

Wollongong Wolves Football Club



Club Member Handbook

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Contents

	Page No.
1. Introduction, Staffing & contact details	2
2. Disciplinary Procedure	3
3. Disciplinary Rules	7
4. Grievance Procedure	10
5. Anti-harassment and Bullying Policy	11
6. Capability Procedure	15
7. Sickness Absence Policy	21
8. Health and Safety policy	25
9. Information and Communications Systems Policy	26
10. Social Media Policy	28
11. Substance Misuse Policy	30
12. Anti-corruption and bribery policy	33
13. Dress Code	37
14. Whistleblowing Policy	38

1. Introduction

This handbook sets out the internal policies and procedures of the Club and does not form part of any playing or coaching contract.

We value our staff, volunteers and players and want all participants of the Club to be happy during their involvement with us. We hope that you find this handbook useful in understanding the level of standards we expect as well as informing you of how to deal with certain situations that may be unacceptable to you.

Executive Staff

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Venues

Albert Butler Memorial Park

Shellharbour Road
Warrawong

Fred Finch Oval

Hooka Creek Road
Berkeley

Winn Stadium

46 Harbour St, Wollongong NSW 2500

University of Wollongong

Northfields Avenue, Wollongong NSW 2522 Australia

Thomas Dalton Park

Carters Lane, Fairy Meadow NSW 2519 Australia

2. Disciplinary Procedure

2.1 Policy Statement

The aims of this Disciplinary Procedure and its associated Disciplinary Rules are to set out the standards of conduct expected of all Club staff, coaches, volunteers and players and to provide a framework within which we work to maintain satisfactory standards of conduct and to encourage improvement where necessary.

It is our policy to ensure that any disciplinary matter is dealt with fairly and that steps are taken to establish the facts and to give those involved the opportunity to respond before taking any formal action.

This procedure does not form part of any contract of employment and it may be amended at any time. We may also vary this procedure, including any time limits, as appropriate in any case.

For ease of reference, Club employees, coaches, staff, volunteers and players will herein be referred to as "Club Members".

2.2 What is covered by the procedure?

Minor conduct issues can often be resolved informally between you and the other Club member. These discussions should be held in private and without undue delay whenever there is cause for concern. Where appropriate, a note of any such informal discussions may be emailed to your Technical Director, a member of the Football Technical Core or Executive Staff. Formal steps may be taken under this procedure if the matter is not resolved, or if informal discussion is not appropriate (for example, because of the seriousness of the allegation).

A dismissal will not normally follow a first act of misconduct, unless we decide it amounts to gross misconduct or the affected person is subject to a probationary period or suspended sentence.

If you have difficulty at any stage of the procedure because of a disability, you should discuss the situation with your Technical Director as soon as possible.

2.3 Confidentiality

Our aim is to deal with disciplinary matters sensitively and with due respect for the privacy of any individuals involved. All Club Members must treat as confidential any information communicated to them in connection with an investigation or disciplinary matter.

You, and anyone accompanying you (including witnesses), must not make electronic recordings of any meetings or hearings conducted under this procedure unless all parties involved consent in writing. It is unlawful to do so.

You will normally be told the names of any witnesses whose evidence is relevant to disciplinary proceedings against you, unless we believe that a witness' identity should remain confidential.

2.4 Investigations

The purpose of an investigation is for us to establish a fair and balanced view of the facts relating to any disciplinary allegations against any Club Member, before deciding whether to proceed with a disciplinary hearing. The amount of investigation required will depend on the nature of the

allegations and will vary from case to case. It may involve interviewing and taking statements from you and any witnesses, and/or reviewing relevant documents.

Investigative interviews are solely for the purpose of fact-finding and no decision on disciplinary action will be taken until after a disciplinary hearing has been held.

You do not normally have the right to bring a companion to an investigative interview. However, we may allow you to bring a companion if it helps you to overcome any disability, or any difficulty in understanding English.

You must co-operate fully and promptly in any investigation. This will include informing us of the names of any relevant witnesses, disclosing any relevant documents to us and attending investigative interviews if required.

2.5 **Criminal charges**

Where your conduct is the subject of a criminal investigation, charge or conviction we will investigate the facts before deciding whether to take formal disciplinary action.

We may wait for the outcome of any prosecution before deciding what action, if any, to take. Where you are unable or have been advised not to attend a disciplinary hearing or say anything about a pending criminal matter, we may have to make a decision or an interim decision based on the available evidence.

A criminal investigation, charge or conviction relating to conduct outside your involvement in the Club may be treated as a disciplinary matter if we consider that it is relevant to your involvement in the Club.

2.6 **Suspension**

In some circumstances we may need to suspend you from duties with the Club. The suspension will be for no longer than is necessary to investigate the allegations and we will confirm the arrangements to you in writing. While suspended you should not visit premises at which Club activities are being conducted or contact any of our Club Members, suppliers, or contractors - unless you have been authorised to do so by a member of the Executive Staff.

Suspension of this kind is not a disciplinary penalty and does not imply that any decision has already been made about the allegations. You may continue to receive any entitlements due during the period of suspension.

2.7 **Notification of a hearing.**

Following any investigation, if we consider there are grounds for disciplinary action, you will be required to attend a hearing. We will inform you in writing of the allegations against you, the basis for those allegations, and what the likely range of consequences will be if we decide after the hearing that the allegations are true. We will also include the following where appropriate:

- (a) a summary of relevant information gathered during the investigation;
- (b) a copy of any relevant documents which will be used at the disciplinary hearing; and

- (c) a copy of any relevant witness statements, except where a witness' identity is to be kept confidential, in which case we will give you as much information as possible while maintaining confidentiality.

We will give you written notice of the date, time and place of the disciplinary hearing. The hearing will be held as soon as reasonably practicable, but you will be given a reasonable amount of time, usually two to seven days, to prepare your case based on the information we have given you.

2.8 The right to be accompanied by a support person

You may bring a companion to any disciplinary hearing or appeal hearing under this procedure. You must tell the person nominated to chair the hearing who your chosen companion is, in good time before the hearing.

If your choice of support person is unreasonable, we may ask you to choose someone else, for example:

- (a) if in our opinion your support person may have a conflict of interest or may prejudice the meeting; or
- (b) if your support person is unavailable at the time a meeting is scheduled and will not be available for more than five working days afterwards.

We may, at our discretion, allow you to bring a support person who is not a colleague (for example, a member of your family) if you are a minor, or where this will help overcome a disability, or if you have difficulty understanding English.

2.9 Procedure at disciplinary hearings

If you or your support person cannot attend the hearing you should inform us immediately and we will arrange an alternative time. You must make every effort to attend the hearing, and failure to attend without good reason may be treated as misconduct in itself. If you fail to attend without good reason, or are persistently unable to do so (for example for health reasons), we may have to take a decision based on the available evidence.

The hearing will be chaired by a member of the Executive Staff or a person with delegated authority. You may bring a support person with you to the disciplinary hearing (see paragraph 2.8).

At the disciplinary hearing we will go through the allegations against you and the evidence that has been gathered. You will be able to respond and present any evidence of your own. Your support person may make representations to us and ask questions, but should not answer questions on your behalf. You may confer privately with your support person at any time during the hearing.

You may ask relevant witnesses to appear at the hearing, provided you give us sufficient advance notice to arrange their attendance. You will be given the opportunity to respond to any information given by a witness.

We may adjourn the disciplinary hearing if we need to carry out any further investigations such as re-interviewing witnesses in the light of any new points raised at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

We will inform you in writing of our decision and our reasons for it, usually within one week of the disciplinary hearing. Where possible we will also explain this information to you in person.

