



Club Leadership Handbook

Special Olympics
Australia





This Club Leadership Handbook is designed to assist members of the Club Leadership Team.

It supports, but does not replace, any policies or procedures of Special Olympics Australia. The document was first released as a draft document in December 2014 and was reviewed by members in 2015 for distribution in the 2016/2017 accreditation cycle. It will be reviewed annually.



Front Cover: Volunteer and Unified Sports participant Tanvir Islam with NSW basketballers at the State Games 2014. Photo: Peter Muhlbock, www.specialolympics.com.au

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1. Global Movement, Local Impact

In 1962, about 50 young people with intellectual disabilities and 50 high school volunteers participated in Camp Shriver on Eunice Kennedy Shriver's own backyard. Photo: www.specialolympics.org

1.1 Special Olympics, Inc.

Special Olympics Australia is part of a global movement that is governed by Special Olympics, Inc. (SOI).

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GLOBAL MISSION

The global mission, as established by Special Olympics, Inc., is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.

BRIEF HISTORY

The Special Olympics movement began in the early 1960s when Eunice Kennedy Shriver, the sister of former US President John F Kennedy, invited children with and without an intellectual disability to play sport in her backyard.

Her elder sister Rosemary had an intellectual disability and Eunice knew that she could do more than anyone ever thought or cared to discover.

But it was when Eunice heard that children with an intellectual disability were being denied the ability to participate in mainstream summer camps that she decided to take action. She started her own summer camp known as Camp Shriver.

Camp Shriver was the first step in the Special Olympics movement which today supports almost 5 million athletes in 170 countries.



INTELLECTUAL DISABILITY

People with an intellectual disability form the largest disability community in the world. There are many kinds of intellectual disability and many causes, so the community is diverse. Special Olympics, Inc. has defined intellectual disability for the purposes of determining whether a person is eligible to participate in Special Olympics. The definition that is stated in the *Special Olympics Official General Rules* (Article 2 | 2.01d) is:

'A person is considered to have an intellectual disability for purposes of determining his or her eligibility to participate in Special Olympics if that person satisfies any one of the following requirements:

- The person has been identified by an agency or professional as having an intellectual disability as determined by their localities; or
- The person has a cognitive delay, as determined by standardized measures such as intelligent quotient or "IQ" testing or other measures which are generally accepted within the professional community in that Accredited Program's nation as being a reliable measurement of the existence of a cognitive delay; or
- The person has a closely related developmental disability. A "closely related developmental disability" means having functional limitations in both general learning (such as IQ) and in adaptive skills (such as in recreation, work, independent living, self-direction, or self-care).

Persons whose functional limitations are based solely on a physical, behavioural, or emotional disability, or a specific learning or sensory disability, are not eligible to participate as Special Olympics athletes, but may be eligible to volunteer for Special Olympics.'

INTELLECTUAL DISABILITY IN AUSTRALIA

According to the Australian Bureau of Statistics over 600,000 Australians have an intellectual disability and every two hours another child is diagnosed (Disability Expectations, PwC 2011), making them the largest disability group in Australia.

1.2 Global Governance Structure

SPECIAL OLYMPICS, INC. (GOVERNING BODY)

Special Olympics, Inc. (SOI) is the creator and international governing body of the Special Olympics movement. SOI establishes and enforces all official policies and requirements of Special Olympics, oversees the expansion of the movement and owns the registered trademarks to the Special Olympics name, logo and other intellectual property. It is a not-for-profit organisation based in Washington DC, USA.

SPECIAL OLYMPICS ASIA PACIFIC (REGION)

To assist SOI with communication, administration and operations there are seven Special Olympics regional offices: Africa, Asia Pacific, East Asia, Europe Eurasia, Latin America, Middle East North Africa and North America. Special Olympics Australia reports to Special Olympics Asia Pacific based in Singapore.

SPECIAL OLYMPICS AUSTRALIA (PROGRAM)

Special Olympics Australia was established in 1976 and is an Accredited Program of SOI. It is responsible for overseeing the strategy, direction, reputation and financial sustainability of Special Olympics in Australia.

To assist with governance and administration Special Olympics Australia has established three zones to provide an essential link between the Chief Executive Officer and Special Olympics Australia clubs. Each zone has a volunteer Zone Leadership Team, which is responsible for supporting clubs, hosting State Games and implementing the strategic plans of Special Olympics Australia. The Special Olympics Australia Zones are:

- Eastern Zone (Australian Capital Territory and New South Wales)
- North-Western Zone (Northern Territory, Queensland and Western Australia)
- Southern Zone (South Australia, Tasmania and Victoria)

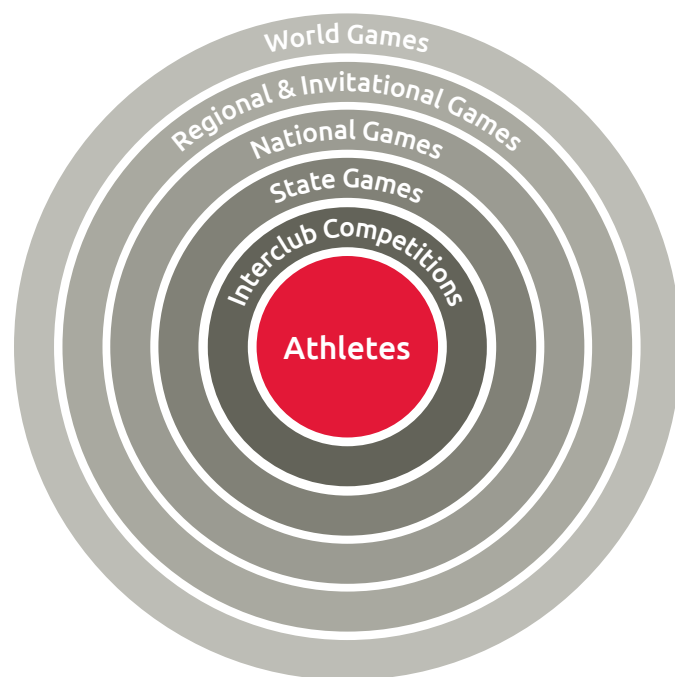
To find out more go to www.specialolympics.com.au/40years

SPECIAL OLYMPICS AUSTRALIA CLUBS (SUB-PROGRAMS)

The clubs of Special Olympics Australia deliver weekly sports training and regular competition for athletes with an intellectual disability through a network of dedicated volunteers from the local community. A volunteer Club Leadership Team is responsible for the effective running of the club and the provision of safe and regular sporting opportunities.



Governance Structure



Competition Pathways

1.3 Accreditation

To ensure worldwide quality, consistency and the growth of the Special Olympics movement, SOI requires all bodies operating under the banner of Special Olympics to go through a process of accreditation every two years. This provides assurance that every accredited body has met the core requirements of the Special Olympics mission, as well as minimum management and financial standards.

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PROGRAMS

Special Olympics Australia has been granted a License to operate as an Accredited Program of Special Olympics within Australia. As stated in the *Special Olympics Official General Rules* 'unless otherwise authorised by SOI, each Program shall be organised as an independent charitable entity, in accordance with the laws of its jurisdiction. Wherever possible and permissible under applicable law, a Program shall:

- be established and operated as a separate and identifiable non-profit corporation or association, or other legally independent non-profit entity, which is managed and operated by a Board of Directors; and
- obtain and maintain all available exemptions from taxation to the greatest extent permitted by the laws of that Program's jurisdiction.'

SUB-PROGRAMS

As an Accredited Program of SOI, Special Olympics Australia is required to accredit all sub-programs who operate under its banner.

As stated in the *Special Olympics Official General Rules*:

'Sub-Programs accredited to operate within the jurisdictions of Programs may not be separately incorporated or otherwise organised into unincorporated associations or other entities having a separate and distinct legal status or identity from that of the accrediting Program without SOI's prior written approval. Rather, each Sub-Program shall be operated as a division or branch of the Accredited Program, in order to ensure that the accrediting Program maintains full control over the assets and operations of its Sub-Programs.'

Special Olympics Australia ensures that each club is operating within these requirements through accreditation.

Special Olympics Australia has re-aligned to the international accreditation cycle that has its next accreditation period set for 2018-2019.

1.4 Special Olympics Australia

The mission of Special Olympics Australia is to create accessible sports training, coaching and competition pathways so that people with an intellectual disability can reach their personal best, in sport and in life.

HISTORY

In 2016, Special Olympics Australia celebrates its 40-year anniversary having started in 1976. In 1990, an office was established in Sydney and in 2008 the organisation moved from a federated organisation to one national organisation.

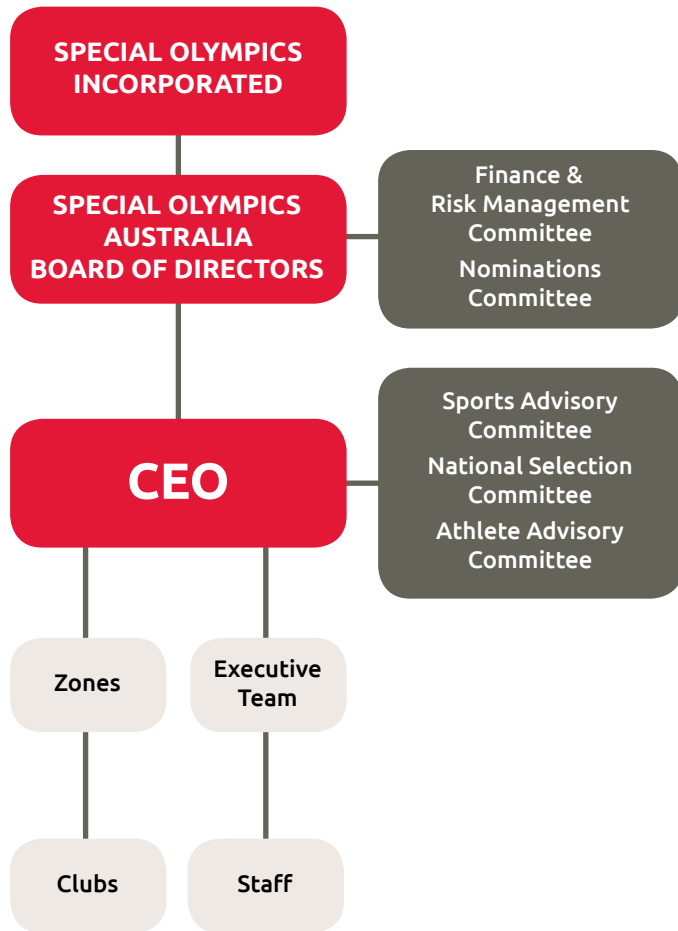
Today, Special Olympics Australia and its clubs operate under a single ABN and upholds compliance with the relevant Charitable Fundraising Act, ATO legislation as it applies to charities and tax-deductible donations, GST legislation, state/territory fundraising licenses, *Special Olympics Official General Rules*, Special Olympics Australia Constitution and SOI Accreditation License.

GOVERNANCE STRUCTURE

Special Olympics Australia is governed by a Board of Directors.

The Board's primary responsibility is one of trusteeship on behalf of its stakeholders, ensuring that the legal entity, the organisation, remains viable and effective in the present and for the future. The Board's role includes determining the organisation's strategic direction, core values and ethical framework, as well as key objectives and performance measures. A critical component of this role is the Board's ultimate authority and responsibility for financial operations and budgeting.

Day-to-day management of the organisation is delegated to the Chief Executive Officer, who works with a team of staff and volunteers. To assist with governance and administration Special Olympics Australia has established three zones to provide an essential link between Special Olympics Australia and Special Olympics Australia clubs.



1.5 Global Movement

Special Olympics Programs around the world take part in an annual census to determine the collective reach in providing sport to the largest disability population in the world. This information is published in the Reach Report. This infographic from the 2014 Reach Report, which is the most recent, summarises the breadth, depth, and impact of the global Special Olympics movement.

