Board may, in its discretion and pending determination by the Hearing Panel provisionally suspend the Alleged Offender from any Event or activities sanctioned by DSA or a Member Organisation until the outcome of any Hearing Panel determination under section 6 of this Policy.
- e. Nothing in this clause 5 prevents the Board or CEO from enforcing any other rules and regulations or referring any Prohibited Conduct to a relevant law enforcement agency.

5.2 Confidentiality and reporting

- a. To maintain the confidentiality of the process, no Relevant Person, DSA, or any other party will publically announce, comment on or confirm any details of investigations or subsequent hearings or appeals except in accordance with this clause 5.2.
- b. The identity of a Relevant Person against whom a finding of Prohibited Conduct has been made by the Hearing Panel may only be publicly disclosed after the Hearing Panel has notified the Relevant Person, DSA and any other interested party of its decision. Thereafter, such public disclosure will be by way of an official release by DSA in its sole discretion.
- c. For the avoidance of doubt, in circumstances where a finding is made by the Hearing Panel against a Relevant Person, and the Relevant Person subsequently appeals, DSA is not prohibited from making a public disclosure as set out in this clause prior to the Appeal being finalised.

- d. In circumstances where the Hearing (or Appeals) Panel finds in favour of the Relevant Person against whom allegations of Prohibited Conduct have been made, DSA may only make such public disclosure with the consent of the Relevant Person.
- e. DSA must not disclose any specific facts of an allegation of Prohibited Conduct or breach of this Policy prior to determination by a Hearing Panel. Notwithstanding this clause, however, a general description of a process that may be instigated under this policy is permissible.
- f. Where any public announcement may be considered detrimental to the wellbeing of a Relevant Person, the Board will determine the most appropriate course of action in its sole discretion based on the circumstances of the Relevant Person.
- g. All parties must maintain all information received in the course of any report, notice, hearing or appeal (other than a notice of decision by the Hearing Panel or an appeal tribunal) in relation to an allegation of conduct that is Prohibited Conduct as strictly confidential.
- h. Clauses 5.2 (a) to (e) do not apply if the disclosure is required by law or DSA determines to refer information to a law enforcement agency.

5.3 Criminal offences

- a. Any alleged Prohibited Conduct by an Alleged Offender which is considered by the Board or CEO as a prima facie unlawful offence will be reported to the police force in the jurisdiction the offence is alleged to have occurred and/or the Australian Federal Police.

5.4 Privilege

- a. Notwithstanding anything else in this Policy, a Relevant Person who is interviewed under suspicion, charged or arrested by a law enforcement agency in respect of a criminal offence that is, or may be considered to be conduct that is Prohibited Conduct under this Policy shall not be required to produce any information, give any evidence or make any statement to the Board if they establish that to do so would breach any privilege against self-incrimination, or legal professional privilege.
- b. Clause 5.4(a) does not limit the Board from enforcing any other rules and regulations.

6. Disciplinary Process

6.1 Commencement of proceedings

- a. The Hearing Panel must comprise three persons independent of DSA and with appropriate skills and experience appointed by the Board for such time and for such purposes as the Board thinks fit. The Board will appoint one of the members of the Hearing Panel to act as its Secretary.