2.10 **Disciplinary penalties**

The usual penalties for misconduct are set out below. No penalty should be imposed without a hearing. We aim to treat all Club Members fairly and consistently, and a penalty imposed on another Club Member for similar misconduct will usually be taken into account but should not be treated as a precedent. Each case will be assessed on its own merits.

Stage 1 - First written warning - A first written warning may be issued. It will usually be appropriate for a first act of misconduct where there are no other active written warnings on your disciplinary record.

Stage 2 - Final written warning - A final written warning may be issued. It will usually be appropriate for:

- (a) misconduct where there is already an active written warning on your record; or
- (b) misconduct that we consider sufficiently serious to warrant a final written warning even though there are no other active warnings on your record.

Stage 3 - Dismissal - Dismissal may be authorised by Executive Staff. It will usually only be appropriate for:

- (a) any misconduct during any probationary period or suspended sentence or penalty;
- (b) further misconduct where there is an active final written warning on your record; or
- (c) any gross misconduct regardless of whether there are active warnings on your record. Gross misconduct will usually result in immediate dismissal without notice or payment in lieu of notice (summary dismissal). Examples of gross misconduct are set out in our Disciplinary Rules, which are contained in this handbook.

2.11 **The effect of a warning**

Written warnings will set out the nature of the misconduct, the change in behaviour required, the period for which the warning will remain active, and the likely consequences of further misconduct in that active period.

Your conduct may be reviewed at the end of a warning's active period and if it has not improved sufficiently, we may decide to extend the active period of the warning.

After the active period, the warning will remain permanently on your personnel file but will be disregarded in deciding the outcome of future disciplinary proceedings.

2.12 **Appeals against disciplinary action**

If you feel that disciplinary action taken against you is wrong or unjust you should appeal in writing, stating your full grounds of appeal, to the Club's Administration Manager Director within one week of the date on which you were informed of the decision.

If you are appealing against dismissal, the date on which dismissal takes effect will not be delayed pending the outcome of the appeal. However, if your appeal is successful you will be reinstated with no loss of benefits.

If you raise any new matters in your appeal, we may need to carry out further investigation. If any new information comes to light we will provide you with a summary including, where appropriate, copies of additional relevant documents and witness statements. You will have a reasonable opportunity to consider this information before the hearing.

We will give you written notice of the date, time and place of the appeal hearing. This will normally be two to seven days after you receive the written notice.

The appeal hearing may be a complete re-hearing of the matter or it may be a review of the fairness of the original decision in the light of the procedure that was followed and any new information that may have come to light. This will be at our discretion depending on the circumstances of your case. In any event the appeal will be dealt with as impartially as possible.

Where possible, the appeal hearing will be conducted impartially by an independent person appointed by the Executive Staff who has not been previously involved in the case. You may bring a support person with you to the appeal hearing (see paragraph 2.8).

We may adjourn the appeal hearing if we need to carry out any further investigations in the light of any new points you have raised at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

Following the appeal hearing we may:

- (a) confirm the original decision;
- (b) revoke the original decision; or
- (c) substitute a different penalty.

We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. Where possible we will also explain this to you in person. There will be no further right of appeal.

3. Disciplinary Rules

3.1 Policy Statement

These Disciplinary Rules should be read in conjunction with our Disciplinary Procedure. The aim of the Disciplinary Rules and Disciplinary Procedure is to set out the standards of conduct expected of all Club Members.

It is our policy to ensure that any disciplinary matter is dealt with fairly and in accordance with the Disciplinary Procedure.

If you are in any doubt as to your responsibilities or the standards of conduct expected you should speak to your Technical Director, to a member of the Football Technical Core or a member of Executive Staff.

3.2 **Rules of conduct**

While working, playing or volunteering for the Club you should at all times maintain professional and responsible standards of conduct. In particular you should:

- (a) observe the terms and conditions of your contract.
- (b) observe all Club policies, procedures and regulations which are included in the Staff Handbook or notified to you from time to time by means of e-mail or otherwise;
- (c) observe all our policies, procedures and regulations which are included in the coaches contract
- (d) take reasonable care in respect of the health and safety of colleagues and third parties;
- (e) comply with all reasonable instructions given by coaching staff, Technical Directors and/or Executive Staff; and
- (f) act at all times in good faith and in the best interests of the Club.

Failure to maintain satisfactory standards of conduct may result in action being taken under our Disciplinary Procedure.

3.3 **Misconduct**

The following are examples of matters that will normally be regarded as misconduct and will be dealt with under our Disciplinary Procedure:

- (a) Minor breaches of any playing or coaching contract;
- (b) Damage to, or unauthorised use of, our property;
- (c) Unauthorised absence from duties;
- (d) Refusal to follow instructions;
- (e) Obscene language or other offensive behaviour;
- (f) Bullying, harassment, vilification or sexual harassment;
- (g) Negligence in the performance of your duties; or

This list is intended as a guide and is not exhaustive.

3.4 **Gross misconduct**

Gross misconduct is a serious breach of contract and includes misconduct which, in our opinion, is likely to prejudice the Club, its reputation or irreparably damage the working relationship and trust between us. Gross misconduct will be dealt with under our Disciplinary Procedure and will normally lead to dismissal without notice or pay in lieu of notice (summary dismissal).

The following are examples of matters that are normally regarded as gross misconduct:

- (a) Theft or fraud;
- (b) Actual or threatened violence, or behaviour which provokes violence;
- (c) Deliberate and serious damage to property;
- (d) Serious misuse of our property or name;
- (e) Deliberately disseminating pornographic, offensive or obscene material to other Club members;
- (f) Serious insubordination;
- (g) Unlawful discrimination or harassment;
- (h) Bringing the Club into serious disrepute;
- (i) Being under the influence of alcohol, illegal drugs or other substances whilst performing Club duties;
- (j) Causing loss, damage or injury through serious negligence;
- (k) Serious breach of health and safety;
- (l) Serious breach of confidence;
- (m) Acceptance of bribes or other secret payments;
- (n) Conviction for a criminal offence that in our opinion may affect the Club's reputation or our relationships with our staff, volunteers, supporters, sponsors, suppliers or other stakeholders, or otherwise affects your suitability to continue to be involved in the Club or work for it;
- (o) Possession, use, supply or attempted supply of illegal drugs;
- (p) Serious neglect of duties, or a serious or deliberate breach of your contract or operating procedures;
- (q) Harassment of, or discrimination against other staff members, volunteers, players, supporters, sponsors, contractors, other members of the public, related to gender, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, disability, religion or belief or age contrary to legislation;
- (r) Refusal to disclose any of the information required by your involvement in the Club or any other information that may have a bearing on the performance of your duties;
- (s) Giving false information as to qualifications or entitlement to work (including immigration status);
- (t) Making untrue allegations in bad faith against a colleague;
- (u) Victimising a colleague who has raised concerns, made a complaint or given evidence.

- (v) Serious misuse of our information technology systems.

This list is intended as a guide and is not exhaustive.

4. Grievance Procedure

4.1 About this procedure

This procedure applies to all Club Members.

This procedure may be amended at any time and we may depart from it depending on the circumstances of any case.

Most grievances can be resolved quickly and informally through discussion with your coach, Technical Director, a member of the Football Technical Core or a member of the Executive Staff. If this does not resolve the problem, you should initiate the formal procedure below reasonably promptly.