ATHLETES SERVED 4,532,339

3,287,953
TRAINING & COMPETITION
1,244,386
TRAINING

2013-2014 CHANGE
+2.4%
+105,170



COMPETITIONS 94,339

258 GAMES / DAY
11 GAMES / HOUR

2013-2014 CHANGE
+16.3%
+13,215



VOLUNTEERS 1,482,126

COACHES
376,853
ADULTS
686,841
YOUTH
300,521
LAW ENFORCEMENT
97,000
HEALTH
20,911

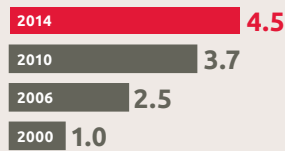


ACCREDITED PROGRAMS 221

COUNTRIES
170



ATHLETE CHANGE YEAR / ATHLETES IN MILLIONS



ATHLETE LEADERSHIP

ATHLETE LEADERS
39,643

2013-2014 CHANGE
+5.2%
+1,946



YOUTH LEADERSHIP

YOUTH LEADERS (AGE 12-25)
29,783

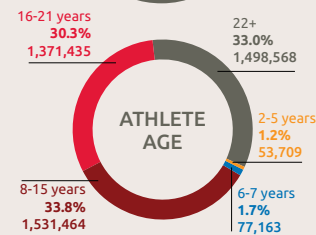
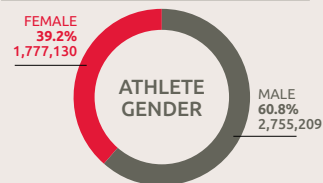
2013-2014 CHANGE
+40.6%
+8,600



FAMILY LEADERSHIP

FAMILY LEADERS
49,138

REGISTERED FAMILY MEMBERS
663,401



UNIFIED SPORTS

854,090

ATHLETES
407,863
PARTNERS
446,227



2013-2014 CHANGE
+21.4%

YOUTH UNIFIED SPORTS AGE 12-25

211,593

ATHLETES
109,322
PARTNERS
102,271

2013-2014 CHANGE
+130.0%

HEALTHY ATHLETES

EVENTS
831

ATHLETE EXAMS
138,775

CLINICAL VOLUNTEERS
20,911

2013-2014 CHANGE
+30 CLINICS
-5 PROGRAMS



PROGRAM LEADERS

PAID PROGRAM DIRECTORS
134

% OF PROGRAMS WITH A PAID PROGRAM DIRECTOR
61%



SUPPORT

\$422,319,475

CASH
\$302,991,615
+10.3% vs. 2013

IN-KIND
\$119,327,860
+9.9% vs. 2013

1.6 Local Impact

The infographic below shows a snapshot of Special Olympics Australia as at 31 December 2014. Satisfaction results are from 2015.



3,697 athletes*
1,911 participants

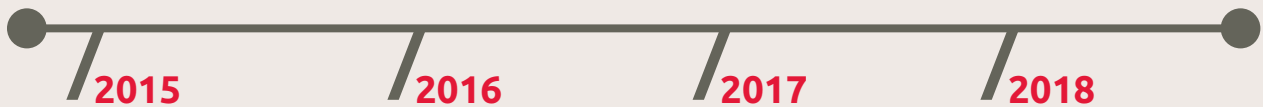


115 COACHES



285 COMPETITIONS

61
ACCREDITED
CLUBS



2015

25 JULY - 2 AUGUST
Special Olympics World Summer Games, Los Angeles, USA

9-11 SEPTEMBER
Special Olympics Australia National Winter Games, Mt Buller, Victoria

2016

40 year anniversary of Special Olympics Australia

2017

14-25 MARCH
Special Olympics World Winter Games, Austria

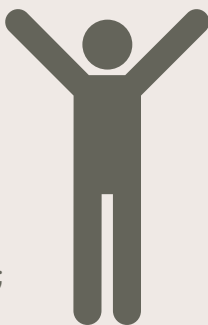
2018

DATES AND LOCATION TO BE CONFIRMED
Special Olympics Australia National Summer Games

*The number of Special Olympics Australia athletes is lower than reported in previous years as only registered athletes who have regularly trained and competed in the calendar year are now included in this number. This matches the athlete numbers provided to our international body, Special Olympics incorporated and our major funder, the Australian Sports Commission.

Athlete Satisfaction

- ✓ Overall athlete satisfaction was **87%** for 2015, with **60%** extremely/very satisfied
- ✓ **90%** of athletes are likely to continue involvement with Special Olympics Australia
- ✓ Athletes join to: **make friends**; feel accepted; **have fun**; get fit; learn **new skills**; **compete**



Volunteer Satisfaction

- ✓ Overall volunteer satisfaction was **93%** for 2015, with **64%** extremely/very satisfied
- ✓ **89%** of volunteers indicated they will continue volunteering with Special Olympics Australia
- ✓ Volunteers join because there are **great people** to work with



"Special Olympics Australia is very important to me and really **changed my life**. I have a lot more friends and I am fitter."

"The **commitment** of the trainers and people that run Special Olympics Australia is fantastic."

"Many thanks to those who **volunteer time** and effort – much appreciated"

"Athlete's want more competitions, regular games, **harder training**."

"The **coaches and officials are incredible**. I also think the admin staff must do a great job without receiving many thanks for their efforts, as we never see the behind the scenes stuff, just complain when it's not to everyone's liking!"

"Focus less on politics and more on what we are all about."



"Just want to say thanks to Special Olympics Australia as this has been my first year volunteering and it has been **very enjoyable**."

"Enjoy the **smiles** and high fives from the athletes."

"We need more **stability** and help not just directions on what is to be done..."

"During the time that I volunteered I enjoyed being with the athletes, watching them grow in their social and **sporting achievements**."

"The experience has been good. It's been a hard last 18 months for all but I feel overall its heading in the **right direction**. I hope the organisation **moves forward** as one in 2016."

"We need better induction for new volunteers."



1.7 Investing in the Future

Special Olympics Australia follows a four-year sports training and competition cycle with the current cycle being 2015-2018.

As well as valuable input from PwC, the 2015-2018 strategy development incorporated a variety of proven and easily understood methodologies including the Collins and Porras 'Built to Last' and 'Good to Great' visioning, Coral Sea business planning and the Harvard Business Review balanced scorecard process.

It was important to include as many people as possible in building our four-year strategy to ensure a good cross-section of experience, opinions and ideas were canvassed. Therefore, the first step included the development of a survey that was sent to the 68 voting members of Special Olympics Australia requesting them to work with their committees so their views could be included.

The survey results were collated and fed back to the survey participants and then used as the basis for a series of workshops. Two workshops were conducted to ensure that the development of the strategy was a ground-up collaborative process which would result in a clear and easily understood document that could be used as a decision-making tool throughout the organisation.

On the following page is the overarching strategy map that has now been approved by the Board of Special Olympics Australia and endorsed by Special Olympics, Inc, in alignment with their Global Strategic Plan 2016-20.



1.8 Strategy Map



UNDERSTANDING OUR STRATEGY MAP

Our strategic pillars purposefully spell out TEAM as a visual reminder of the goal of a one-team culture. All activities undertaken by Special Olympics Australia at all levels should align to one of the strategic pillars.



2. Club Leadership

2.1 Club Leadership Team

The Club Leadership Team is responsible for the delivery of weekly sports training and regular competition to athletes with an intellectual disability, ensuring that they are able to participate in a safe and welcoming environment.

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VISION

The Club Leadership Team:

- plans, coordinates and implements the annual sports calendar
- manages club representative teams to attend inter-club and State Games
- supports athletes selected for National, Invitational and World Games
- ensures the club meets the requirements of accreditation
- prepares plans and budgets to ensure the sustainability of the club
- implements succession plans to ensure the club is always resourced effectively
- develops and nurtures local government relations
- recruits and trains volunteers
- reviews and resolves complaints and grievances or escalates to the Zone Leadership Team.

CLUB LEADERSHIP TEAM ROLES

- Chair
- Vice-Chair
- Treasurer
- Secretary
- Membership Officer
- Sports Coordinator
- Athlete Representative

Additional roles can be added to the Club Leadership Team according to the needs of the club.

The Club Leadership Team should consist of members who have experience and skills in one or more of the following:

- sport
- business and networking
- finance
- IT
- communications and public relations
- disability services.

In addition, the club must include:

- a sport expert who has practical experience in either participation or administration of a sports club
- an athlete who has completed the Athlete Leadership Program
- a disability expert who has an understanding of the Australian disability sector and is experienced working with individuals with intellectual disability
- a family member of an athlete
- someone not related to an athlete.

CODE OF CONDUCT

The Club Leadership Team agrees to abide by the Special Olympics Australia Code of Conduct, and promotes the Code of Conduct among athletes, volunteers, coaches, officials and families.

BUDGET AUTHORITY

The Club Leadership Team can spend within the budget approved by Special Olympics Australia at the start of each calendar year. The club may seek additional funds from local sponsors and local grants, and hence increase expenditure once approved by the Zone Chair and prior to the expenditure taking place.

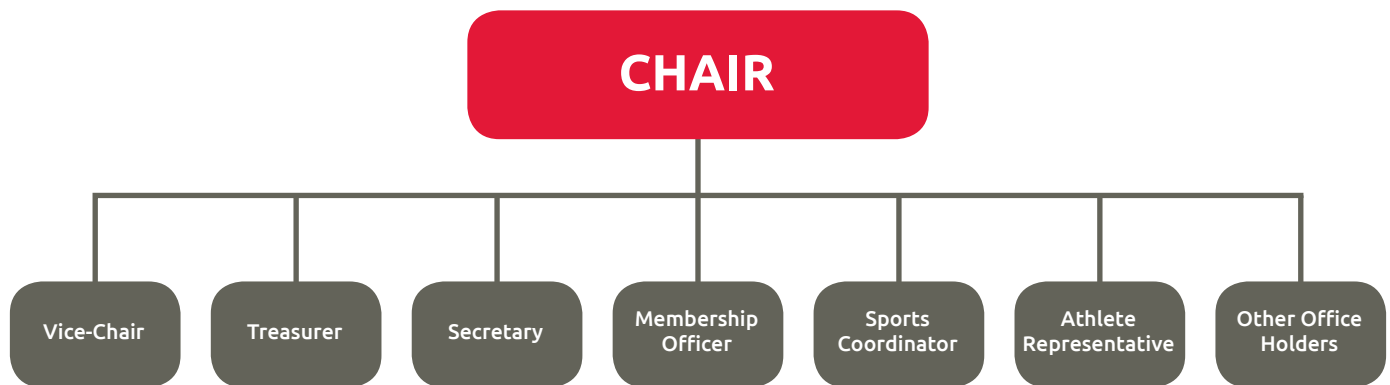
REPORTING AND REVIEW

Each office holder on the Club Leadership Team has a position description that will be reviewed annually. The Club Leadership Team reports directly to the Zone Chair. The position descriptions are available at www.specialolympics.com.au/members

TERM (COMMENCING 2016)

Office holders will be appointed to the Club Leadership Team for an initial period of two years. Members may hold a second, third and fourth term for an additional two years each, resulting in a combined maximum term of eight years, subject to review in 2017.

2.2 Roles and Structure



A volunteer should only hold one role on the Club Leadership Team at any given time, but may also volunteer at regular training and competition. This structure helps to:

- share the workload
- define roles and responsibilities
- promote a solid support structure
- reduce duplication of effort
- provide a platform for future growth

The following roles are essential for all Club Leadership Teams:

CHAIR

The Chair is the leader of the Club Leadership Team and the primary spokesperson of the club. The role of the Chair is to ensure that the club's activities are in line with the mission of Special Olympics Australia and that activities are conducted fairly and safely. The Chair is currently the only person who can vote at the Special Olympics Australia AGM, either in person or by proxy.