- b. On receipt of a referral from the Board of an actual or suspected contravention of this Policy by an Alleged Offender, the Secretary of the Hearing Panel must issue a notice to the Alleged Offender detailing:
- i. The alleged offence including details of when and where it is alleged to have occurred
 - ii. The date, time and place for the proposed hearing of the alleged offence which shall be as soon as reasonably practicable after the Alleged Offender receives the Notice
 - iii. Information advising the Alleged Offender of their rights and format of proceedings
 - iv. The potential penalties in the event that the Hearing Panel makes a finding that the Alleged Offender engaged in the Prohibited Conduct
 - v. A copy of the referral from the Board and any documentary or other evidence that was submitted to the Hearing Panel by the Board in relation to the alleged Prohibited Conduct by the Alleged Offender. ('the Notice').
- c. Within fourteen business days of the date of the Notice, the Alleged Offender must notify the Hearing Panel in writing of:
- i. Whether or not he or she wishes to contest the allegations, and
 - ii. If the Alleged Offender does not wish to contest the allegations and accedes to the imposition of penalty, he or she may so notify the Hearing Panel in writing, in which case no hearing shall be conducted and the Hearing Panel will remit the matter to the Board for the Board's consideration and imposition of a penalty, or
 - iii. If the Alleged Offender does not wish to contest the allegations, but wishes to make submissions disputing and/or seeking to mitigate the penalty, he or she may must notify the Hearing Panel either:
 - A. That he or she wishes to make those submissions at a hearing before the Hearing Panel, in which case, the Hearing will proceed in accordance with clause 6.2 below; or
 - B. That he or she wishes to make those submission in writing, in which case the Hearing Panel will, on receipt of those submissions, remit the matter to the Board for the Board's consideration and imposition of a penalty (giving due consideration to those written submissions)
 - iv. If the Alleged Offender does not admit or denies the alleged Prohibited Conduct and notifies the Hearing Panel that he or she wishes to contest the allegations, the Alleged Offender, is, by that notice, taken to have consented to the determination of the allegations in accordance with the procedure outlined in this Policy, and if the Hearing Panel finds that the Alleged Offender breached this Policy including by engaging in Prohibited Conduct, to the imposition of a penalty.

- d. If the Alleged Offender fails to respond to the Notice within fourteen business days of the date of the Notice, the Alleged Offender shall be deemed to have:
 - i. Waived their entitlement to a hearing in accordance with this Policy,
 - and ii. Admitted to the Prohibited Conduct specified in the Notice, and
 - iii. Acceded to the imposition of a penalty by the Board,
 - and
 - iv. The Hearing Panel will remit the Alleged Offender's Prohibited Conduct to the Board, informing the Board, by notice in writing, of the Alleged Offender's failure to respond to the Notice and requesting the Board to impose a penalty in the Board's Discretion in accordance with this clause.
- e. Notwithstanding any of the above, an Alleged Offender shall be entitled at any stage to admit they have engaged in the Prohibited Conduct specified in the Notice and to accede to penalties determined by the Board.
- f. Personnel covered by DSA or a Member Organisation Employee Collective Agreement will be subject to relevant clauses, including clauses relating to disputes, hearings, appeals and termination contained in such agreements, and if applicable, the Fair Work Act 2009 (Cth).

6.2 Procedure of the Hearing Panel

- a. This clause applies if the Alleged Offender contests the allegation(s) that he or she has engaged in the Prohibited Conduct specified in the Notice, and there is a hearing of the allegations by the Hearing Panel.
- b. The purpose of the hearing shall be to determine whether the Alleged Offender has engaged in the Prohibited Conduct specified in the Notice and, if the Hearing Panel considers that the Alleged Offender has engaged in Prohibited Conduct, for the imposition any penalty in the Hearing Panel's discretion.
- c. The Hearing Panel may conduct the hearing as it sees fit and, in particular, shall not be bound by the rules of evidence or unnecessary formality. The Hearing Panel must determine matters in accordance with the principles of procedural fairness, such as a hearing appropriate to the circumstances; lack of bias; inquiry into matters in dispute; and evidence to support a decision.
- d. The hearing shall be inquisitorial in nature and the Hearing Panel may call such evidence as it thinks fit in its discretion and all Relevant Persons subject to this Policy must, if requested to do so by the Hearing Panel, provide such evidence as they are able.
- e. The hearing must be conducted with as much expedition as a proper consideration of the matters permit. However, the Hearing Panel may adjourn the proceedings for such reasonable time as it considers it necessary.
- f. Notwithstanding the above, the Alleged Offender:
 - i. Is permitted to be represented at the hearing (at their own expense);
 - ii. May call and question witnesses;
 - iii. Has the right to address the Hearing Panel to make their case; and
 - iv. Is permitted to provide written submissions for consideration by the Hearing Panel (instead of or as well as appearing in person).

If the Alleged Offender provides any written submissions, the Hearing Panel must consider those submissions in its deliberations.