4.2 Step 1: Written grievance

You should put your grievance in writing and submit it to the Club's Administration Manager.

The written grievance should set out the nature of the complaint, including any relevant facts, dates, and names of individuals involved so that we can investigate it.

4.3 Step 2: Meeting

We will arrange a grievance meeting, normally within one week of receiving your written grievance. You should make every effort to attend.

You may bring a support person to the grievance meeting if you make a reasonable request in advance and tell us the name of your chosen companion.

If you or your support person cannot attend at the time specified you should let us know as soon as possible and we will try, within reason, to agree an alternative time.

We may adjourn the meeting if we need to carry out further investigations, after which the meeting will usually be reconvened.

We will write to you, usually within one week of the last grievance meeting, to confirm our decision and notify of you of any further action that we intend to take to resolve the grievance. We will also advise you of your right of appeal.

4.4 Step 3: Appeals

If the grievance has not been resolved to your satisfaction you may appeal in writing. Your Appeal should be emailed to the Administration Manager, stating your full grounds of appeal, within one week of the date on which the decision was sent or given to you.

We will hold an appeal meeting, normally within two weeks of receiving the appeal. You will have a right to bring a support person (see paragraph 4.3).

We will confirm our final decision in writing, usually within one week of the appeal hearing. There is no further right of appeal.

5. Anti-harassment and bullying policy

5.1 Policy Statement

The purpose of this policy is to ensure that all Club Members are treated and treat others with dignity and respect, free from harassment and bullying. All Club Members should take the time to ensure they understand what types of behaviour are unacceptable under this policy.

This policy covers harassment or bullying which occurs during any Club related activity.

All Club Members must treat colleagues and others with dignity and respect and should always consider whether their words or conduct could be offensive. Even unintentional harassment or bullying is unacceptable.

We will take allegations of harassment or bullying seriously and address them promptly and confidentially where possible. Harassment or bullying by a Club Member will be treated as misconduct under our Disciplinary Procedure. In some cases, it may amount to gross misconduct leading to summary dismissal.

5.2 What the law says

Legislation prohibits harassment related to age, disability, gender, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation.

It is unlawful to pursue a course of conduct which you know or ought to know would be harassment, which includes causing someone alarm or distress.

Under health and safety law, staff are entitled to a safe place and system of work.

Individual Club Members may in some cases be legally liable for harassment of colleagues or third parties and may be ordered to pay compensation by a court or tribunal.

5.3 What is harassment?

Harassment is any unwanted physical, verbal or non-verbal conduct which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. A single incident can amount to harassment.

It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.

Harassment may include, for example:

- (a) unwanted physical conduct or "horseplay", including touching, pinching, pushing, grabbing, brushing past someone, invading their personal space, and more serious forms of physical or sexual assault;
- (b) unwelcome sexual advances or suggestive behaviour (which the harasser may perceive as harmless), and suggestions that sexual favours may further a career or that a refusal may hinder it;
- (c) continued suggestions for social activity after it has been made clear that such suggestions are unwelcome;
- (d) sending or displaying material that is pornographic or that some people may find offensive (including e-mails, text messages, video clips and images sent by mobile phone or posted on the internet);
- (e) offensive or intimidating comments or gestures, or insensitive jokes or pranks;
- (f) mocking, mimicking or belittling a person's disability;
- (g) racist, sexist, homophobic or ageist jokes, or derogatory or stereotypical remarks about a particular ethnic or religious group or gender;
- (h) outing or threatening to out someone as gay or lesbian; or
- (i) ignoring or shunning someone, for example, by deliberately excluding them from a conversation or a workplace social activity.

A person may be harassed even if they were not the intended "target". For example, a person may be harassed by racist jokes about a different ethnic group if they create an offensive environment for him.

5.4 **What is bullying?**

Bullying is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation.

Bullying can take the form of physical, verbal and non-verbal conduct. Bullying may include, by way of example:

- (a) shouting at, being sarcastic towards, ridiculing or demeaning others;
- (b) physical or psychological threats;
- (c) overbearing and intimidating levels of supervision;
- (d) inappropriate and/or derogatory remarks about someone's performance;
- (e) abuse of authority or power by those in positions of seniority; or
- (f) deliberately excluding someone from meetings or communications without good reason.

Legitimate, reasonable and constructive criticism of a person's performance or behaviour, or reasonable instructions given to others, will not amount to bullying on their own.

5.5 Informal steps

If you are being bullied or harassed, you should initially consider raising the problem informally with the person responsible, if you feel able. You should explain clearly to them that their behaviour is not welcome or makes you uncomfortable. If this is too difficult or embarrassing, you should speak to your Coach, Technical Director or a member of Executive Staff, who can provide confidential advice and assistance in resolving the issue formally or informally.

If you are not certain whether an incident or series of incidents amount to bullying or harassment, you should initially contact your Coach, Technical Director or a member of Executive Staff informally for confidential advice.

If informal steps have not been successful or are not possible or appropriate, you should follow the formal procedure set out below.

5.6 Raising a formal complaint

If you wish to make a formal complaint about bullying or harassment, you should submit it in writing to the Administration Manager.

Your written complaint should set out full details of the conduct in question, including the name of the harasser or bully, the nature of the harassment or bullying, the date(s) and time(s) at which it occurred, the names of any witnesses and any action that has been taken so far to attempt to stop it from occurring.

As a general principle, the decision whether to progress a complaint is up to you. However, we have a duty to protect all Club Members and may pursue the matter independently if, in all the circumstances, we consider it appropriate to do so.

5.7 Formal investigations

We will investigate complaints in a timely and confidential manner. Individuals not involved in the complaint or the investigation should not be told about it. The investigation will be conducted by someone with appropriate experience and no prior involvement in the complaint. The investigation should be thorough, impartial and objective, and carried out with sensitivity and due respect for the rights of all parties concerned.

We will arrange a meeting with you, usually within one week of receiving your complaint, so that you can give your account of events. You have the right to be accompanied by a colleague of your choice, who must respect the confidentiality of the investigation. You will be given a provisional timetable for the investigation. The investigator will arrange further meetings with you as appropriate throughout the investigation.

The investigator will also meet with the alleged harasser or bully to hear their account of events. They have a right to be told the details of the allegations against them, so that they can respond.

We will consider any request that you make for changes to your involvement in the Club during the investigation. For example, you may ask for changes to so as to avoid or minimise contact with the alleged harasser or bully.

It may be necessary to interview witnesses to any of the incidents mentioned in your complaint. If so, the importance of confidentiality will be emphasised to them.

At the end of the investigation, a meeting will be arranged with you, in order to discuss the outcome and what action, if any, should be taken. You have the right to bring a colleague to the meeting. A copy of the investigation report will be given to you and to the alleged harasser.

5.8 Action following the investigation

If it is considered that harassment or bullying has occurred, prompt action will be taken to address it.

Where the harasser or bully is a coach, staff member or player the matter will be dealt with as a case of possible misconduct or gross misconduct under our Disciplinary Procedure.

Where the harasser or bully is a third party, appropriate action might include putting up signs setting out acceptable and unacceptable behaviour; speaking or writing to the person; or, in very serious cases, banning them from Club premises or terminating a contract with them.

Whether or not your complaint is upheld, we will consider how best to manage the ongoing working relationship between you and the alleged harasser or bully.

Any Club Member who deliberately provides false information or otherwise acts in bad faith as part of an investigation may be subject to action under our Disciplinary Procedure.

5.9 Appeals

If you are not satisfied with the outcome you may appeal in writing. The Appeal should be emailed to the Administration Manager, stating your full grounds of appeal, within one week of the date on which the decision was sent or given to you.