VICE-CHAIR

The Vice-Chair supports the Chair and acts in their place as necessary, with the aim of taking the role in the future.

TREASURER

The Treasurer manages club income and expenditure in conjunction with the Chair and is responsible for regular financial reports.

SECRETARY

The Secretary assists with all aspects of club administration, including preparing agendas and notices for meetings.

MEMBERSHIP OFFICER

The Membership Officer is responsible for the annual registration of athletes and volunteers, accreditation application, internal communications and input into the annual census.

SPORTS COORDINATOR

The Sports Coordinator is responsible for running the sports program, implementing training plans, coordinating representative teams and ensuring that all coaches meet the minimum standards.

ATHLETE REPRESENTATIVE

The athlete representative actively seeks the views of fellow athletes and provides the athlete views to the Club Leadership Team.

2.3 Office Holders

COMMON LAW DUTIES

Special Olympics Australia has a duty of care to its members and must make reasonable endeavours to ensure due diligence with respect to public safety.

Statutory obligations and the common law duty of care apply to athletes, parents, coaches, volunteers and officials in the conduct of any activity undertaken by them.

INSURANCE FOR OFFICE HOLDERS

All office holders are covered under the Special Olympics Australia policies. These include cover for:

- Management Liability – Limit of Liability \$10 million
- Corporate Liability – Limit of Liability \$10 million
- Employment Practices Liability – Limit of Liability \$10 million

EXCLUSIONS

The policy will not cover an individual if their 'conduct' arises out of, is based on or attributed to:

- the gaining of profit or advantage to which they were not legally entitled
- the committing of any deliberately dishonest or deliberately fraudulent act.

The policy also excludes any:

- intentional act by an Insured
- act which a court, official tribunal or arbitrator finds, or which an Insured admits, to be a criminal, dishonest or fraudulent act.

Please note that this is not a complete list of matters excluded under the policy.





3. Athlete Leadership

3.1 Athlete Leadership Programs (ALPs)

To ensure that athletes have a voice at all levels of the organisation and that our leaders stay in touch with athletes' interests, all clubs are required to have a trained athlete representative on the Club Leadership Team. This is to ensure that club programs remain vital for current and future athletes. At the same time, Athlete Leadership Programs offer opportunities for athletes to pursue specialised training that can help them develop in new areas of their lives.

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ALPs is an international program with advancement pathways up to international level.

Special Olympics Australia currently provides training for athletes who want to be spokespeople (Ambassador training) or who want to serve on a committee (Governance training).

Athlete leaders:

- demonstrate leadership qualities
- are interested in helping others
- are willing to identify as having an intellectual disability and be able to communicate what that means
- are enthusiastic about Special Olympics and their experience of the program
- are willing and able to travel
- are available to attend events and workshops and have time to prepare for them
- are fairly independent and comfortable with new people and places
- demonstrate good behaviour and sportsmanship.

To access athlete leadership training an athlete must:

- be over 18 years of age
- must have a mentor who can assist with leadership activities and who is a non-family member
- must complete the ALPs Nomination Form.

Relevant documents are available at www.specialolympics.com.au/members



4. Sports Training, Coaching and Competition

4.1 Sport

Special Olympics Australia aims to build a culture of sports excellence that allows more athletes with an intellectual disability to reach their personal best.

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OFFICIAL SPORTS

Special Olympics Australia offers athletes with an intellectual disability the opportunity to participate in 18 official sports (15 summer sports and 3 winter sports):

- alpine skiing
- aquatics (swimming)
- athletics
- basketball
- bocce
- cricket
- equestrian
- figure skating
- football (soccer)
- golf
- gymnastics
- netball
- sailing
- snowboarding
- softball
- table tennis
- tennis
- tenpin bowling

NOTE

The list of official sports are the sports covered by Special Olympics Australia's insurance policies. If you are running any other sports or recreational activities within your club, athletes and volunteers may not be insured. If this is the case you should get in touch with Special Olympics Australia via clubs@specialolympics.com.au to seek advice on insurance coverage.

OFFICIAL SPORTS RULES

The sports offered by Special Olympics Australia are governed by Article 1 of the *Special Olympics Official General Rules*.

Each sport should be run according to the rules of the relevant International Federation and the National Sporting Organisation of that sport in Australia.

At international competition, International Federation rules apply together with Special Olympics Sports Rules, while at club, State and National Games the latter is applied in conjunction with the rules of the relevant National Sports Organisation. Where a conflict exists between both sets of rules, the Official Special Olympics Sports Rules apply.

Special Olympics sports rules and links to relevant sporting documents are available at www.specialolympics.com.au/members

4.2 Coaching and Training

MINIMUM COACHING GUIDELINES

Each sport offered by your club must be led by an appropriately accredited coach in that specific sport. This coach manages all sporting aspects for the training sessions. Minimum coaching standards have been established as part of our funding and insurance requirements. This requires each coach to have completed:

- the online Community Coaching course by Australian Sports Commission
- a Police Check
- a Working with Children check

Only coaches that meet the minimum standards are covered by insurance and all coaches should also be familiar with the Special Olympics Inc Athlete-centered Coaching Guide – http://media.specialolympics.org/resources/sports-essentials/general/AthleteCentered_CoachingGuide.pdf – and the Special Olympics Australia coaching survey at <http://tinyurl.com/soacoachsurvey>

COACH EDUCATION

Our Principal Partner the Australian Sports Commission (ASC) offers a range of free online training courses for coaches seeking accreditation. To find out more go to www.ausport.gov.au/participating/coaches/education.

The ASC's Play by the Rules website also offers a range of free educational tools for coaches, athletes and officials. To find out more go to www.playbytherules.net.au

MINIMUM TRAINING GUIDELINES

The following is a list of training recommendations for Special Olympics Australia clubs.

- All athletes should be offered a minimum of 1 hour training per week per sport.
- Athletes should be training for a minimum of eight weeks prior to entering competition.
- Athletes must be eight-years-old to enter Special Olympics Australia competitions.
- No athlete should participate in training or competition until they are fully registered with Special Olympics Australia so that they will be insured.
- No athlete is to be entered into a competition until they have acquired the skills and level of physical conditioning necessary to compete meaningfully and safely.
- Attendance sheets may be used for new athletes while they are considering joining (to a maximum of 3 sessions). They will then need to be registered as either an athlete or participant to continue training.

To maximise your training sessions you may want to consider the following guidelines:

VOLUNTEER TO ATHLETE RATIO

The minimum recommended ratio of support for competition is one carer for every four athletes (known as the 1:4 ratio) and this should be used as a guideline at training sessions. If this is not possible, there should be at least two volunteers at training at all times in case there is an emergency. Parents and carers attending a training session may be included in the 1:4 ratio. Where a parent or carer is regularly playing an active role in training sessions they will need to become a registered volunteer.

You may also consider increasing this ratio based on:

- the gender balance between athletes and volunteers
- the level of risk associated with the sport
- the ability level of the athletes.

BEFORE THE TRAINING SESSION

Volunteers should arrive prior to athletes to:

- open the venue
- assess the venue and address risks. This includes checking that emergency exits are clear and the field of play is free of hazards
- check and set-up equipment
- ensure that a first-aid kit is present and fully stocked.

Once athletes arrive, volunteers should check that they are appropriately dressed for sport, mark names on an attendance register and collect training fees where applicable.

AFTER THE TRAINING SESSION

At the end of the training session, volunteers should:

- check for any lost/misplaced items
- store equipment
- ensure that athletes have safely departed.

4.3 Competition

Competition is an important part of Special Olympics Australia because it is where all of the hard work gets put into practice.

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THE IMPORTANCE OF COMPETITION

Over the course of each sporting year, each club should offer or participate in a range of competition opportunities in each sport. The level of this competition will depend on the particular year of the four-year competition cycle.

Competition for each sport is set at the beginning of each sporting year to ensure that athletes and volunteers have time to prepare. All clubs will be notified by Special Olympics Australia of competition deadlines.

COMPETITION CYCLE

Special Olympics Australia follows a four-year competition cycle where athletes have opportunities to progress from club to State to National Games and possibly to a World Games.

Every eligible athlete, regardless of ability has an equal opportunity to progress, provided that they are registered, have participated in the previous highest-level competition, met the established selection criteria for the particular Games and can be accommodated as part of the quota and athlete/carer ratio.

Special Olympics Inc sets quotas for World Games and Special Olympics Australia sets quotas for National and State Games that are dependent on Host City capacity and the ability to deliver an exceptional athlete experience.

To ensure that athletes who have committed to regular training have the best opportunities to access competition pathways, athletes will need to be registered in year 2, 3 and 4 of each four-year competition cycle and competed in the listed qualifying events to be eligible for selection for National Games. New athletes who have never participated with Special Olympics Australia may be eligible for selection for National Games if they are registered each year after initial registration and have competed in the listed qualifying events.

DIVISIONING

The fundamental difference between Special Olympics competitions and those of other sports organisations is that athletes of all ability levels are encouraged to participate, and every athlete is recognised for his/her performance. Competitions are structured so that athletes compete with other athletes of similar ability in equitable divisions.

An athlete's ability is the primary factor in divisioning. The ability of an athlete or team is determined by an entry score from a prior competition or is the result of a seeding round or preliminary event at the competition itself. Other significant factors in establishing competitive divisions are age and gender. Within each division the number of competitors/teams is three (3) and the maximum number is eight (8).

In some cases, the number of athletes or teams within a competition will be insufficient to achieve this goal. Special Olympics suggests a guideline of no more than 15% variance between the highest and lowest scores within any division. When every athlete/team participates to the best of their ability in every division regardless of the level of competition, this is called Maximum Effort Participation. It applies in every competition but its application in time and measured events, such as swimming, athletics and alpine skiing is key. Coaches submit entry forms with the times or scores of their athlete. In finals, any athlete whose score is 15% better than their entry score will be disqualified.