- g. The hearing shall be closed to the public. Only persons with a legitimate interest in the hearing will be permitted to attend. This will be at the sole discretion of the Hearing Panel.
- h. The Hearing Panel must determine whether the Alleged Offender engaged in the Prohibited Conduct on the balance of probabilities, and must be "comfortably satisfied" on the weight of the evidence, and bearing in mind the potential serious nature of the allegations and repercussions of any finding.
- i. The decision of the Hearing Panel shall be a majority decision and must be recorded in writing. The decision must, at a minimum, set out and explain:
 - i. The Hearing Panel's findings, on the balance of probabilities and by reference to the evidence presented or submissions made, as to whether the Alleged Offender engaged in Prohibited Conduct, and
 - ii. If the Hearing Panel makes a finding that the Alleged Offender engaged in Prohibited Conduct, what, if any, penalties it considers appropriate.
- j. Subject only to the rights of appeal under clause 6.3, the Hearing Panel's decision shall be the full, final and complete disposition of the allegations of Prohibited Conduct by the Alleged Offender and will be binding on all parties.
- k. If the Alleged Offender or their representative does not appear at the hearing, after proper notice of the hearing has been provided, the Hearing Panel may proceed with the hearing in their absence.

6.3 Appeals

- a. The Alleged Offender, DSA and/or the Member Organisations have a right to appeal the decision of the Hearing Panel.
- b. The available grounds of appeal are:
 - i. Where the decision of the Hearing Panel is wrong having regard to the application of this Policy or the AMF Code of Conduct;
 - ii. Where new evidence has become available;
 - iii. Where natural justice has been denied;
 - iv. In respect of the penalty imposed.
- c. A notice of appeal must be made in writing and lodged with the Board through the CEO, within fourteen business days of receipt by the Appellant of the Hearing Panel's written decision. The notice of appeal must specify the grounds for the appeal.
- d. Where the Board receives a notice of appeal, the Board must convene an appeal tribunal for the purposes of hearing the appeal ('the Appeal Tribunal'). Any hearing of the appeal must be held within thirty days of the notice of appeal being received by the Board.
- e. Any decision of the Hearing Panel that is appealed to the Appeal Tribunal will remain in effect while under appeal unless the Board orders otherwise.
- f. The Appeal Tribunal must be appointed by the Board for such time and for such purposes as the Board thinks fit and must:

- i. Be comprised of three persons independent of DSA with appropriate skills and experience to hear the matter
 - ii. include at least one person who has considerable previous experience in the legal aspects of a disciplinary/hearings tribunal and dispute resolution, and
 - iii. not include any members from the initial Hearing Panel.
- g. The hearing before the Appeal Tribunal is not a rehearing of the matter, but a hearing of the issue under appeal only.
- h. The Appeal Tribunal may conduct the appeal as it sees fit. However, any party to the appeal can be represented at and make written and oral submissions to the Appeal Tribunal subject to the discretion of the Appeal Tribunal.
- i. The Appeal Tribunal may, in its discretion:
 - i. Affirm the decision of the Hearing Panel and the penalty imposed
 - ii. Affirm the decision of the Hearing Panel but decide to impose an alternative penalty, or
 - iii. Revoke the decision of the Hearing Panel and the penalty imposed.
- j. The decision of the Appeal Tribunal shall be a majority decision and must be recorded in writing. The Appeal Tribunal's decision must be communicated to the CEO, appellant and any other person affected by the decision as soon as practicable.
- k. The decision of Appeal Tribunal shall be final, non-reviewable, non-appealable and enforceable. No claim, arbitration, lawsuit or litigation concerning the dispute shall be brought in any other court or tribunal. Note: This provision does not prevent any law enforcement agency taking action.