We will hold an appeal meeting, normally within one week of receiving your written appeal. You may bring a colleague or trade union representative to the meeting.

We will confirm our final decision in writing, usually within one week of the appeal hearing. This is the end of the procedure and there is no further appeal.

5.10 Protection and support for those involved

Club Members who make complaints or who participate in good faith in any investigation conducted under this policy must not suffer any form of retaliation or victimisation as a result.

If you believe you have suffered any such treatment you should inform a member of the Executive Staff. If the matter is not remedied you should raise it formally using our Grievance Procedure or this procedure if appropriate.

Anyone found to have retaliated against or victimised someone for making a complaint or assisting in good faith with an investigation under this procedure will be subject to disciplinary action under our Disciplinary Procedure.

5.11 **Confidentiality and data protection**

Confidentiality is an important part of the procedures provided under this policy. Everyone involved in the operation of the policy, whether making a complaint or involved in any investigation, is responsible for observing the high level of confidentiality that is required. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a "need to know" basis.

Breach of confidentiality may give rise to disciplinary action under our Disciplinary Procedure.

5.12 **Who is responsible for this policy?**

Club Members should disclose any instances of harassment or bullying of which they become aware to their Technical Director, the Administration Manager or a member of the Club's Executive Staff.

6. Capability Procedure

6.1 **Policy statement**

The primary aim of this procedure is to provide a framework within which those in positions of authority can work with players and coaches to maintain satisfactory performance standards and to encourage improvement where necessary.

It is our policy to ensure that concerns over performance are dealt with fairly and that steps are taken to establish the facts and to give people the opportunity to respond at a hearing before any formal action is taken.

This procedure does not form part of any Club Members contract and it may be amended at any time. We may also vary any parts of this procedure, including any time limits, as appropriate in any case.

6.2 **What is covered by the policy?**

This policy is used to deal with poor performance. It does not apply to cases involving genuine sickness absence or misconduct. In those cases reference should be made to the appropriate policy or procedure in the Staff Handbook.

6.3 **Identifying performance issues**

In the first instance, performance issues should normally be dealt with informally between you and the coach and/or player as part of day-to-day management. Where appropriate, a note of any such informal discussions may be taken and sent to the Technical Director or Administration Manager.

The formal procedure should be used for more serious cases, or in any case where an earlier informal discussion has not resulted in a satisfactory improvement. Informal discussions may help:

- (a) clarify the required standards;
- (b) identify areas of concern;
- (c) establish the likely causes of poor performance and identify any training needs; and/or
- (d) set targets for improvement and a time-scale for review.

Coaches and players will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence, a dismissal without previous warnings may be appropriate.

If we have concerns about your performance, we will undertake an assessment to decide if there are grounds for taking formal action under this procedure. The procedure involved will depend on the circumstances but may involve reviewing your appraisal records, gathering any relevant documents, monitoring your performance and, if appropriate, interviewing you and/or other individuals confidentially.

6.4 Causes and Wellbeing

Consideration will be given to whether poor performance may be related to a change of circumstances, family and or personal issues and, if so, whether there are reasonable adjustments that could be made to your arrangements, including changing your duties or providing additional equipment or training. We may also consider making adjustments to this procedure in appropriate cases.

If you wish to discuss this or inform us of any medical condition you consider relevant, you should contact your coach and/or Technical Director.

6.5 Confidentiality

Our aim is to deal with performance matters sensitively and with due respect for the privacy of any individuals involved. All Club Members must treat as confidential any information communicated to them in connection with a matter which is subject to this capability procedure.

You, and anyone accompanying you (including witnesses), must not make electronic recordings of any meetings or hearings conducted under this procedure.

You will normally be told the names of any witnesses whose evidence is relevant to your capability hearing, unless we believe that a witness's identity should remain confidential.

6.6 Notification of a capability hearing

If we consider that there are grounds for taking formal action over alleged poor performance, you will be required to attend a capability hearing. We will notify you in writing of our concerns over your performance, the reasons for those concerns, and the likely outcome if we decide after the hearing that your performance has been unsatisfactory. We will also include the following where appropriate:

- (a) A summary of relevant information gathered as part of any investigation.
- (b) A copy of any relevant documents which will be used at the capability hearing.
- (c) A copy of any relevant witness statements, except where a witness's identity is to be kept confidential, in which case we will give you as much information as possible while maintaining confidentiality.

We will give you written notice of the date, time and place of the capability hearing. The hearing will be held as soon as reasonably practicable, but you will be given a reasonable amount of time, usually two to seven days, to prepare your case based on the information we have given you.

6.7 **Right to be accompanied by a support person at hearings**

You may bring a support person to any capability hearing or appeal hearing under this procedure. You must tell the person conducting the hearing who your chosen support person is, in good time before the hearing.

If your choice of support person is unreasonable we may require you to choose someone else, for example:

- (a) if in our opinion your support person may have a conflict of interest or may prejudice the hearing; or
- (b) if your support person is unavailable at the time a hearing is scheduled and will not be available for more than five working days.

We may, at our discretion, allow you to bring a support person who is not a colleague (for example, a member of your family) if you are a minor or where this will help overcome a particular difficulty caused by a disability, or where you have difficulty understanding English.

6.8 **Procedure at capability hearings**

If you or your support person cannot attend the hearing you should inform us immediately and we will usually arrange an alternative time. You must make every effort to attend the hearing, and failure to attend without good reason may be treated as misconduct in itself. If you fail to attend without good reason, or are persistently unable to do so (for example, for health reasons), we may have to take a decision based on the available evidence.

The hearing will normally be held by Executive Staff or by persons with delegated authority. If under the age of 18 you will have to bring a parent/guardian with you to the hearing. Your parent/guardian may make representations, ask questions, and sum up your case, but will not be allowed to answer questions on your behalf. You may confer privately with your support person at any time during the hearing.

You may ask relevant witnesses to appear at the hearing, provided you give us sufficient advance notice to arrange their attendance. You will be given the opportunity to respond to any information given by a witness.

The aims of a capability hearing will usually include:

- (a) Setting out the required standards that we believe you may have failed to meet, and going through any relevant evidence that we have gathered.
- (b) Allowing you to ask questions, present evidence, call witnesses, respond to evidence and make representations.
- (c) Establishing the likely causes of poor performance including any reasons why any measures taken so far have not led to the required improvement.
- (d) Identifying whether there are further measures, such as additional training or supervision, which may improve performance.
- (e) Where appropriate, discussing targets for improvement and a time-scale for review.

- (f) If dismissal is a possibility, establishing whether there is any likelihood of a significant improvement being made within a reasonable time and whether there is any practical alternative to dismissal, such as redeployment.

A hearing may be adjourned if we need to gather any further information or give consideration to matters discussed at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

We will inform you in writing of our decision and our reasons for it, usually within one week of the capability hearing. Where possible we will also explain this information to you in person.

6.9 Stage 1 hearing: first written warning

Following a Stage 1 capability hearing, if we decide that your performance is unsatisfactory, we will give you a first written warning, setting out:

- (a) The areas in which you have not met the required performance standards.
- (b) Targets for improvement.
- (c) Any measures, such as additional training or supervision, which will be taken with a view to improving performance.
- (d) A period for review.
- (e) The consequences of failing to improve within the review period, or of further unsatisfactory performance.

The warning will normally remain active for six months, after which time it will be disregarded for the purposes of the capability procedure.