PREPARING FOR COMPETITION

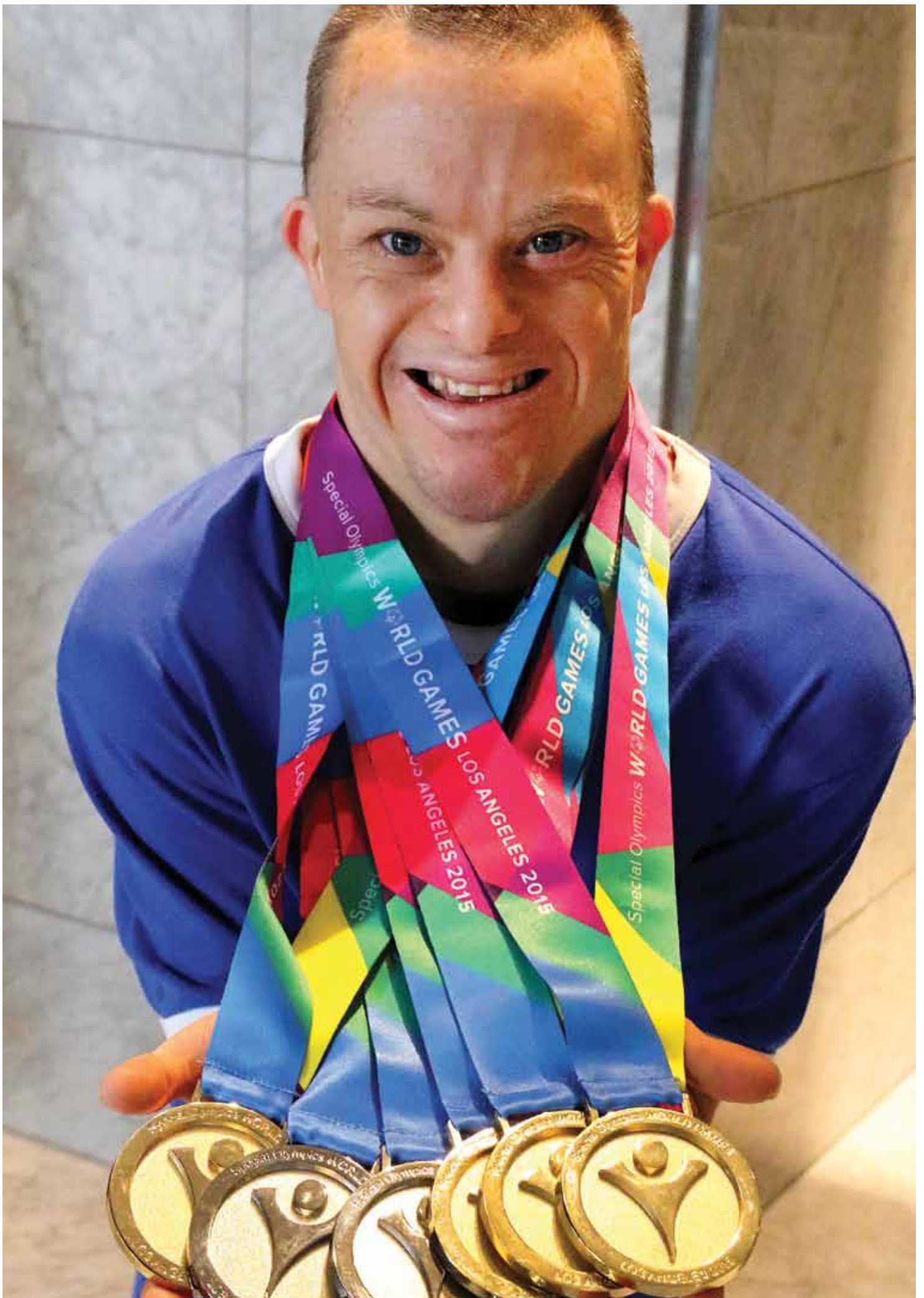
Prior to entering any competition athletes must be registered, appropriately trained, aware of the rules and have completed all relevant paperwork. If an athlete is prepared you should be able to say yes to the following questions:

- Is the athlete at least 8 years of age?
- Is the athlete's registration up to date?
- Does the athlete want to enter competition?
- Has the athlete been training in the sport for a minimum of 8 weeks? If no, consider the below points to determine suitability for competition.
- Does the coach believe the athlete is prepared for competition?
- Is the athlete fully aware of the rules of the event they are entering?
- Has the coach been keeping an accurate log of times/scores and training record?
- Is the coach aware of all Special Olympics Rules and procedures for competition?
- Is the coach aware of the protest and appeals procedure and the format of competition?

An athlete may be refused entry to a competition if they are not correctly registered, as only registered athletes are insured to participate in Special Olympics Australia activities. It is important for a coach to maintain accurate and up-to-date records of their athlete's time/distances/scores and to bring these records with them to competition, in case they are required.

Prior to competition you may like to consider the following:

- Has all competition paperwork been completed and has someone been assigned responsibility for these forms?
- Can the minimum carer ratio be met (which requires one volunteer for every four athletes)?
- Are all volunteers registered and screened?
- How are athletes and coaches getting to and from the competition?



4.4 Competition Pathways

Special Olympics Australia offers athletes a competition pathway from club competition right up to international events. Special Olympics Australia also partners with other sporting organisations and encourages athletes to take advantage of any opportunity to compete.

COMPETITION LEVEL	SPECIAL OLYMPICS AUSTRALIA	OTHER PATHWAYS
INTERNATIONAL (EVERY FOUR YEARS)	World Summer Games World Winter Games	INAS Global Games (Multi-sport) INAS World Championships (single sport)
REGIONAL	Asia Pacific Games Peace Games Invitational Games Trans-Tasman Tournament	
NATIONAL	National Summer Games National Winter Games National Junior Games	NSO Competitions Ivor Burge Basketball Australian Tennis Championships
STATE	State Games	State Championships
CLUB	InterClub Competition InterClub Competition	InterClub Competition InterClub Competition



4.5 Australian Sporting Landscape

Special Olympics Australia works with a number of individuals and organisations to develop sports opportunities to ensure that people with an intellectual disability have access to quality sport and competition pathways.

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THE AUSTRALIAN SPORTS COMMISSION

The Australian Sports Commission (ASC) is the Australian Government body that supports, develops and invests in sport at all levels in Australia. On behalf of the Australian Government, the ASC plays a central leadership role in the development and operation of the Australian sports system, administering and funding sports programs and providing leadership, coordination and support for the sports sector.

They work closely with National Sporting Organisations, peak sporting bodies, state and territory governments, institutes and academies of sport, plus schools and community organisations to support the development of the Australian sport sector from grassroots to high-performance.

The Australian Sports Commission is the Principal Partner and major funder of Special Olympics Australia and we work within their guidelines to deliver our sports program. This requires certain accountability and minimum standards of operation.

NATIONAL AND STATE SPORTING ORGANISATIONS, AND CLUBS

Each major sport is managed by a National Sporting Organisation, with state counterparts that manage community sporting clubs. This means there are over 800 state sporting organisations in Australia.

Community sporting clubs are regarded as the lifeblood of Australian sport. In 2010, 2.3 million or 14% of the adult population undertook voluntary work with sport and recreation organisations, most likely to be sporting clubs.

PEAK ORGANISATIONS

Peak organisations represent the interests of sports organisations or particular sport issues. Most states have an organisation that represents their interests. These include ACTSPORT, NSW Sports Federation, Sport SA, Sports Federation of Queensland, Tasmanian Sports Federation, Vicsport and Western Australian Sports Federation.

ZONE SPORTS DEVELOPMENT STAFF

With the establishment of the Zones the staffing structure has been realigned. There is a Sports Development Manager and Assistant Sports Development Manager in each Zone led by the Special Olympics Australia General Manager, Sports Development. These positions are funded by the Australian Sports Commission and are responsible for the management of sport development and competition pathways within each Zone. The key objectives of the sports development team are to facilitate local, club, state and national competition pathways. This also includes growing participation at the grassroots level and creating sustainable relationships with key stakeholders.

SPORT ADVISORY COMMITTEE

The Sports Advisory Committee reports to and works with the Chief Executive Officer to provide advice on matters concerning the sports program. The key responsibilities of the committee include advising on sports development and competition events, including World Games. The Sports Advisory Committee is made up of experienced sports volunteers who are elected for a two-year term basis with a maximum of eight years in office.

NATIONAL AND STATE SELECTION COMMITTEES

National and State Selection Committees are responsible for conducting athlete and officials selections in line with Special Olympics Australia selection policies and the fundamental principles of Special Olympics, Inc.. Members of the committee are made up of volunteers representing a range of skills and expertise with sound knowledge of Special Olympics philosophy, structure, rules and conventions.

The National Selection Committee conducts the selections of athletes and officials for international competition. State Selection Committees conduct the selection of athletes and officials for National Games.

Each committee volunteer is elected for a two-year term with a maximum of eight years in office.

4.6 Developing Your Club



The Australian Sports Commission (ASC) provides a free online tool that helps assess how a club is operating. The results can help make decisions on what to do to develop and improve a club.

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We encourage you to carry out a club assessment using the ASC's online Club Health Check tool by visiting <http://tinyurl.com/ASCHHealthCheck>

INTERCLUB TRAINING AND COMPETITION

An excellent way to enhance the athlete experience is to run interclub training and competition.

ADDING A NEW SPORT

When the timing is right to add an additional sport to your club program get in touch with your Zone Leadership Team. Clubs can only introduce the official sports offered by Special Olympics Australia as these are the sports that are approved by Special Olympics, Inc and are covered by insurance.

Consider the following when thinking of introducing another sport:

- Is there athlete demand and sufficient numbers of athletes to play the sport?
- Is the sport right for the age and ability of your athletes?
- Do you have access to a qualified coach?
- Is there an available and affordable venue?
- Are there sufficient volunteers within your club to support a qualified coach?
- Do you have access to the sports equipment required?

PARTNERSHIPS

Every club needs somewhere to train and for some sports this may require more than one venue, so good relationships with venues is important.

When using or hiring a training venue:

- ask for a copy of the Safety Statement for the facility (seek advice as to whether any amendments may be required in order to suit your needs and your use of the venue)
- ask for a copy of the insurance policy for the venue
- confirm a Venue Hire agreement in writing
- ensure the venue is accessible
- ensure that there are adequate toilet and shower facilities
- assess the available area for storage of equipment.



5. Athletes, Volunteers and Coaches

5.1 Get Involved

There's a place for everyone at Special Olympics Australia.

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ATHLETES

Athletes of all abilities should be encouraged to participate in Special Olympics Australia regardless of whether they want to play sport in the local community or win a gold medal on the world stage.

Registered athletes can take part in weekly training and regular competitions across multiple sports. Athletes pay an annual membership fee and are covered by our sports insurance policies, **including** pre-existing conditions.

PARTICIPANTS

The participant category is for potential new athletes or those wanting to get involved in the Young Athletes Program. Young Athletes introduces children aged from two to seven to sport with the goal of preparing them for regular sports training and competition when they get older.

Unified athletes also fall into the participant category.

Participants pay a reduced fee and have a simplified registration process. They do not have access to our competition pathways, but are covered by our sports insurance policies **excluding** pre-existing conditions.

AFFILIATES

This category is for teams from other sports clubs entering Special Olympics Australia competitions. The club is responsible for their own insurance and pays a competition entry fee.

SCHOOLS

This group includes school students who have participated in a Community Sports Link program.

VOLUNTEERS

Volunteers are the backbone of Special Olympics Australia and include:

- regular sports volunteers who contribute to a weekly, local program
- regular governance volunteers
- major event volunteers
- corporate volunteers

COACHES

Coaches work directly with people with an intellectual disability to provide the instruction and support they need to achieve their personal best. They act as role models and give athletes the most immediate awareness of their own abilities.



5.2 Recruitment, Screening and Selection of Volunteers

Volunteers and volunteer coaches are at the heart of all our clubs.

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RESOURCING YOUR CLUB

While some clubs engage paid coaches and officials from time to time, it is important that a clear understanding of what defines volunteering is adopted within Special Olympics Australia. The definition of volunteering as defined by Volunteering Australia "is time willingly given for the common good and without financial gain."

Attracting a dedicated and loyal base of volunteers to a club is important to ensure that volunteers are given meaningful opportunities and have a sense of belonging to the club community. All volunteers regardless of whether they have a child with disability or someone just wanting to give something back to the community should be welcomed.

RECRUITMENT

Volunteer vacancies are inevitable and attracting new volunteers is important to ensure training and competition is delivered without interruption.

The most common way to find a volunteer is to ask someone within your network. Other ways to find volunteers include:

- advertising vacancies to your club membership
- producing flyers or posters for local venues
- promoting vacancies through organisations or clubs where an existing relationship exists
- using social nights, fundraising events or competitions as an opportunity to connect to individuals.

Special Olympics Australia can assist clubs with volunteer recruitment. Simply email volunteers@specialolympics.com.au

POSITION DESCRIPTIONS

Setting expectations for both a volunteer and the club is an important part of recruitment. The position description ensures that a volunteer is clear on what they will be doing, when it will happen and length of time they will be doing it, plus how the role fits into the objectives of the organisation.

Approved position descriptions already exist for the majority of roles and should be used at every opportunity to ensure that there is consistency and standardisation across the organisation. To obtain an existing position description or a blank template please contact volunteers@specialolympics.com.au

PRE-SCREENING

It is good practise to contact a potential volunteer through a courtesy call just to give them an opportunity to ask questions about the role and to get to know their interest/motivation for wanting to volunteer. This helps to reduce the time spent by both parties in turning up to an interview or training session and then working out it's not going to work out. This pre-screen step can be done by Special Olympics Australia.