7. Sanctions

- a. If a Relevant Person admits they engaged in Prohibited Conduct or there is a finding that a Relevant Person has engaged in conduct that is Prohibited Conduct under this Policy or the AMF Code of Conduct, the Board, the Hearing Panel or the Appeal Tribunal, as the case may be, may order:
 - i. The Alleged Offender to be fined, and the amount of such fine;
 - ii. The Alleged Offender to be suspended from participating in any Competition or Event;
 - iii. The Alleged Offender to be banned from participating in any Competition or Event;
 - iv. The Alleged Offender to be reprimanded for their involvement in the Prohibited Conduct;
 - v. The disqualification of results, including individual points and prizes, as well as team results;
 - vi. The Alleged Offender to lose accreditation to continue their involvement in DSA;

- vii. The Alleged Offender to be ineligible, for life, from participating in any Competition or Event or from any other involvement in DSA;
 - viii. The Alleged Offender to be counselled and/or required to complete a course of education related to responsible gambling and harm minimisation; or
 - ix. Subject to the terms and conditions of any contract between DSA and the Relevant Person, have that contract terminated.
- b. Notwithstanding the provisions of clause 7(a), the Board, the Hearing Panel or the Appeal Tribunal may impose any other such penalty as they consider appropriate in their discretion.
 - c. In addition to the penalties set out above, the Board, the Hearing Panel or the Appeal Tribunal may impose any combination of these penalties in their absolute discretion taking account of the gravity of the Prohibited Conduct.
 - d. Further, the Board, the Hearing Panel or the Appeal Tribunal may, depending on the circumstances of the Prohibited Conduct, suspend the imposition of a penalty in their absolute discretion.
 - e. All fines received pursuant to this Policy must be remitted to DSA for use by DSA for the development of integrity programs or as otherwise deemed appropriate by the Board.
 - f. The Hearing Panel and the Appeal Tribunal may, in their sole discretion, award costs to a Relevant Person accused of Prohibited Conduct in circumstances where the Hearing Panel or the Appeal Tribunal makes no finding against them. This is the only circumstance in which costs can be awarded. For the avoidance of doubt, the award of costs to a Relevant Person by the Hearing Panel is not of itself an appealable decision.

8. Information Sharing

8.1 Information sharing

- a. DSA may share personal information relating to an Alleged Offender with Betting Operators, law enforcement agencies, government agencies and/or other sporting organisations to prevent and investigate match-fixing incidents.
- b. In sharing information DSA will remain bound by the legal obligations contained in the Privacy Act 1998 (Cth).

8.2 Monitoring by Betting Operators

- a. DSA will work with Betting Operators to help ensure the ongoing integrity of the Competitions and Events played under the auspices of DSA and Authorised Providers.
- b. Relevant Persons to whom this Policy applies must disclose information to DSA of all their business interests, and connections with Betting Operators.
- c. Betting Operators will monitor and conduct regular audits of their databases and records to monitor the incidents of suspicious betting transactions (including single or multiple betting transactions or market fluctuations) that may indicate or tend to indicate that Relevant Persons have engaged in conduct that is Prohibited Conduct under this Policy.
- d. In order to enable the Betting Operators to conduct such audits, DSA may, from time to time and subject to any terms and conditions imposed by DSA (including in relation to confidentiality and privacy), provide to Betting Operators details of Relevant Persons for the purposes of assisting Betting Operators in detecting Prohibited Conduct.

- e. Betting Operators must provide the Board with regular written reports on incidents of suspicious betting transactions (including single or multiple betting transactions or market fluctuations) that may indicate or tend to indicate that Relevant Persons have engaged in conduct that is Prohibited Conduct under this Policy.
- f. All requests for information or provision of information by DSA or a Betting Operator shall be kept strictly confidential and shall not be divulged to any third party or otherwise made use of except where required by law or where information is already in the public domain other than as a result of a breach of this Policy, and all DSA contracts agreements with Betting Operators must contain provisions to this effect.

8.3 Sponsorship

- a. DSA acknowledges that betting is a legal activity, and recognises that Betting Operators may wish to enter commercial agreements to promote their business.
- b. DSA may enter commercial agreements with Betting Operators from time to time, subject to any applicable legislative requirements.
- c. A Member Organisation or any Team may enter into a commercial agreement with a Betting Operator only with the written consent of DSA. Such consent may be withheld at the discretion of DSA and specifically where the proposed commercial agreement:
 - i. Conflicts with an existing commercial agreement held between DSA and a Betting Operator(s), and/or
 - ii. Is with a Betting Operator with whom DSA has not entered into an integrity agreement as required under the National Policy on Match-Fixing in Sport and recognised by the applicable state gambling regulator.
- d. Subject to clause 8.3(c) above, a Relevant Person shall not be permitted to:
 - i. Enter into any form of commercial agreement with a Betting Operator, or,
 - ii. Promote a Betting Operator, or,
 - iii. Have any form of commercial relationship with a Betting Operator.