After the active period, the warning will remain permanently on your file but may be disregarded in deciding the outcome of future capability proceedings.

Your performance will be monitored during the review period and we will inform you of the outcome:

- (a) if your performance is satisfactory, no further action will be taken;
- (b) if your performance is not satisfactory, the matter may be progressed to a Stage 2 capability hearing; or
- (c) if there has been a substantial but insufficient improvement, the review period may be extended.

6.10 Stage 2 hearing: final written warning

If your performance does not improve within the review period set out in a first written warning, or if there is further evidence of poor performance while your first written warning is still active, we may decide to hold a Stage 2 capability hearing. We will send you written notification as set out in paragraph 6.6.

Following a Stage 2 capability hearing, if we decide that your performance is unsatisfactory, we will give you a final written warning, setting out:

- (a) the areas in which you have not met the required performance standards;
- (b) targets for improvement;
- (c) any measures, such as additional training or supervision, which will be taken with a view to improving performance;
- (d) a period for review; and
- (e) the consequences of failing to improve within the review period, or of further unsatisfactory performance.

A final written warning will normally remain active for six months. After the active period, the warning will remain permanently on your file but may be disregarded in deciding the outcome of future capability proceedings.

Your performance will be monitored during the review period and we will inform you of the outcome:

- (a) if your performance is satisfactory, no further action will be taken;
- (b) if your performance is not satisfactory, the matter may be progressed to a Stage 3 capability hearing; or
- (c) if there has been a substantial but insufficient improvement, the review period may be extended.

6.11 **Stage 3 hearing: dismissal, release or redeployment**

We may decide to hold a Stage 3 capability hearing if we have reason to believe:

- (a) your performance has not improved sufficiently within the review period set out in a final written warning;
- (b) your performance is unsatisfactory while a final written warning is still active; or
- (c) your performance has been grossly negligent such as to warrant dismissal without the need for a final written warning.

We will send you written notification of the hearing as set out in paragraph 6.6.

Following the hearing, if we find that your performance is unsatisfactory, we may consider a range of options including:

- (a) Dismissing you.
- (b) Releasing you from your contract and registration with Football New South Wales.
- (b) Redeploying you into another suitable position.

- (c) Extending an active final written warning and setting a further review period (in exceptional cases where we believe a substantial improvement is likely within the review period).
- (d) Giving a final written warning (where no final written warning is currently active).

Dismissal will normally be with full notice or payment in lieu of notice, unless your performance has been so negligent as to amount to gross misconduct, in which case we may dismiss you without notice or any pay in lieu.

7.12 Appeals against action for poor performance

If you feel that a decision about poor performance under this procedure is wrong or unjust you should appeal in writing, stating your full grounds of appeal, to the Administration Manager within one week of the date on which you were informed in writing of the decision.

If you are appealing against dismissal, the date on which dismissal takes effect will not be delayed pending the outcome of the appeal. However, if your appeal is successful you will be reinstated with no loss of remuneration.

If you raise any new matters in your appeal, we may need to carry out further investigation. If any new information comes to light we will provide you with a summary including, where appropriate, copies of additional relevant documents and witness statements. You will have a reasonable opportunity to consider this information before the hearing.

We will give you written notice of the date, time and place of the appeal hearing. This will normally be two to seven days after you receive the written notice.

The appeal hearing may be a complete re-hearing of the matter or it may be a review of the fairness of the original decision in the light of the procedure that was followed and any new information that may have come to light. This will be at our discretion depending on the circumstances of your case. In any event the appeal will be dealt with as impartially as possible.

Where possible, the appeal hearing will be conducted by Executive Staff or persons with delegated authority who have not been previously involved in the case. You may bring a support person with you to the appeal hearing (see paragraph 7.7).

A hearing may be adjourned if we need to gather any further information or give consideration to matters discussed at the hearing. You will be given a reasonable opportunity to consider any new information obtained before the hearing is reconvened.

Following the appeal hearing we may:

- (a) confirm the original decision;
- (b) revoke the original decision; or
- (c) substitute a different penalty.

We will inform you in writing of our final decision as soon as possible, usually within one week of the appeal hearing. Where possible we will also explain this to you in person. There will be no further right of appeal.

7. Sickness Absence Policy

7.1 Policy Statement

This Sickness Absence Policy sets out our procedures for reporting sickness absence and for the management of sickness absence in a fair and consistent way.

Sickness absence can vary from short intermittent periods of ill-health to a continuous period of long-term absence and have a number of different causes (for example, injuries, recurring conditions, or a serious illness requiring lengthy treatment).

We wish to ensure that the reasons for sickness absence are understood in each case and investigated where necessary. In addition, where needed and reasonably practicable, measures will be taken to assist those who have been absent by reason of sickness to return to their duties.

This policy does not form part of any employee's contract of employment and it may be amended at any time. We may also vary the procedures set out in this policy, including any time limits, as appropriate in any case.

7.2 Disabilities

We are aware that sickness absence may result from a disability. At each stage of the sickness absence meetings procedure (set out in paragraph 7.6 of this policy), particular consideration will be given to whether there are reasonable adjustments that could be made to the requirements of a position or other aspects of working arrangements that will provide support and/or assist a return to duties.

If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your duties, you should inform your Technical Director, the Administration Manager or a member of Executive Staff.

7.3 Sickness absence reporting procedure

You should notify your coach, Technical Director or a member of Executive Staff (whichever is most appropriate to your position) as early as possible to report a sickness absence which will interfere with your duties.

You should expect to be contacted during your absence by your coach, Technical Director or a member of Executive Staff (whichever is most appropriate to your position) who will want to enquire after your health and be advised, if possible, as to your expected return date.

You may be required to provide a medical certificate for absences longer than one week.

7.4 Evidence of incapacity

For absence of more than a week, you must obtain a certificate from your doctor stating that you are unfit for duties and the reason(s) why. This should be forwarded to your coach, Technical Director or a member of Executive Staff (whichever is most appropriate to your position) as soon as possible. If your absence continues, further medical certificates must be provided to cover the whole period of absence.

Where we are concerned about the reason for absence, or frequent short-term absence, we may require a medical certificate for each absence regardless of duration.

7.5 **Unauthorised absence**

Cases of unauthorised absence will be dealt with under our Disciplinary Procedure.

Absence that has not been notified according to the sickness absence reporting procedure will be treated as unauthorised absence.

7.6 **Sickness absence meetings procedure**

We may apply this procedure whenever we consider it necessary, including, for example, if you:

- (a) Have been absent due to illness on a number of occasions; and/or
- (b) Have discussed matters that require investigation;

Unless it is impractical to do so, we will give you 5 days written notice of the date, time and place of a sickness absence meeting. We will put any concerns about your sickness absence and the basis for those concerns in writing or otherwise advise why the meeting is being called. A reasonable opportunity for you to consider this information before a meeting will be provided.

You may bring a support person with you to the meeting.

You must take all reasonable steps to attend a meeting. Failure to do so without good reason may be treated as misconduct. If you or your support person are unable to attend at the time specified you should immediately inform the Administration Manager and will seek to agree an alternative time.

A meeting may be adjourned if information is awaited, further information needs to be gathered or consideration needs to be given to matters discussed at a previous meeting. You will be given a reasonable opportunity to consider any new information obtained before the meeting is reconvened.

Confirmation of any decision made at a meeting, the reasons for it, and of the right of appeal will be given to you in writing within 5 days of a sickness absence meeting (unless this time scale is not practicable, in which case it will be provided as soon as is practicable).