INTERVIEWING AND SELECTION

Clubs are encouraged to meet with the potential volunteer for a formal interview or informal chat to determine whether the potential volunteer's interest, motivation, skills and experience align with the needs of the club. If they are not suitable for a particular role consider them for other opportunities.

SCREENING

Safety and well-being of athletes is a priority – always – so we require volunteers to meet certain screening requirements and coaches to meet certain minimum standards.

Volunteer screening can include:

- Working with Children Check
- Police Check
- signed statutory declaration
- referee check
- other relevant checks to assess suitability.

Screening of coaches, officials and volunteers provides transparency and fairness in the recruitment and selection process, ensures we maintain a high standard in the volunteers we attract and helps us to meet the volunteer national standards and relevant legislation. It also helps us ensure children, young and vulnerable people in our programs are safe from harm. This group is defined as children between 2-12 years of age, young people 13-18 years of age and vulnerable people 18+ years of age.

INDUCTION

Given the importance of keeping volunteers it is worth considering assigning someone who is passionate about volunteering to act as a 'volunteer champion'.

A new volunteer should expect to:

- have someone greet them on their first day
- be introduced to other members of the club
- understand how their role fits into the organisation
- understand their rights and responsibilities
- understand who to go to for help.

A volunteer who feels connected and confident will be retained more effectively. To assist to deliver volunteer induction please refer to the induction resources at www.specialolympics.com.au/members

5.3 Risk Management

As part of our risk management strategy, all coaches and committee members must provide a valid Police Check and a Working with Children Check.

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POLICE CHECK

All coaches and committee members must provide a valid Police Check that is no more than 3 years old.

Volunteers can do this themselves, at their own expense, through an approved agency or Special Olympics Australia can conduct Police Checks through CrimTrac at a cost of \$7. This will be invoiced to the Clubs who can then make a decision to either collect it directly from the individual or pay for it through the club budget.

The Police Check is free for accredited coaches courtesy of the Mazda Foundation Grant.

The purpose of a Police Check is to provide an additional layer to the screening process that is not obtainable through just a Working with Children Check alone.

A Police Check provides a report that includes unspent convictions that may impact a volunteer's ability to meet the core requirements of a role (eg conviction of fraud for treasurers, a serious traffic offence for someone driving athletes).

A police check is only conducted with consent from the volunteer and Special Olympics Australia will only use the information for assessing a volunteer's suitability for a role. Special Olympics Australia has a maximum 3 month period to make that assessment and all records will be destroyed in accordance with CrimTrac's strict privacy and data handling requirements.

Special Olympics Australia will not store Police Check records as details are viewed through the secure CrimTrac online portal by authorised personnel, which at present is the National Volunteer Program Manager and General Manager, Sports Development.

Special Olympics Australia is committed to the Human Rights and Equal Opportunity Commission guidelines when making assessments. If a volunteer believes an error has occurred on their Police Check they will be given the right of reply and a clear and transparent escalation process will be provided.

To complete a police check please complete the National Police Check Form available at **www.specialolympics.com.au/members** and submit it along with certified copies of 100 points of identification to your membership officer along with your volunteer registration form or email **volunteers@specialolympics.com.au** for lodgement.

WORKING WITH CHILDREN CHECK

Working with Children (WWC) Check legislation is now in place in all states and territories and Special Olympics Australia is committed to meeting or exceeding the requirements in the interest of providing a safe environment for all athletes.

A WWC Check, or its state/territory equivalent, helps protect children from physical and sexual harm by screening for those who pose an unjustifiable risk to children by working with or caring for them. Generally, a WWC Check result will be presented in the form of a clearance or a bar. While a WWC Check does include a national criminal history check and a review of findings of workplace misconduct it does so only to make a determination of risk to children. The WWC Check is just a starting point and organisations that work with children or vulnerable groups are expected to have additional screening and supervision measures in place, like a Police Check.

For volunteers who are regularly involved in another state or territory from which they live they will need to comply with the screening requirements of the state or territory that they are volunteering in.

Working with Children Check requirements vary across Australia are available on the Play by the Rules website: **www.playbytherules.net**

Detailed information, including the forms required to complete a Working with Children Check, are available from the relevant agencies.

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AUSTRALIAN CAPITAL TERRITORY

BACKGROUND SCREENING UNIT

<http://tinyurl.com/actbackgroundscreening>

Phone: 02 6207 3000

NEW SOUTH WALES

OFFICE OF THE CHILDREN'S GUARDIAN

<http://www.kidsguardian.nsw.gov.au/working-with-children/working-with-children-check>

Phone: 02 9286 7219

NORTHERN TERRITORY

NORTHERN TERRITORY SCREENING AUTHORITY

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

Phone: 1800 SAFE NT (1800 723 368)

QUEENSLAND

**COMMISSION FOR CHILDREN AND
YOUNG PEOPLE AND CHILD GUARDIAN**

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

Phone: 1800 113 611

SOUTH AUSTRALIA

**DEPARTMENT FOR COMMUNITIES
AND SOCIAL INCLUSION**

<http://screening.dcsi.sa.gov.au/>

Phone: 1300 321 592

TASMANIA

DEPARTMENT OF JUSTICE

http://www.justice.tas.gov.au/working_with_children

Phone: 1300 135 513

VICTORIA

DEPARTMENT OF JUSTICE

<http://www.workingwithchildren.vic.gov.au/>

Phone: 1300 652 879

WESTERN AUSTRALIA

**DEPARTMENT FOR CHILD PROTECTION
AND FAMILY SUPPORT**

<https://workingwithchildren.wa.gov.au/>

Phone: 1800 883 979

5.4 Annual Registration

For safety and insurance purposes, athletes, volunteers and coaches participating in Special Olympics Australia must be registered each year. This includes any family members who regularly volunteer.

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Non-registered participants are at risk if they are taking part in any Special Olympics Australia activity as they are not covered by insurance. New athletes may attend up to a maximum of 3 training sessions, which will be covered by insurance, prior to completing formal registration. During this trial period their name must be recorded on an attendance sheet as evidence of their participation. An athlete is not eligible for competition until they are registered.

The Membership Officer is responsible for maintaining “up-to-date records of all club participants. This includes ensuring that the record for each athlete includes the contact details of at least one family member, guardian or carer as well as at least one emergency contact.

As part of an annual census, Special Olympics Australia will send each club a list of athletes and volunteers who are registered in our database. This is to be checked against club records to ensure information is accurate and complete.

ATHLETES

NEW ATHLETES

New athletes can register by paying an annual fee and completing the Special Olympics Australia Athlete Registration Form, which requires a healthcare assessment by a doctor. The healthcare assessment confirms that an athlete is fit to participate in sport. Our sports insurance policy will provide the athlete with insurance, including any disclosed pre-existing conditions.

RENEWING ATHLETES

Athletes who are already registered with Special Olympics Australia will be sent a re-registration pack at the end of each calendar year. This will include a simplified healthcare assessment form to be signed off by a doctor to meet the requirements of our sports insurance policies. A full healthcare assessment form needs to be completed once every four years. All forms and fees must be received by 31 March each year.

PARTICIPANTS

New and renewing participants will need to complete a Participation Registration Form which requires a doctor’s signature to confirm that they are fit to play sport. Participants who are registered will be covered under the sports insurance policy with the exception of pre-existing conditions.

AFFILIATES

Athletes are not required to complete a registration form, but an attendance log must be completed.

SCHOOLS

Schools are not required to complete a registration form, but an attendance log must be completed.

VOLUNTEERS

New volunteers can register using the Special Olympics Australia Volunteer Registration Form, which requests the attachment of a current Working with Children Check as required by the relevant state/territory legislation.

Volunteers need to re-register each year to ensure we have up to date details of our volunteer network. Volunteer registration forms are required to be returned by 31 March.

If a volunteer applies for a new position the selection and screening processes should be carried out again to ensure they are fit for the particular role.

COACHES

New coaches can register using the Special Olympics Australia Volunteer Registration Form, which also requires a current Working with Children Check as required by the relevant state/territory legislation, police check and accreditation details.

5.5 Recognition

Volunteers are motivated for various reasons and how they feel valued will differ from individual to individual. Some volunteer's value public recognition, others may be more comfortable with private acknowledgment. Whichever approach is taken, it is important to be consistent, sincere and keep the recognition proportional to the contribution.

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LOCAL INITIATIVES

Some simple recognition ideas:

- nominate volunteers for Special Olympics Australia awards as well as awards outside of the organisation
- identify development opportunities
- acknowledge outstanding volunteers at meetings
- send birthday cards or thank you cards to volunteers
- host a morning tea to recognise volunteers
- provide a reference for a volunteer.

NATIONAL AWARDS

Traditionally, Special Olympics Australia has presented two annual awards: the Hall of Fame Award to an outstanding volunteer, and the Eunice Kennedy Shriver Award to an athlete leader. To allow us to recognise the valuable work of more people within the Special Olympics Australia community, a new national awards program has been drafted. The proposed national awards program includes the following awards:

- Hall of Fame Award
- Eunice Kennedy Shriver (EKS) Award
- Club of the Year Awards
- Athlete of the Year Awards
- Coach of the Year Awards
- Volunteer of The Year Awards

The national award program complements existing local award initiatives. So, give some thought to how your club can nominate volunteers for these awards and highlight the great work being done at the grassroots level.



HALL OF FAME

- 2014** Moira Ryde (VIC)
- 2013** Albert Green OAM (ACT)
- 2012** Norm Maroney APM, OAM (NSW)
- 2011** Robyn Cook OAM (VIC)
- 2010** Susan Grealy (QLD)
- 2009** Rex Langthorne AM (NSW)
- 2008** Alan Burke (VIC)
- 2007** Eric Jones OAM (VIC)
- 2007** Kurt Kraushofer OAM (VIC)
- 2006** Barry Easy OAM (NSW)
- 2006** Marian York (QLD)
- 2005** Robyn Hanson OAM (TAS)
- 2004** Anna-Louise Kassulke (QLD)
- 2003** Jan Sharp OAM (VIC)
- 2002** Leon Burwell OAM (NSW)
- 2001** Carol Tanner OAM (TAS)
- 2000** Des Renford MBE, OHC (NSW)

5.6 Sustainability

For any club to survive and thrive, it needs to have the right volunteers in the right roles.

PLANNING FOR A SUSTAINABLE FUTURE

While volunteer turnover will occur, it is important to minimise the impact through succession planning. Succession planning is about investing and developing individuals and is vital to a healthy club because it:

- minimises disruption and helps maintain continuity within critical club operations
- promotes the development of volunteer talent
- increases volunteer opportunities by encouraging a clear pathway of development
- instils a focus on recruiting volunteers based on their skills, knowledge and experience.

SUCCESSION PLANNING

Consider the current structure of the club and identify the skills, knowledge and competences required to undertake the core club roles. A template is available from volunteers@specialolympics.com.au

When going through your annual planning consider:

- How often does the club need to recruit new volunteers for core roles? Consider how difficult any volunteer recruitment has been in the past for critical roles.
- How often has the club had a core role vacant for a lengthy period? Have other volunteers had to stretch themselves to cover the role?
- Does the club have a strategy to attract and recruit volunteers?
- Does the club provide regular feedback to current volunteers on their performance, with the purpose of identifying potential development opportunities for succession planning?
- How often does your club provide any training or development opportunities for volunteers to progress into core roles?
- Does the club currently have a clear understanding of all current volunteer's competencies, skills, experience, qualifications, availability and future aspirations?

Consider how important succession planning is to the health of your club and set aside time at club meetings to assess any skill gaps and identify potential successors.

VOLUNTEER DEVELOPMENT

As part of any succession plan consider development and mentoring opportunities. This will help retain good volunteers and maintain vital club knowledge.

A mentor does not have to be someone within the club, but should have relevant experience and time to commit to the relationship. A good guideline would be the mentor and mentee meeting at least 3-4 times per year with phone/email contact in between.