9. Interpretations and Definitions

9.1 Interpretation

- a. Headings used in this Policy are for convenience only and shall not be deemed part of the substance of this Policy or to affect in any way the language of the provisions to which they refer.
- b. Words in the singular include the plural and vice versa.
- c. Reference to 'including' and similar words are not words of limitation.
- d. Words importing a gender include any other gender.
- e. A reference to a clause is a reference to a clause or subclause of this Policy.
- f. Where a word or phrase is given a particular meaning, other parts of speech and grammatical forms of that word or phrase have corresponding meanings.
- g. In the event any provision of this Policy is determined invalid or unenforceable, the remaining provisions shall not be affected. This Policy shall not fail because any part of this Policy is held invalid.
- h. Except as otherwise stated herein, failure to exercise or enforce any right conferred by this Policy shall not be deemed to be a waiver of any such right nor operate so as to bar the exercise or enforcement thereof or of any other right on any other occasion.

9.2 Definitions

In this Policy unless the context requires otherwise these words mean:

- a. Alleged Offender means a person accused of engaging in Prohibited Conduct under this Policy, prior to a determination by the Hearing Panel.
- b. Athlete means any person identified within DSA's athlete framework (Annexure A) as amended and updated from time to time.
- c. Authorised Providers means DSA's Member Organisations, affiliates, or other organisations from time to time that conduct Events (for example the Australian Commonwealth Games Association or a private event management company operating an Event on behalf of DSA).
- d. Betting Operator means any company or other undertaking that promotes, brokers, arranges or conducts any form of betting activity in relation to DSA
- e. Board means the board of DSA
- f. Coaches means any person described in DSA member organisation coach framework (Annexure B) as amended and updated from time to time.
- g. Competition means a contest, event or activity measuring performance against an opponent, oneself or the environment either once off or as part of a series.

- h. Event means a one off Competition, or series of individual Competitions conducted by DSA or member organizations (for example International Test Matches, National Championships, or domestic leagues)
- i. Gambling and Match-Fixing Education Program refers to the education program developed by DSAa for ensuring that Relevant Persons are aware of their obligations and the rules surrounding gambling and match-fixing in sport.
- j. Hearing Panel means the panel appointed by the Board to hear and determine allegations of Prohibited Conduct.
- k. Inside Information means any information relating to any Competition or Event that a Relevant Person possesses by virtue of his position within DSA or member organisations. Such information includes, but is not limited to, factual information regarding the competitors in the Competition or Event, tactical considerations or any other aspect of the Competition or Event but does not include such information that is already published or a matter of public record, readily acquired by an interested member of the public, or disclosed according to the rules and regulations governing the relevant Competition or Event.
- l. Member Organisations means those entities recognised by DSA's constitution as its member organisations.
- m. National Policy on Match-Fixing in Sport means the Policy endorsed, on 10 June 2011, by all Australian sports ministers on behalf of their governments, with the aim of protecting the integrity of Australian sport.
- n. Relevant Person means any of the persons identified in clause 2.2, or any other person involved in the organisation administration or promotion of DSA, whose involvement in gambling would bring DSA into disrepute.

Annexure A – Athlete Framework

The National Policy on Match Fixing applies to athletes competing in, or registered with:

-
- International Competitions or events
- Any other competition or event that attracts or is likely to attract a betting market (whether domestic or overseas)

Annexure B – Coaches Framework

The National Policy on Match Fixing applies to coaches of players in the:

-
- International Competitions or events
- Any other competition or event that attracts or is likely to attract a betting market (whether domestic or overseas)

Annexure C – Officials and Volunteers Framework

The National Policy on Match Fixing applies to referees, score-table officials, time keepers, statisticians, game commissioners and volunteers for the:

-
- International Competitions or events
- Any other competition or event that attracts or is likely to attract a betting market (whether domestic or overseas)

Annexure D – Code of Conduct

Anti Match-Fixing Code of Conduct

Preamble

DSA recognises that betting is a legitimate pursuit, however illegal or fraudulent betting is not. Fraudulent betting on sport and the associated match-fixing is an emerging and critical issue globally, for sport, the betting industry and governments alike.