If, at any time, your line manager considers that you have taken or are taking sickness absence when you are not unwell, they may refer matters to be dealt with under our Disciplinary Procedure.

7.7 **Right to be accompanied by a support person at meetings**

You may bring a support person to any meeting or appeal meeting under this procedure.

The support person's identity must be confirmed to the person(s) conducting the meeting, in good time before it takes place.

Some support person may not be allowed: for example, anyone who may have a conflict of interest, or whose presence may prejudice a meeting.

We may at our discretion, permit a support person who is not a colleague (for example, a family member) if you are a minor or where this will help overcome particular difficulties caused by a disability, or difficulty understanding English.

A support person may make representations, ask questions, and sum up your position, but will not be allowed to answer questions on your behalf. You may confer privately with your support person at any time during a meeting.

7.8 **Stage 1: first sickness absence meeting**

This will follow the procedure set out in the paragraphs above on the arrangements for and right to be accompanied at sickness absence meetings.

The purposes of a first sickness absence meeting may include:

- (a) Discussing the reasons for absence.
- (b) Where you are on long-term sickness absence, determining how long the absence is likely to last.
- (c) Where you have been absent on a number of occasions, determining the likelihood of further absences.
- (d) Considering whether medical advice is required.
- (e) Considering what, if any, measures might improve your health and/or attendance.
- (f) Agreeing a way forward, action that will be taken and a time-scale for review and/or a further meeting under the sickness absence procedure.

7.8 **Stage 2: further sickness absence meeting(s)**

Depending on the matters discussed at the first stage of the sickness absence procedure, a further meeting or meetings may be necessary. Arrangements for meetings under the second stage of the sickness absence procedure will follow the procedure set out in the paragraphs above on the arrangements for and right to be accompanied at sickness absence meetings.

The purposes of further meeting(s) may include:

- (a) Discussing the reasons for and impact of your ongoing absence(s).
- (b) Where you are on long-term sickness absence, discussing how long your absence is likely to last.
- (c) Where you have been absent on a number of occasions, discussing the likelihood of further absences.
- (d) If it has not been obtained, considering whether medical advice is required. If it has been obtained, considering the advice that has been given and whether further advice is required.
- (e) Considering your ability to return to/remain in your duties view both of your capabilities and our business and sporting needs and any adjustments that can reasonably be made to your duties to enable you to do so.
- (f) Considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you.

- (g) Agreeing a way forward, action that will be taken and a time-scale for review and/or a further meeting(s). This may, depending on steps we have already taken, include warning you that you are at risk of dismissal and/or release and de-registration.

7.9 **Stage 3: final sickness absence meeting**

Where you have been warned that you are at risk of dismissal, we may invite you to a meeting under the third stage of the sickness absence procedure. Arrangements for this meeting will follow the procedure set out in the paragraphs above on the arrangements for and right to be accompanied at sickness absence meetings.

The purposes of the meeting will be:

- (a) To review the meetings that have taken place and matters discussed with you.
- (b) Where you remain on long-term sickness absence, to consider whether there have been any changes since the last meeting under stage two of the procedure, either as regards your possible return to duties or redeployment.
- (c) To consider any further matters that you wish to raise.
- (d) To consider whether there is a reasonable likelihood of you returning to duties or achieving the desired level of attendance in a reasonable time.
- (e) To consider the possible termination of your engagement.

Termination will normally be with full notice or payment in lieu of notice.

7.10 **Appeals**

You may appeal against the outcome of any stage of this procedure and you may bring a support person to an appeal meeting.

An appeal should be made in writing, stating the full grounds of appeal, to the Administration Manager within 5 days of the date on which the decision was sent to you.

Unless it is not practicable, you will be given written notice of an appeal meeting within one week of the meeting. In cases of dismissal the appeal will be held as soon as possible. Any new matters raised in an appeal may delay an appeal meeting if further investigation is required.

You will be provided with written details of any new information which comes to light before an appeal meeting. You will also be given a reasonable opportunity to consider this information before the meeting.

Depending on the grounds of appeal, an appeal meeting may be a complete rehearing of the matter or a review of the original decision.

Following an appeal the original decision may be confirmed, revoked or replaced with a different decision. The final decision will be confirmed in writing, if possible within 5 days of the appeal meeting. There will be no further right of appeal.

The date that any dismissal takes effect will not be delayed pending the outcome of an appeal. However, if the appeal is successful, the decision to dismiss will be revoked with no loss of continuity or remuneration.

8. Health and Safety Policy

8.1 Policy Statement

We are committed to ensuring the health and safety of our Club Members and to providing a safe environment for all those attending our premises. It must also be borne in mind that we have limited control over some of the premises at which Club activities are held.

8.2 What is covered by this policy?

In accordance with our health and safety duties, we are all responsible for:

- (a) Assessing risks to health and safety and identifying ways to overcome them.
- (b) Providing and maintaining a safe place to perform our duties work and a safe means of entering and leaving our premises, including emergency procedures for use when needed.
- (c) Ensuring that equipment has all necessary safety devices installed.
- (d) Promoting co-operation between Club Members to ensure safe and healthy conditions and systems by discussion and effective joint consultation.

8.3 Personnel responsible for implementation of this policy

All Club Members must also recognise that everyone shares responsibility for achieving healthy and safe conditions. You must consider the health and safety implications of your acts and/or omissions and take reasonable care for your health and safety and that of others.

Any health and safety concerns should be reported to your coach, Technical Director or a member of Executive Staff.

8.4 Standards of workplace behaviour

You must take reasonable care of your own health and safety and that of others by observing safety rules applicable to you and following instructions for the use of equipment

Any health and safety concern, however trivial it might seem, including any potential risk, hazard or malfunction of equipment, must be reported to your coach, Technical Director or a member of Executive Staff.

You must co-operate in the investigation of any accident or incident that has led, or which we consider might have led, to injury.

Failure to comply with health and safety rules and instructions or with the requirements of this policy may be treated as misconduct and dealt with under our Disciplinary Procedure.

8.5 **Equipment**

All staff must use equipment in accordance with operating instructions. Any fault with, damage to or concern about any equipment or its use must immediately be reported to your coach, Technical Director or a member of Executive Staff.

8.6 **Accidents and First Aid**

Any accident during club activities involving personal injury should be reported to your coach, Technical Director, the Administration Manager or a member of Executive Staff so that details can be recorded and if necessary, reported to an insurer. All Club Members must cooperate with any resulting investigation.

If you suffer an accident during Club related activities (or someone on your behalf) must report that fact to your coach, Technical Director, the Administration Manager or a member of Executive Staff. All accidents should be reported, however trivial. The accident will be recorded.

9. **Information and Communications Systems Policy**

9.1 **Policy Statement**

Our IT and communications systems are intended to promote effective communication and working practices within our Club. This policy outlines the standards you must observe when using these systems, the circumstances in which we will monitor their use, and the action we will take in respect of breaches of these standards.

In particular, remember that you are representatives of the Club and all communication through our systems (whether by telephone, e-mail or otherwise), must be conducted in an appropriate manner.

This policy does not form part of any playing or coaching contract and may be amended at any time.

9.2 **The scope and purpose of the policy**

This policy deals mainly with the use (and misuse) of computer equipment, fax machines, e-mail, the internet, telephones and voicemail.

Misuse of IT and communications systems can damage the business and reputation of Wollongong Wolves FC Ltd.

All Club Members must comply with this policy at all times to protect our IT and communications systems from unauthorised access, misuse, and harm. Breach of this policy may be dealt with under our Disciplinary Procedure and, in serious cases, may be treated as gross misconduct leading to summary dismissal.