A mentoring relationship would be beneficial in:

- developing younger coaches
- introducing a new committee member
- identifying a successor.

For help with finding a mentor please contact volunteers@specialolympics.com.au



6. Governance

6.1 What is Governance?

Governance is the system by which a club is directed and managed. It influences how the objectives of the club are set and achieved, spells out the rules and procedures for making club decisions and determines the means of optimising and monitoring performance, including how risk is monitored.

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Effective club governance requires leadership, integrity and good judgment. Additionally, effective governance will ensure better decision making, with the club demonstrating transparency, accountability and responsibility in the activities undertaken and member resources expended.

It is commonly accepted that governance structures have a significant impact on the performance of clubs. Poor governance has a variety of causes, including inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting.

Generally, governance is focussed on three key issues:

- how a club develops strategic goals and direction
- how the committee monitors the performance of the club to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations
- how the committee acts in the best interests of the members.



6.2 Club Operations

To operate as a Special Olympics Australia Club, the club must achieve an Accreditation License from Special Olympics Australia. This occurs every two years with the current cycle being 2016-2017.

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JURISDICTION

Since 2015, Special Olympics Australia Clubs have been aligned to their local government area(s), so that no two clubs overlap local government boundaries.

REGULAR MEETINGS

The Club Leadership Team should meet at least four times a year, with one of these meetings being an AGM and we recommend a minimum of 5 and a maximum of 10 active members to be on the committee at any given time.

The Chair/Secretary should convene each meeting by giving at least five day's written notice of the place, date and time of the meeting, as well as the agenda. If an issue cannot wait until the scheduled meeting an office holder may request an earlier meeting.

All members of the Club Leadership Team are expected to attend meetings unless they have advised the Chair prior. Registered athletes and volunteers may attend the meeting during general business items but only those who have been elected to the committee have voting rights.

For a meeting to go ahead a quorum must be present within a reasonable time or the meeting can be postponed. A quorum is a majority of members (or minimum of 4 members, whichever is greater) who can either be physically present or via teleconference.

Any office holder who has a conflict of interest with an agenda item must declare this at the commencement of the meeting with the Club Leadership Team to determine the course of action. An example of a conflict of interest is where an office holder is an owner of a company that is providing goods or services for a fee to a club.

For more information on the structure of a club leadership team meeting please refer to the Appendix.

RECORD KEEPING

Minutes of Club Leadership Team meetings should be recorded by the Secretary, signed by the Chair as a true record of events and be made available to all office holders, Special Olympics Australia and our Auditor as requested.

A notified absence should be recorded in the minutes as 'apology' and an unscheduled absence should be recorded as 'absent'.

All office holders must ensure that information regarding athletes, families and volunteers is treated in a sensitive manner and discussed only with those who need to know in accordance with the Special Olympics Australia Privacy Policy, which is available at www.specialolympics.com.au

ANNUAL GENERAL MEETING

Once a year, between November and February, the Club Leadership Team should hold an Annual General Meeting (AGM) for all club members. The purpose of the AGM is to elect and confirm the Club Leadership Team, inform participants of previous and future activities, allow participants to receive club accounts and to have an opportunity to provide input on the club's activities.

For more detailed information on running an AGM please refer to the Appendix.

ELECTIONS

Roles on the Club Leadership Team are filled by either election or appointment at the Annual General Meeting of the club through:

- Open election (suitable for mandatory roles)
- Closed election (suitable for the Athlete Leadership Representative)
- Appointment (suitable for other roles).

For an open election, all registered athletes and volunteers in the club are entitled to vote when in attendance. Proxies will not be accepted.

SUB-COMMITTEES AND ASSISTANTS

A Club Leadership Team may form a sub-committee to undertake a particular function or project that has specific goals, for example a fundraising event. A sub-committee should be led by a member of the Club Leadership Team. The Club Leadership Team may also appoint an assistant to a role if approved by the Chair and recorded in meeting minutes. These people must be registered as Special Olympics Australia volunteers.

6.2 Club Operations *(continued)*

TERM OF OFFICE

From 2016, to align to the international two-year accreditation cycle, office holders are elected by rotation for a term of two years with a maximum period of eight years (to be reviewed in 2017). The term of office is subject to review and/or cessation at any time, by Special Olympics Australia. Extensions to the maximum term will only be considered by Special Olympics Australia in exceptional circumstances.

RESIGNATION, REMOVAL AND REPLACEMENT

An office holder who wishes to resign should do so in writing to the Chair of the club.

The Club Leadership Team or Special Olympics Australia can remove an office holder with 30 days written notice, unless the parties agree to a shorter period. Reasons for removal could include:

- being absent from meetings for more than six months without notice
- holding an office of profit in the organisation
- performing an offence which would discredit the organisation
- contravening the Special Olympics Australia Constitution, *Special Olympics Official General Rules* or Special Olympics Australia Accreditation Standards.

If an office holder resigns, is removed, is unable to act or ceases to be registered, then a replacement should be appointed by the Club Leadership Team as soon as possible and will hold that position until the next AGM, when elections for all vacant positions will be held.

Special Olympics Australia must be advised in writing of any changes to the Club Leadership Team within seven days. Special Olympics Australia will revoke access to systems and bank accounts upon notice.

CONTRACT AND GIFT REGISTERS

Special Olympics Australia is committed to observing best practice governance. By acting transparently, professionally and ethically, Special Olympics Australia ensures the effective investment of its funds for the greatest benefit to athletes. As a result it is recommended that each club maintain a contract register and a gift register to record any contracts entered into by the Club Leadership Team and any gifts received.

To download the gift registers template go to <http://tinyurl.com/SOAGiftRegister>

ASSETS REGISTER

An asset register allows you to track assets and get a fair estimate of their worth. It meets your taxation, statutory and insurance obligations. It is an appropriate place to record items, such as computers and sports equipment. This can be easily recorded on a spreadsheet, including serial numbers. Your club needs an asset register to:

- capture the purchase of fixed assets
- maintain an adequate accounting records of assets-cost, description, and where they are kept in the organisation
- maintain accurate records for depreciation
- provide management with information to help plan future asset investments.

To download the assets register template go to <http://tinyurl.com/SOAAAssetRegister>

6.3 Conduct

The current codes of conduct are those set out in the *Special Olympics Official General Rules*. This document is available at www.specialolympics.com.au/members

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MEMBER PROTECTION POLICY

Harassment or abuse in sport can have devastating effects on individuals and clubs. It can result in legal liability, low morale, high turnover of volunteers and damage to the reputation of the club and the wider organisation. To prevent this happening Special Olympics Australia has a Member Protection Policy which everyone on the Club Leadership Team should be familiar with and promote.

This document is available at www.specialolympics.com.au/members

PRIVACY

It is important that clubs keep personal information secure and protect it from misuse, loss and unauthorised disclosure. The Australian Privacy Act sets out the requirements that an organisation is legally obliged to implement to protect people's personal information and this applies to not-for-profit organisations like Special Olympics Australia.

The Special Olympics Australia policy is available at www.specialolympics.com.au/ourwork/privacy



6.4 Risk Management and Insurance

Risk management seeks to address potential problems before they occur and is an ongoing process that should be applied to all activities.

Potential benefits and opportunities for implementing effective risk management procedures are:

- improved safety for participants, officials, spectators and volunteers
- lower costs and increased budget certainty
- more effective management of assets, events, programs and activities
- improved compliance with the law, regulations and other formal requirements
- enhanced image and reputation.

For more information on risk and keeping things safe go to <http://tinyurl.com/ASCSafety>

FIRST AID

A person with a current first-aid qualification should be present at all training sessions. When this is not possible the training should only go ahead if at least one person in attendance has:

- access to a first-aid kit
- contact details of the local GP
- contact details of the nearest emergency department.

INCIDENT REPORTING

In the event of any accident, injury or incident an Incident Report Form should be completed and kept with club records, with a copy to be sent to Special Olympics Australia in cases of an insurance claim.

WORKPLACE HEALTH & SAFETY

Special Olympics Australia is committed to ensuring the health, safety and welfare of all persons employed within the organisation, our volunteers and those visiting us. We place a priority on safety and comply with all aspects of the Workplace Health and Safety Act (2011). We work with our staff, volunteers, contractors and others to ensure that they are aware of their responsibilities and that SOA acts in accordance with appropriate laws and values.

Club Leadership Teams must remind athletes, volunteers, coaches, officials and families about Workplace Health and Safety obligations before, during and after sporting, social and fundraising events. For example:

- Safe food handling procedures – ensure there is sufficient signage, procedures and manuals.
- Extreme weather management – ensure awareness of procedures, signage is visible and safety officers are available.
- Equipment management – keep accurate documentation on any fault notifications, repairs and/or maintenance.

For more information go to

www.specialolympics.com.au/workhealthsafety



7. Name, Logo and Brand Reputation

Name, Logo and Brand Reputation

Intellectual property such as copyrights and trademarks, and brand assets such as photos and stories, are of significant value and should be respected and protected.

.....

NAME

Through a Protocol of Agreement signed on 15 February 1988, the International Olympic Committee (IOC) officially recognised SOI and agreed to cooperate with SOI as a representative of the interests of athletes with intellectual disabilities.

The IOC's Protocol of Agreement prohibits:

- the use of the 5-ring Olympic logo, Olympic anthem and Olympic motto
- the use of the word 'Olympics' without the word 'Special' in front
- the use of the term 'Special Olympian' (instead we refer to Special Olympics Australia athletes).

LOGO

New Visual Identity Guidelines for Special Olympics Australia clubs, with links to download logo sets is available at www.specialolympics.com.au/members

USE OF ATHLETE NAMES AND LIKENESSES

It is important that Special Olympics athletes are treated with dignity and respect at all times and that applies to the use of their name and/or image by Special Olympics Australia or a Special Olympics Australia Club.

Before using an image of an athlete for the promotion of Special Olympics Australia the club should check that the athlete has given media consent as recorded in the Special Olympics Australia database (SOMS).

Regardless of whether an athlete has given general media consent an athlete's image cannot be used for any sponsor or partner advertising without a separate consent and these rules are set out in the Special Olympics Official General Rules 2014 (2.03a).

Club photographers and parents should also remember that there may be restrictions on photography at certain venues.

UNIFORMS

Club uniforms that are for training use only may have a sponsor logo or commercial markings. However, these uniforms may not be worn in competition (except in club/interclub), Opening or Closing Ceremonies or award ceremonies.

MEDIA

SOCIAL MEDIA

Special Olympics Australia understands the growing nature of social media and the role that it plays within the community. We encourage clubs to use social media in the name of their Special Olympics Australia Club provided that all activities are undertaken in an honest, transparent, ethical and respectful manner. We advise clubs to avoid discussing issues or opinions if you are unsure of their impact on Special Olympics Australia and that you respect the privacy of athletes. Through the Special Olympics Australia registration process athletes indicate whether they give consent for their name, image or likeness to appear in any form for the promotion of Special Olympics Australia and this consent should be checked in the Special Olympics Australia database prior to publication of any photo or story via social or online media.

Here are a few reasons why your club might use a social media site, like Facebook and Twitter:

- quickly advise members of a change of venue or cancellation due to rain
- let members know when and where the next meeting will be held
- report live on matches
- post videos and photos of match highlights
- market club merchandise online
- promote competition and social events.

TRADITIONAL MEDIA

Clubs are encouraged to seek media attention by sharing positive stories with local radio, print and television media. For any national media or statement from Special Olympics Australia, the CEO is the official media spokesperson. Clubs can contact Special Olympics Australia for an official comment via media@specialolympics.com.au

When seeking local print opportunities please contact your local News Corp paper in the first instance (if there is one in your area) as News Corp is the national media partner of Special Olympics Australia.