Accordingly, DSA and its Member Organisations have a major obligation to address the threat of match-fixing and the corruption that flows from that.

DSA and its Member Organisations have a zero tolerance for illegal gambling and match-fixing.

DSA has developed a National Policy on Match-Fixing (Match-Fixing Policy) to:

- Protect and maintain the integrity of DSA;
 - Protect against any efforts to impact improperly the result of any match;
 - Establish a uniform rule and consistent scheme of enforcement and penalties;
- and
- Adhere to the National Policy on Match-Fixing in Sport as agreed by Australian Governments on 10 June 2011.

A copy of the Match-Fixing Policy can be obtained from DSA upon request.

DSA will engage necessary technical expertise to administer, monitor and enforce the Match-Fixing Policy.

1. Application

The National Policy, as amended from time to time, includes a defined list of Relevant Persons to whom this code of conduct applies.

2. Sample Code of Conduct Principles/Rules of Behaviour

This code of conduct sets out the guiding principles for all Relevant Persons on the issues surrounding the integrity of sport and betting.

Guiding principles

1. Be smart: know the rules
2. Be safe: never bet on your sport
3. Be careful: never share sensitive information
4. Be clean: never fix an event
5. Be open: tell someone if you are approached

1. Be smart: know the rules

Find out DSA's betting integrity rules (set out in the Match-Fixing Policy) prior to each season, so that you are aware of DSA's most recent position regarding betting.

If you break the rules, you will be caught and risk severe punishment including a potential lifetime ban from DSA activities and even being subject to a criminal investigation and prosecution.

2. Be safe: never bet on your sport

Never bet on yourself, your opponent or your sport. If you, or anyone in your entourage (coach, friend, family members etc), bet on yourself, your opponent or your sport you risk being severely sanctioned. It is best to play safe and never bet on any events within DSA including:

- Never betting or gambling on your own matches or any DSA competitions; including betting on yourself or your team to win, lose or draw as well as any of the different spot bets (such as first goal scorer, most valuable player, etc);
- Never instructing, encouraging or facilitating any other party to bet on sports you are participating in;
- Never ensuring the occurrence of a particular incident, which is the subject of a bet and for which you expect to receive or have received any reward; and
- Never giving or receiving any gift, payment or other benefit in circumstances that might reasonably be expected to bring you or DSA into disrepute.

3. Be careful: never share sensitive information

As a Relevant Person you will have access to information that is not available to the general public, such as knowing that a team mate is injured or that the coach is putting out a weakened side. This is considered sensitive, privileged or inside information. This information could be sought by people who would then use that knowledge to secure an unfair advantage to make a financial gain.

There is nothing wrong with you having sensitive information; it is what you do with it that matters. Most Relevant Persons know that they should not discuss important information with anyone outside of their club, team or coaching staff (with or without reward) where the

Relevant Person might reasonably be expected to know that its disclosure could be used in relation to betting.

4. Be clean: never fix an event

Play fairly, honestly and never fix an event or part of an event. Whatever the reason, do not make any attempt to adversely influence the natural course of an event or competition, or part of an event or competition. Sporting contests must always be an honest test of skill and ability and the results must remain uncertain. Fixing an event or competition, or part of an event or competition goes against the rules and ethics of sport and when caught, you may receive a fine, suspension, lifetime ban from DSA activities, and/or even a criminal prosecution.

Do not put yourself at risk by following these simple principles:

- Always perform to the best of your abilities;
- Never accept to fix a match. Say no immediately. Do not let yourself be manipulated— unscrupulous individuals might try to develop a relationship with you built on favours or fears that they will then try to exploit for their benefit in possibly fixing an event. This can include the offer of gifts, money and support; and
- Seek treatment for addictions and avoid running up debts as this may be a trigger for unscrupulous individuals to target you to fix competitions. Get help before things get out of control.