9.3 **Personnel responsible for implementation of the policy**

All Club Members are responsible for the success of this policy and should ensure that they take the time to read and understand it. Any misuse of our electronic communications systems or equipment should be reported to the Administration Manager or a member of the Executive Staff.

9.4 **Equipment security and passwords**

Club Members are responsible for the security of the equipment allocated to or used by them and must not allow it to be used by anyone other than in accordance with this policy.

If given access to the e-mail system or to the internet, Club Members are responsible for the security of their accounts.

Club Members who have been issued with a laptop or IPAD must ensure that it is kept secure at all times, especially when travelling. Passwords must be used to secure access to data kept on such equipment to ensure that confidential data is protected in the event of loss or theft.

9.5 **Email etiquette and content**

Email is a vital communication tool, but an informal means of communication, and should be used with great care and discipline. Club Members should always consider if e-mail is the appropriate method for a particular communication. Correspondence with third parties by email should be written as professionally as a letter. Messages should be concise and directed only to relevant individuals.

Club Members should ensure that they access their emails at least once every working day, stay in touch by remote access when travelling and use an out of office response when away from the office for more than a day. They should endeavour to respond to emails marked "high priority" within 24 hours.

Club Members must not send abusive, obscene, discriminatory, racist, harassing, derogatory, defamatory, or otherwise inappropriate emails. Anyone who feels that they have been harassed or bullied or are offended by material received from a colleague via email should inform their coach, Technical Director, the Administration Manager or a member of the Executive Staff.

Club Members should take care with the content of email messages, as incorrect or improper statements can give rise to claims for discrimination, harassment, defamation, breach of confidentiality or breach of contract. Club Members should assume that email messages may be read by others and not include anything which would offend or embarrass any reader, or themselves, if it found its way into the public domain.

Email messages may be disclosed in legal proceedings in the same way as paper documents. Deletion from a user's inbox or archives does not mean that an e-mail cannot be recovered for the purposes of disclosure. All email messages should be treated as potentially retrievable, either from the main server or using specialist software.

In general, Club Members should not:

- (a) send or forward private emails via the Club's email address tail which they would not want a third party to read;
- (b) send or forward chain mail, junk mail, cartoons, jokes or gossip;
- (c) contribute to system congestion by sending trivial messages or unnecessarily copying or forwarding e-mails to those who do not have a real need to receive them;
- (d) sell or advertise using our communication systems.

- (e) agree to terms, enter into contractual commitments or make representations by email unless appropriate authority has been obtained. A name typed at the end of an email is a signature in the same way as a name written at the end of a letter.

10. Social Media Policy

10.1 Policy Statement

We recognise that the internet provides unique opportunities to participate in interactive discussions and share information on particular topics using a wide variety of social media, such as Facebook, Instagram, Twitter, blogs and wikis. However, Club Members use of social media can pose risks to our confidential and proprietary information, our reputation, and can jeopardise our compliance with legal obligations.

To minimise these risks, we expect Club Members to adhere to this policy.

This policy does not form part of any coaching or playing contract and it may be amended at any time.

10.2 Scope and purpose of the policy

This policy deals with the use of all forms of social media, including Facebook, Instagram, LinkedIn, Twitter, Wikipedia, all other social networking sites, and all other internet postings, including blogs.

It applies to the use of social media for both business and personal purposes. The policy applies regardless of whether the social media is accessed using our IT facilities and equipment or equipment belonging to Club Members.

Breach of this policy may result in disciplinary action up to and including dismissal. Disciplinary action may be taken regardless of whether the breach is committed during Club activities, and regardless of whether our equipment or facilities are used for the purpose of committing the breach. Any member of staff suspected of committing a breach of this policy will be required to co-operate with our investigation, which may involve handing over relevant passwords and login details.

Club Members may be required to remove internet postings which are deemed to constitute a breach of this policy. Failure to comply with such a request may in itself result in disciplinary action.

10.3 Personnel responsible for implementing the policy

All Club Members are responsible for the success of this policy and should ensure that they take the time to read and understand it. Any misuse of social media should be reported to your coach, Technical Director, the Administration Manager or a member of Executive Staff. Questions regarding the content or application of this policy should be directed to a member of Executive Staff.

10.4 Compliance with related policies and agreements

Social media should never be used in a way that breaches any of our other policies. If an internet post would breach any of our policies in another forum, it will also breach them in an online forum. For example, Club Members are prohibited from using social media to:

- (a) breach our Electronic information and communications systems policy;
- (b) breach our obligations with respect to the rules of relevant regulatory bodies;

- (c) breach any obligations they may have relating to confidentiality;
- (d) breach our Disciplinary Rules;
- (e) defame or disparage the Club or its members, supporters, affiliates, sponsors, clients, business partners, suppliers, vendors or other stakeholders;
- (f) breach our Anti-harassment and bullying policy;
- (g) breach our Data protection policy (for example, never disclose personal information about a colleague online);
- (h) breach any other laws or ethical standards (for example, never use social media in a false or misleading way, such as by claiming to be someone other than yourself or by making misleading statements).

Club Members who breach any of the above policies may be subject to disciplinary action up to and including termination of employment and release from playing contracts and registration with Football NSW.

10.5 Responsible use of social media

The following sections of the policy provide Club Members with common-sense guidelines and recommendations for using social media responsibly and safely.

Protecting our Club's reputation:

- (a) Club Members must not post disparaging or defamatory statements about:
 - (i) our Club;
 - (ii) our Club Members;
 - (iii) suppliers and vendors;
 - (iv) our sponsors; and
 - (iv) other affiliates and stakeholders,

but Club Members should also avoid social media communications that might be misconstrued in a way that could damage our reputation, even indirectly.

- (b) Club Members should make it clear in social media postings that they are speaking on their own behalf. Write in the first person and use a personal email address when communicating via social media.
- (c) Club Members are personally responsible for what they communicate in social media. Remember that what you publish might be available to be read by the masses (including the organisation itself, future employers and social acquaintances) for a long time. Keep this in mind before you post content.

- (d) If you disclose your affiliation to the Club, you must also state that your views do not represent those of this Club. For example, you could state, *"the views in this posting do not represent the views of the Wollongong Wolves FC"*.
- (e) Avoid posting comments about sensitive business-related topics, such as our performance. Even if you make it clear that your views on such topics do not represent those of the organisation, your comments could still damage our reputation.
- (f) If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from making the communication.
- (g) If you see content in social media that disparages or reflects poorly on our Club or our stakeholders, you should contact the Administration Manager. All Club Members are responsible for protecting our Club's reputation.

Respecting intellectual property and confidential information:

- (a) Club Members should not do anything to jeopardise our valuable trade secrets and other confidential information and intellectual property through the use of social media.
- (b) In addition, Club Members should avoid misappropriating or infringing the intellectual property of other companies and individuals, which can create liability for the organisation, as well as the individual author.
- (c) Do not use our logos, brand names, slogans or other trademarks, or post any of our confidential or proprietary information without prior written permission.
- (d) To protect yourself and the Club against liability for copyright infringement, where appropriate, reference sources of particular information you post or upload and cite them accurately.

Respecting colleagues, supporters, sponsors, partners and suppliers:

- (a) Do not post anything that your colleagues or our supporters, sponsors, business partners, suppliers, vendors or other stakeholders would find offensive, including discriminatory comments, insults or obscenity.
- (b) Do not post anything that your colleagues or our supporters, sponsors, business partners, suppliers, vendors or other stakeholders without their written permission.