LANGUAGE GUIDELINES

At Special Olympics Australia we encourage person-centred language which simply means the person always comes first. So we refer to 'people with an intellectual disability' rather than the 'intellectually disabled'. We also like to maintain a sense of balance. We avoid terms like 'suffering from', 'afflicted with' or a 'victim of'. Disabling conditions do not have to be life-defining in a negative way. We also don't sensationalise the accomplishments of people with a disability. While these accomplishments should be recognised they should be applauded in the same way as we applaud those without a disability.



8. Sports Coordination

Sports Coordination

Every coach must be accredited in their sport and each club must have a Sports Coordinator who is responsible for:

- running the sports program
- creating and implementing the sports training calendar
- coordinating representative teams.

NATIONAL COACHING AND ACCREDITATION SCHEME (NCAS)

An accredited coach must be aged 18 years and over, be properly screened and registered in the Special Olympics Australia database (SOMS), and have completed the Australian Sports Commission General Coaching Principles course and be familiar with the SOI Athlete-Centred Coaching Guide.

The National Coaching Accreditation Scheme (NCAS) is Australia's system of training and accrediting coaches. The NCAS is an initiative of the Australian Sports Commission and is a progressive coach education program offering courses at various levels. NCAS training programs include:

- coaching general principles – generic principles of coaching and athletic performance that apply to all sports.
- sport-specific – skills, techniques, strategies and approaches to the particular sport

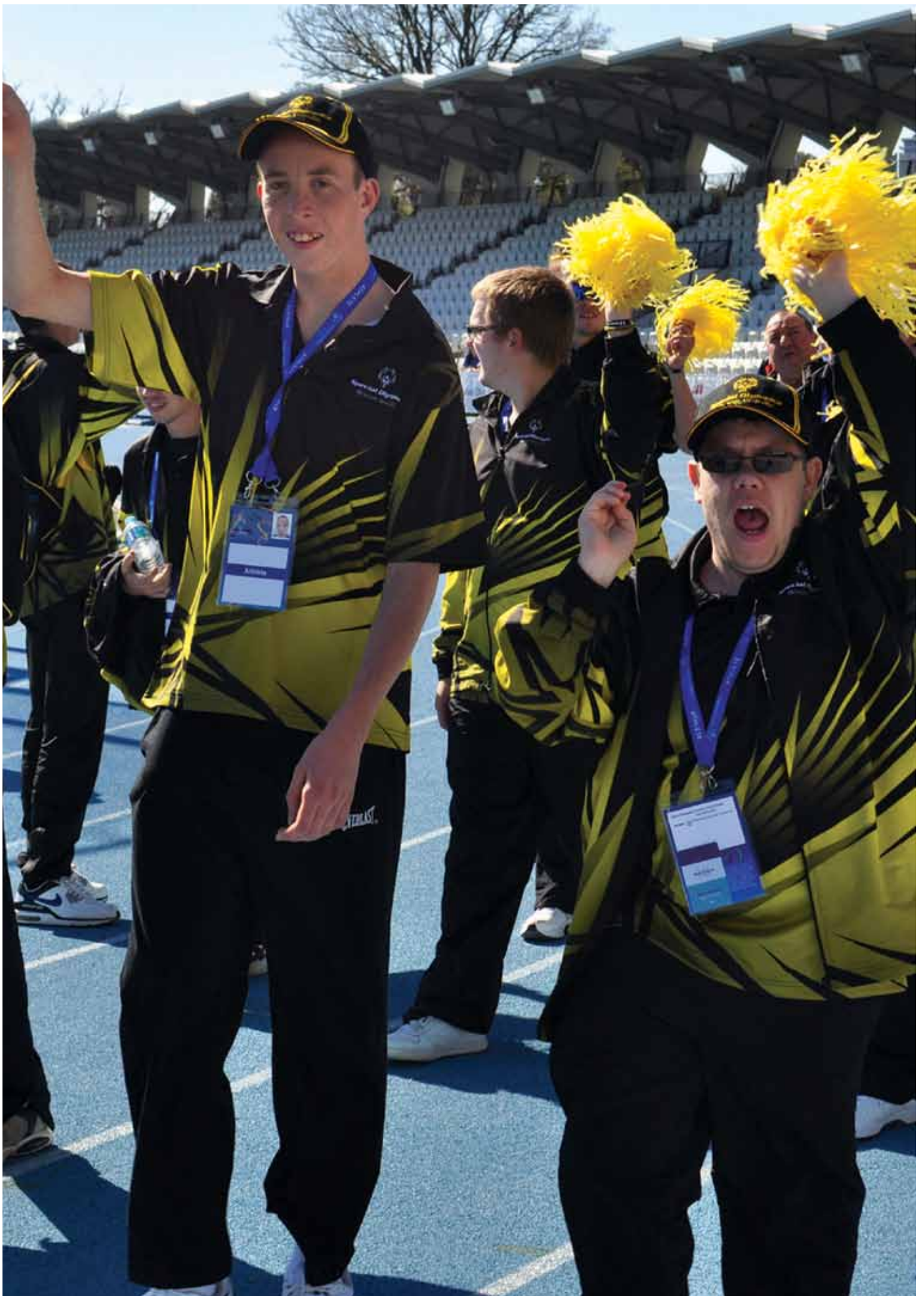
For more information go to <http://ausport.gov.au/participating/coaches/education>

PLAY BY THE RULES

The Play By The Rules website has plenty of tools and tips to assist with fair and safe sports delivery at club-level. For more information go to www.playbytherules.net.au



9. Budget, Finances and Annual Plan



Budget, Finances and Annual Plan

The Club Leadership Team has overall responsibility for implementing effective financial procedures. The following guidelines are based on the financial policies and procedures of Special Olympics Australia.

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BUDGET AND ANNUAL PLAN

In order for the club to manage its resources efficiently it is critical that for each financial year (which runs from 1 January to 31 December) an annual operating plan be developed which represents the planned activities expected to occur during the year. As part of the process this plan needs to be costed to adequately reflect the expected spend and income being generated to support these activities. This forms the basis of the annual budget which will be forwarded to the Zone Committee for their endorsement.

The Treasurer uses this plan to report on a regular basis (ideally monthly) to provide an update as to progress and particularly alert the committee where potential shortfalls exist.

BANK ACCOUNT

- A club may only lodge funds raised in the name of Special Olympics Australia into a bank account established and authorised by Special Olympics Australia under its ABN
- The account name will be in the club name in its entirety, for example 'Special Olympics Australia club name' for example Special Olympics Australia Mackay.
- A minimum of three signatories is recommended for the club bank account and should include the club Chair, Secretary and Treasurer. Each signatory must be a current registered volunteer and have satisfied Special Olympics Australia screening requirements.
- Two signatories are required to authorise all payments and withdrawals to sign cheques and to authorise payments online.
- In the event of a signatory leaving or changing position in the Club Leadership Team the bank and Special Olympics Australia must be notified within 7 working days.

COMPLIANCE

To maintain and attract support from government, donors and corporate partners Special Olympics Australia conducts all activities under one ABN and upholds compliance with:

- Special Olympics Australia Constitution
- Special Olympics Official General Rules
- the relevant Charitable Fundraising Act
- ATO legislation as it applies to charities and tax-deductible donations
- GST legislation
- State/Territory fundraising licenses

Club Treasurers maintain compliance at a club level by issuing a tax-deductible receipt for every donation. A donation is defined as a voluntarily gift that brings no material benefit to the donor. For this reason, athlete levies paid for registration or competition participation are not tax-deductible.

Clubs should also issue a receipt for all cash received and keep records of all financial transactions in accordance with GST legislation. Special Olympics will assist clubs in attaining GST refunds once copies of the tax invoices have been received by Special Olympics Australia.

Budget, Finances and Annual Plan *(continued)*

YEAR-END REPORTING REQUIREMENTS

KPMG conducts a yearly audit of Special Olympics Australia to produce statutory financial reports. To ensure an unqualified audit opinion we follow the following schedule:

31 JANUARY

Annual club financial reports forwarded to Special Olympics Australia

1–15 FEBRUARY

Club reports collated and assistance from Treasurer with any KPMG queries

1–28 FEBRUARY

Audit consolidation reports prepared by Special Olympics Australia

EARLY MARCH

Auditors at Special Olympics Australia

END MARCH

Audit report finalised

MID-APRIL

Audit report presented to SOA Board Finance Committee

MAY

Financial report presented to members at the AGM

FINANCE AND BUDGET TOOLS

Special Olympics Australia has provided a simple toolkit for club finance which includes the following templates:

- bank book
- profit and loss
- balance sheet
- bank reconciliation
- detailed sports activity.

This toolkit can be downloaded from www.specialolympics.com.au/members

FUNDRAISING

Fundraising is an intrinsic part of the operation of any community club. It ensures sustainability and should be built into the planning process for the club. Many clubs, depending on their size and requirements may set up a fundraising sub-committee chaired by a member of the committee. This sub-committee will come up with ideas for fundraising projects and organise and oversee implementation of the event or initiative. It should also be remembered that fundraising is something that every club member may get involved in to support the club. Fundraising activities are carried out in the name of Special Olympics Australia and must be in line with the fundraising license of your state/territory.

To download our Fundraising Guidelines go to www.specialolympics.com.au/members

GRANT APPLICATIONS AND SPONSORSHIP

Clubs may seek additional funding through local grant opportunities or sponsorship from businesses within the club's jurisdiction. If you need assistance with grant applications Special Olympics Australia can help you. Just email us at clubs@specialolympics.com.au



10. Accreditation License

Accreditation License

Those clubs that have met, or have agreed to meet the Special Olympics Australia Accreditation Standards, will be issued with an Accreditation License by Special Olympics Australia.

Accredited clubs have the right to:

- use the Special Olympics Australia name, logo and other trademarks within its jurisdiction
- organise and conduct Special Olympics Australia sports and related activities
- raise and spend money in the name of Special Olympics Australia
- have athletes and volunteers covered by Special Olympics Australia's insurance policies
- have athletes and volunteers participate in club, Interclub, State, National and World Games
- benefit from lifestyle initiatives like Healthy Athletes and Athlete Leadership Programs.

Clubs who cannot yet meet these Accreditation Standards will be assisted by their Zone.

Joy!



WORDS FROM SPECIAL OLYMPICS ATHLETES

.....
'Because of Special Olympics I am known for my sporting achievements and people cheer me on.' Travis NSW

.....
'Special Olympics makes me feel worthy.' Deana VIC

.....
'Special Olympics allows me to enter competitions like normal people do.' Kasey WA

.....
'Special Olympics has improved my life because I have made lots of friends.' Isabella-Kate QLD

.....
'I like Special Olympics because it gives me a fair go!' Jasmine SA

.....
'Special Olympics has changed my life completely.' Donna TAS

.....
'Special Olympics has made me more independent.' Kylie QLD

.....
'Thank you Special Olympics for letting me play sport. It is a dream.' Erin VIC

.....
'Special Olympics has made me stronger and given me confidence.' Lyndall SA

.....
'Special Olympics has made me confident and one day I am going to have a good job like my sister.' Laura SA

.....
'Special Olympics makes me feel like a hero.' Anthony ACT

.....
'Special Olympics makes life enjoyable.' Martin NSW

.....
'At Special Olympics I like the way everyone congratulates each other when they win.' Karen NSW

.....
'Special Olympics has given me a purpose.' Daniel NSW

.....
'I am a loud, proud Special Olympics champion!' Mitchell NSW

.....
'My favourite part of Special Olympics is winning medals.' Robert SA

.....
'Special Olympics lets me play sport like my brothers and sisters.' Jack QLD

.....
'This is AWESOME!' Jake VIC

.....
'Special Olympics brings happiness to my life.' Praveen QLD

.....
'Special Olympics has given me a life.' Ben QLD

.....
'Special Olympics has given me many new friends, plus a husband!' Emma NSW

.....
'Special Olympics has made me believe in myself.' Callum QLD

.....
'I find it difficult to play sport because of my anxiety but because my coach is so welcoming I can do it.' Bradley QLD

.....
'Special Olympics has given me the ability to cope with everyday life.' Melinda QLD

.....
'I like Special Olympics because everyone accepts me for who I am.' Kelliane VIC

.....
'I love Special Olympics for accepting people for who they are.' Nadia SA

.....
'I like Special Olympics because I have an awesome coach.' Sara QLD

.....
'Because of Special Olympics I play sport instead of sitting in front of the television.' Matthew QLD

.....
'Special Olympics has taught me to try new things and do my best.' Belinda NSW

.....
'Special Olympics has given me a reason to stay healthy.' Joselyn QLD

.....
'Because of Special Olympics I can do whatever I put my mind too.' Sara NSW

.....
'Special Olympics has taught me to follow my dreams.' Alex NSW

.....
'I like Special Olympics because I get to do sport without being left out.' Brad WA

.....
'Special Olympics makes me feel like a winner!' Rebecca QLD

.....
'Because of Special Olympics I don't just sit at home feeling bored.' Adam QLD

.....
'At Special Olympics I get to compete against people like me.' Eleanor VIC

.....
'I love every part of Special Olympics. I really love to run and I love to win.' Jessica NSW

.....
'Let me win, but if I cannot win, let me be brave in the attempt.' Athlete Oath.