5. Be open: tell someone if you are approached

If you hear or see something suspicious or if anyone approaches you to ask about fixing any part of a match then you must tell someone at DSA (this person is stipulated in the Match-Fixing Policy) straight away. If someone offers you money or favours for sensitive information then you should also inform the person specified above.

Any threats or suspicions of corrupt behaviour should always be reported. The police and national laws are there to protect you. DSA has developed the Match-Fixing Policy and the procedures contained in it to help.

4.7 Borrowing, Loaning, Equipment Policy

Introduction

Confusion as to whether employees, volunteers and associates of DSA are entitled to make use of the organisations equipment is undesirable, and any misunderstandings and any ambiguity should be if at all possible avoided. The purpose of this policy is to ensure such confusion does not occur.

DSA recognises that its deaf and hard of hearing sport equipment represents a significant asset and should be utilised as a valuable community resource.

Purpose

The primary purpose for which equipment is provided to communities, organisations and volunteers linked with DSA is to assist them in carrying out events that can assist deaf and hard of hearing athletes participating.

The purpose of this document is to balance the competing needs of DSA and community hirers and lenders, and to make the conditions of borrowing and loaning equipment clear.

Policy

DSA's facilities, equipment and resources are to be used to support its mission.

DSA will:

- Require all hirers and lenders adhere to the published Conditions of Hire;
- Charge hirers and lenders falling into specified categories the amount listed in the published Schedule of Charges;
- Not discriminate on the grounds of race, nationality, gender, sexual orientation, disability, spiritual beliefs, or age;
- Refuse any application that it believes may cause public disorder, offend decency or perpetuate racism, sexism or prejudice; and
- Retain the right to refuse an application for any reason at any time.

Authorisation

Print Name:

Signature:

President

Deaf Sport Australia

Responsibilities

It is the responsibility of Management to ensure that:

- Staff, volunteers of DSA and the users of the equipment aware of this policy;
- Any breaches of this policy coming to the attention of management are dealt with appropriately.

It is the responsibility of the all employees, volunteers and affiliates to ensure that their usage of DSA equipment conforms to this policy.

It is the responsibility of the **CEO or other designated person**

- to draw up Conditions of Hire applicable to all lettings;
- to draw up a Schedule of Charges applicable to all lettings;
- to ensure as far as possible that hirers and lenders adhere to all applicable stipulations; and
- to nominate a Lettings Officer.

It is the responsibility of the **Lettings Officer**

- to determine into which charging category any application falls; and to manage any hire or loan of equipment.

Applications

All applications for the hire and loan of any equipment must be in writing on the form provided, and on completion must be forwarded to the general manager of DSA.

The hire and loan agreements must be put in place for all external use of the equipment, even if no charge is made.

The person who signs the application shall be considered to be the hirer or lender unless the application is signed on behalf of an organisation, in which case that organisation shall be the hirer or lender and shall be jointly and severally liable under these conditions with the person who signs the form.

No application will be accepted unless the general manager of the DSA is reasonably satisfied that the hirer/lender is able to manage the equipment with adequate care and in accordance with health and safety procedures.

4.8 Policy for Support For Sport Specific National Deaf Championships

Introduction

Deaf Sports Australia (DSA) supports the conduct and hosting of sport specific National Deaf Championships and has designed a policy that outlines DSA support (including financial) for these Championships.

The following are the guidelines and obligations (including DSA) that are required to be followed by the sport in applying for approval.

Guidelines

Step 1 - Sport Organisation (NDSO or similar) completes an application to host a National Championship which must include:

- Location
- Preferred dates
- Anticipated numbers - participants, officials and spectators
- Estimated budget
- The application must be received by DSA at least six months before the anticipated commencement of the Championship

Step 2 - Australian Deaf Games

- For the organisation to be considered and therefore successful with the application it must have been involved (in competition) at the last Australian Deaf Games (ADG) at the time of the application.
- To help ensure maximum participation numbers at the ADG, DSA will not support an application that requests a commencement within six months before or after of an ADG.
- In the year of an ADG, DSA supports and favours National Championships being part of the ADG

Step 3 - Other Documentation and Response

- DSA may request from the organisation further supporting documentation or information regarding the application
- DSA will aim to have a response to the organisation within fourteen (14) days of the receipt of the application.

Step 4 - Financial Support

- DSA will provide up to \$500.00 to the sport should the application be deemed successful.
- The grant must be used specifically for the promotion and conduct of the event.
- In any one financial year DSA will commit to pay a total of \$3,000.00 to successful organisations a maximum of \$500.00 per organisation.

DSA obligations to the successful sport

- Will promote the event and distribute information to the deaf community through the DSA website, monthly enews, facebook and other appropriate communication mediums.
- Will provide advice and support where possible to assist with any fundraising, event management or other issues that maybe posed.
- Will provide event flyers for distribution through the various communication mediums.

Decision is Final

DSA decision in accepting or declining an application is final. There are no avenues of appeal, however it is DSA's intention to ensure all applications are not unfairly rejected.

4.9 POLICY FOR HOSTING / PARTICIPATING IN WORLD SPORT CHAMPIONSHIPS IN AUSTRALIA

DSA POLICY FOR HOSTING / PARTICIPATING IN WORLD SPORT CHAMPIONSHIPS IN AUSTRALIA

Deaf Sports Australia (DSA) supports Australians participation in World Sport Championships and has designed a process to simplify the application process to be used by a National Deaf Sport Organisations (NDSO) who is desirous of hosting a World Championship This policy aims to avoid any issues and miscommunications that may arise.

The application process also allows DSA to provide better support to the NDSO's in their request to be involved in World Sport Championship events.

The following outlines the steps that need to be followed to submit an application for participation in World Championships.

Step 1 - DSA submits Event Entry information to NDSO

- DSA receives notification from ICSD of World Championship event
- DSA forwards information to NDSO within 2 days of receiving information
- DSA requests response from NDSO of its decision to participate / host 28 days prior to the close of expressions of interest with ICSD

Step 2 - NDSO informs DSA of their intent to participate

With all ICSD events there is a date where all countries must register their preliminary interest in participating.

- NDSO must notify DSA 28 days prior to preliminary entry forms being required. - NDSO must provide the following information:
 - Number and names (where possible) of athletes;
 - Number and names of key officials (where possible) attending;
 - The anticipated cost to participate in the event (flights, accommodation, etc.); and
 - Anticipated performance of the team/individuals.

Step 3 - DSA assesses application and formally responds to NDSO

- DSA will formally assess each application
- DSA to respond within seven (7) days to express DSA's support or follow up with further questions if required.

Step 4 - When DSA approves NDSO's application

- DSA will submit the preliminary entry form to ICSD once the NDSO's application is approved.

Step 5 - DSA meets with NDSO to discuss support

- DSA will meet with the NDSO to discuss the event and how DSA can assist.

Step 6 - DSA submits Final Entry Form

- DSA requests confirmation that NDSO wishes to participate 14 days prior to final entry date
- NDSO to pay DSA a bond (equivalent to the withdrawal penalty - currently USD\$ 2500.00
- Bond must be received by DSA no later than five (5) working days before the ICSD deadline.
- DSA will submit the final entry form to ICSD before final deadline
- If the NDSO chooses to pull out after the final entry form is submitted DSA will pay the penalty fee using the bond money provided by the NDSO.
- DSA will refund the bond money once it is guaranteed that the team/individuals will participate in the event.

4.10 Travel Policy for Board and Staff

Introduction

Deaf Sports Australia recognizes the potential need for employees and board members of the organization to be required to travel overseas on occasion.

This document applies to all permanent full-time and part-time employees working at DSA, along with the current board members.

Purpose

The purpose of this document is to outline the requirements for staff seeking to make travel arrangements, as well as the approval process they will need to undertake when required to travel overseas or interstate.

Policy

Staff and board members must ensure that:

- Appropriate approval has been given to them to travel overseas for a certain period of time. The personal granting approval will be subject to circumstance, but with normally be the general manager of DSA.
- That the costs, fee and reimbursements of funds have been arranged and negotiated with the general manager before the trip.
- A good amount of notice has been given to the general manager of DSA
- That the travel costs fit into DSA's allocated budget

Authorisation

Print name:

Signature:

President
Deaf Sport Australia

4.11 Insurance

Note: to be updated soon.