Glossary of Terms

Accreditation License means the signed license which confirms that a club is authorised to operate under the banner of Special Olympics.

Accreditation Standards means the written criteria established by Special Olympics, Inc. and adopted by Special Olympics Australia for granting accreditation.

Accredited Program means any organisation accredited by Special Olympics Inc. to organise and conduct Special Olympics training and competition programs within particular jurisdiction. Special Olympics Australia is the only Accredited Program in Australia.

Board of Directors is the Board of Special Olympics Australia which has the ultimate legal responsibility for governing the affairs of the Program.

A Club refers to the group of athletes and volunteers who participate in weekly sport training and regular competition and are managed by a Club Leadership Team.

The **Club Leadership Team** is a group of skilled volunteers responsible for the effective running of the club and work with volunteers within the club to provide safe, regular sports opportunities.

Our **Constitution** sets out the basic structure and methods of operating. It outlines our purpose, lists the rules of operation and sets out the rights and responsibilities of members.

EKS refers to Eunice Kennedy Shriver the founder of the Special Olympics movement whose life and work is celebrated on EKS Day in September each year.

Games means, generally, any competition conducted by Special Olympics Inc., a Games Organising Committee (GOC), an Accredited Program or Sub-Program under the name of Special Olympics and where there is competition in three or more Official Sports.

GOC means a Games Organising Committee that is authorised to organise, finance and conduct specific Games in line with the Special Olympics Official General Rules.

Brand Identity Guidelines means the publication issued periodically by Special Olympics Inc. for the use of all Accredited Programs and Sub-Programs.

Intellectual Disability and **Intellectual Disabilities** shall, for the purposes of Special Olympics, have the meaning set forth in Section 2.01 of the Special Olympics Official General Rules.

Licensee is the Chair of the Club Leadership Team for the purposes of the Accreditation license.

Office Holder refers to an individual who is part of a Club leadership Team and who has a legal obligation to carry out their duties with care, diligence and in good faith, and not for personal advantage.

Official Sports means the summer and winter sports as defined by Special Olympics Inc. and listed below. The sports marked * are not officially offered by Special Olympics Australia.

OFFICIAL SUMMER SPORTS

Aquatics (swimming)
Athletics
Badminton*
Basketball
Beach Volleyball*
Bocce
Cycling*
Equestrian
Football (soccer)
Golf
Gymnastics (artistic & rhythmic)
Handball*
Judo*
Netball
Open Water Swimming
Powerlifting*
Roller Skating*
Sailing
Softball
Table Tennis
Tennis
Tenpin Bowling
Triathlon*
Volleyball*

RECOGNISED SUMMER SPORTS

Cricket
Kayaking*

OFFICIAL WINTER SPORTS

Alpine Skiing
Short-Track Speed Skating*
Cross-Country Skiing*
Snowboarding
Figure Skating
Floor Ball*
Floor Hockey*
Snowshoeing*
Speedskating*

RECOGNISED WINTER SPORTS

Floorball*

Prohibited Sports are those deemed by Special Olympics Inc. to pose unreasonable risk to athlete, health and safety such as boxing, fencing, shooting, karate and other contact martial arts.

SOA means Special Olympics Australia; the Accredited Program authorised to conduct Special Olympics in the jurisdiction of Australia.

SOI means Special Olympics, Inc., the creator of the Special Olympics Movement and the international governing body.

Official General Rules means the official document titled "Special Olympics Official General Rules" from Special Olympics, Inc..

Official Sports Rules means the "Official Special Olympics Sports Rules," which are issued and amended periodically by SOI.

SO Logo means the official logo of Special Olympics which is registered with the United States Patent and Trademark Office as SOI's official logo and registered mark.

SO Mark (s) means, individually and collectively: (1) the mark and name "Special Olympics"; (2) the Special Olympics Logo; (3) any Games or GOC logo, slogan or theme; (4) Unified Sports®; (5) The Law Enforcement Torch Run® for Special Olympics; (6) any figures or logos used by SOI or any GOC as symbols for Official Sports; and (7) any other mark, name, logo, emblem, slogan, motto, depiction or other expression which SOI has approved for use in connection with Special Olympics.

Special Olympics, Special Olympics, Inc., Special Olympics Movement or SOI is a generic reference to the Special Olympics program of sports training and competition and the global Special Olympics movement established and administered by Special Olympics Inc.

Sub-Program means a local program located within the jurisdiction of an Accredited Program, which is specifically accredited and authorised by the Accredited Program.

Torch Run means the Law Enforcement Torch Run® for Special Olympics, which consists of the relay run during which the Special Olympics Torch is carried to the site of the Opening Ceremony of any Games (2) fund-raising and awareness activities in support of the Law Enforcement Torch Run for Special Olympics.

Tournament means any Special Olympics competition offered in up to two official sports.

OUR LOGO TELLS OUR STORY



The 'globe of figures' represents an international family connected by activity, acceptance and inclusion.

Each figure represents an athlete.



The figure with the lowest arms is an athlete before Special Olympics when life is a daily challenge.



The figure with the middle arms is a new athlete who has begun to explore and enjoy their abilities.



The figure with the highest arms is an athlete with fists raised in joy as they take pride in their ability amongst new friends.

Appendix

RUNNING A MEETING

Call to Order: The Chair announces the beginning of the meeting. Any apologies are noted. Any members with a conflict of interest on any item must declare this to the committee.

Roll Call: Attendance must be recorded to ensure that the quorum is adhered to. A quorum is a majority of members (or minimum of 4 members, whichever is greater) who can either be physically present or via teleconference. If a quorum is not present within a reasonable time after the time set for the meeting, the meeting will be adjourned or postponed to such a place and time as the Club Leadership Team agree to.

Approval of the minutes of the last meeting: The secretary reads a summary of the last meeting. The Members present at the meeting should then be given the opportunity to state whether they believe there are any corrections or additions that need to be added to the minutes. If there are none then these stand approved.

Leadership Team Member reports: Each member of the Leadership Team will report to the Committee with any progress of activities within the club.

At each meeting there should be a mix of reports to the committee and planning by the committee on achieving its goals surrounding growth in athlete numbers, support for coaches and volunteers and the sustainability of the sport programs being delivered.

Matters arising: If there are any issues and/or business left over from the last committee meeting then these topics are to be taken up in the order that they were to have been considered in the last session.

Outstanding actions: This includes a question or topic that was pending at the last session when it had adjourned, any unfinished business that did not come up at the last session; any general orders from the last session that were not completed are to be adhered to now.

New business: Any Leadership Team Member who wishes to raise a motion or new business to the Agenda should circulate a briefing note at least 48 hours prior to the meeting. The briefing note should give a background, proposal, risks, benefits, costs and timelines.

Adjournment and meeting finalisation: Next meeting to be scheduled (time, date, location). Meeting close.

RUNNING AN AGM

PREPARATION FOR THE AGM

- The agenda, notice of meeting and vacant positions nomination form are organised by the Chair.
- Nominations for committee positions are to be sent to the secretary no later than 2 days prior to the meeting.

DATE

- The AGM should take place between November to February

NOTICE

- Reasonable notice of at least 14 days for the AGM must be given to all club members.
- A call for nominations of any vacant Club Leadership position should be included. If no nominations are received for a vacant position prior to the AGM then broader advertising for the role may commence.
- Notice of the AGM should include the agenda, who can vote, date, time and place of meeting as well as how to apply for a vacant position.

ROLES AND RESPONSIBILITIES

- Meeting is of a formal nature

CHAIR

- The Chair invites members to submit any items of business to include in agenda and these items should be advised to the Secretary in advance of the meeting and included on the agenda.
- The Chair facilitates the AGM. In the event that the Chair is up for election, the Chair will stand down and an independent person takes over the role of the Chair.
- An explanation of how the voting is to be carried out will be stated by the Chair at the beginning of the meeting.

SECRETARY

- It is the role of the Secretary to ensure that the agenda for the AGM is available to members. The agenda may include supporting documents such as the License issued to the Club and copies of end of year financial statements.
- The Secretary will also be responsible for taking official minutes of the AGM. This includes the exact wording of motions, the movers, the seconders of motions, the numbers of Members in favour, opposed and abstentions for each motion, and the Chair remarks.

VOTING GUIDELINES AND PROCESSES

- Where more than one nominee for a position is received an election shall take place either, by ballot or show of hands, as appropriate to the meeting. The current Chair shall have the deciding vote on which procedure to follow.
- In the case of no nominations being present for a position the Chair/Secretary will contact the National Volunteer Program Manager and seek assistance with recruiting a person with the appropriate skills to fill that position.
- All registered athletes and volunteers in the club are entitled to vote.
- Athletes and volunteers must be in attendance to vote. Proxies will not be accepted.
- Athletes voting must have a separate enclave from parents and carers and have the election process properly explained to them.
- Decision are determined by a majority vote.

THE AGM FORMAT

REGISTRATION

- Members are to sign a registration form as they come into the meeting.

AGENDA

- Apologies for absence: this should record anyone who sent their apologies, e.g. a committee member. It should not record all the members who have not turned up.
- Minutes of the previous AGM: the minutes of the last AGM should be circulated and approved. In general, very few people will be able to remember whether the minutes are an accurate record of a meeting that was a year ago, so it is sensible to keep minutes brief and covering only the main items of business and main decisions.
- Matters arising (unless covered by other items): This is the point to report that, for example, the Secretary had to resign and someone else took his/her place.

CHAIRPERSON'S REPORT

- This is a report on activities throughout the year.
- The Chair should include any specific thanks that should be made.
- The Chair's report is essentially the annual report and members should be invited to approve it as an accurate record of the year's events.

TREASURER'S REPORT

- The Treasurer's report is more formal and is really the presentation of the audited accounts. The Treasurer should explain the income and expenditure and any balance remaining.
- At the end of his/her presentation, the Treasurer should ask for the accounts to be formally accepted and approved.

ANY OTHER BUSINESS

- This is an opportunity for anyone present to raise a matter which has been forgotten. However, questions of substance should not be brought up at this stage.
- The Secretary should have preferably been notified of such matters and already included them in the agenda.

MINUTES

- The minutes should correspond to the items on the agenda and should record the main decisions.



Special Olympics
Australia

CHARITABLE STATUS

Special Olympics Australia has tax-exempt and deductible gift-recipient status granted by the Australian Taxation Office.

We are registered with the Department of Gaming and Racing under the Charitable Fundraising Act 1991.

CFN 14503 | ABN 28 050 738 728

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STAY IN TOUCH WITH US ON:



SpecialOlympics.com.au