11. Substance Misuse Policy

11.1 Policy Statement

We are committed to providing a safe, healthy and productive environment for all our Club Members, supporters, sponsors and visitors. This includes ensuring that all Club Members are fit to carry out their duties safely and effectively in an environment which is free from alcohol and drug misuse.

All Club Members are expected to be fit to carry out and to be able to perform their duties safely without any limitations due to the use or after effects of alcohol or drugs (whether prescribed, over the counter or illegal).

Misuse of alcohol and drugs can lead to reduced levels of attendance, reduced efficiency and performance, impaired judgement and decision making and increased health and safety risks, not only for the individual but also for others. Irresponsible behaviour or the commission of offences resulting from the misuse of alcohol or drugs may damage our reputation and, as a result, our Club.

We will not accept Club Members arriving for duty under the influence of alcohol or drugs, and/or whose ability to work is impaired in any way by reason of the consumption of alcohol or drugs, or who consume alcohol or take drugs (other than prescription or over the counter medication, as directed) on our premises or during Club activities.

11.2 **Scope and purpose of the policy**

This policy is principally intended to deal with alcohol and drug problems which, in the context of this policy are any drinking or taking of drugs, whether intermittent or continual, which interferes with performance in relation to attendance, efficiency, productivity or safety. You will be deemed to be under the influence of alcohol or drugs where that is the reasonable opinion of your coach, assistant coach, manager, support staff, Technical Director, the Administration Manager or a member of the Executive staff

This policy is not intended to apply to "one-off" incidents or offences caused by alcohol or drug misuse at or outside Club activities where there is no evidence of an ongoing problem, which may damage our reputation, and which are likely to be dealt with under our disciplinary policy.

The purpose of this policy is to increase awareness of the effects of alcohol and drug misuse and its likely symptoms and to ensure that:

- (a) All Club Members are aware of their responsibilities regarding alcohol and drug misuse and related problems.
- (b) Club Members who have an alcohol or drug related problem are encouraged to seek help, in confidence, at an early stage.
- (c) Club Members who have an alcohol or drug related problem affecting their duties are dealt with sympathetically, fairly and consistently.

11.3 **Personnel responsible for implementation of the policy**

Coaches, managers and Technical Directors have an important role to play in identifying problems that are being caused or contributed to by alcohol or drug misuse.

- (a) Where such a person considers that a deterioration in performance and/or changes in patterns of behaviour may be due to alcohol or drug misuse they should seek advice and assistance from the Technical Core and/or the Executive Staff.
- (b) When a Club Member arrives for duty and a coach, manager or Technical Director reasonably believes that they are under the influence of alcohol or drugs, they shall immediately contact a member of the Executive Staff in order to discuss the appropriate steps to be taken

If you notice a change in a colleague's pattern of behaviour you should encourage them to seek assistance. If they will not seek help themselves you should draw the matter to the attention of your coach, manager or Technical Director. You should not attempt to cover up for a player or colleague whose performance or behaviour is suffering as a result of an alcohol or drug-related problem.

If you believe that you have an alcohol or drug-related problem you should seek specialist advice and support as soon as possible.

11.4 **Alcohol and drugs whilst on duty**

You should not drink alcohol prior to, or during your Club duties.

We expect all our Club Members to comply with the drink-driving legislation at all times. Our reputation will be damaged if you are convicted of a drink-driving offence and, if your job requires you to drive and you lose your licence, you may be unable to continue to do your Club duties. Committing a drink-driving offence may lead to disciplinary action and could result in dismissal or de-registration in accordance with our Disciplinary Procedure.

If you are prescribed medication you must seek advice from your GP or pharmacist about the possible effect on your ability to carry out your Club duties and whether your duties should be modified or you should be temporarily reassigned to a different role. If so you must tell your coach, manager, Technical Director, the Administration Manager or a member of the Executive Staff without delay.

11.5 **Searches**

We reserve the right to conduct searches for alcohol or drugs, including, but not limited to, searches of lockers, bags or packages sent to our address or any items which are on our premises.

Any alcohol or drugs found as a result of a search will be confiscated and disciplinary action may result.

11.6 **Management of suspected substance misuse**

If your coach, manager or Technical Director (“the concerned person”) has reason to believe that you are suffering the effects of alcohol or drugs misuse, for example, due to a deterioration in your performance or behaviour, they will invite you to an investigatory interview. The purpose of the interview is to:

(a) discuss the reason for the investigation and seek your views on, for example, the deterioration of your performance and/or behaviour; and

[(b) where appropriate, to offer to refer you for medical and/or specialist advice.

If, as the result of the interview, the concerned person continues to believe that you are suffering the effects of alcohol or drugs misuse and you refuse an offer of referral the matter may be dealt with under our Disciplinary Procedure.

The concerned person may ask for your consent to approach your GP for advice. A report may be sent to the Administration Manager who will refer the matter to the Executive Staff who will then decide on the way forward.

11.7 **Confidentiality**

We aim to ensure that the confidentiality of any Club Member experiencing alcohol or drug-related problems is maintained appropriately by all concerned in the matter. However, it needs to be

recognised that, in supporting a person, some degree of information sharing is likely to be necessary.

11.8 Performance and disciplinary issues

If, having acknowledged an alcohol or drug related problem, you undertake treatment and/or rehabilitation, any related performance or disciplinary action may be suspended pending the outcome of the treatment.

Our intention is to support all Club Member with alcohol or drug related problems to regain good health. Depending on the progress made on the course of treatment, any disciplinary action may be suspended for a specified period, discontinued or continued.

12. Anti-corruption and Bribery Policy

12.1 Policy Statement

It is our policy to conduct all of our Club in an honest and ethical manner. We take a zero-tolerance approach to bribery and corruption and are committed to acting professionally, fairly and with integrity in all our dealings and relationships wherever we operate and implementing and enforcing effective systems to counter bribery.

We will uphold all laws relevant to countering bribery and corruption. The purpose of this policy is to:

- (a) set out our responsibilities, and of those working for us, in observing and upholding our position on bribery and corruption; and
- (b) provide information and guidance to those working for us on how to recognise and deal with bribery and corruption issues.

Bribery and corruption are punishable for individuals by up to ten years' imprisonment and if we are found to have taken part in corruption we could face an unlimited fine, be excluded from tendering for public grants and face damage to our reputation. We therefore take our legal responsibilities very seriously.

In this policy, third party means any individual or organisation you come into contact with during the course of your activities for us, and includes actual and potential customers, suppliers, distributors, business contacts, agents, players, coaches, advisers, and government and public bodies, including their advisors, representatives and officials, politicians and political parties.

12.2 What is bribery?

A bribe is an inducement or reward offered, promised or provided in order to gain any commercial, contractual, regulatory or personal advantage.

12.3 Gifts and hospitality

This policy does not prohibit normal and appropriate hospitality (given and received) to or from third parties. The giving or receipt of gifts is not prohibited, if the following requirements are met:

- (a) it is not made with the intention of influencing a third party to obtain or retain business or a business advantage, or to reward the provision or retention of business or a business advantage, or in explicit or implicit exchange for favours or benefits;
- (b) it complies with local law;
- (c) it is given in the Club name, not in your name;
- (d) it does not include cash or a cash equivalent (such as gift certificates or vouchers);
- (e) it is appropriate in the circumstances. For example, it is customary for small gifts to be given at the end of the season, on presentation night, or Christmas time;
- (f) taking into account the reason for the gift, it is of an appropriate type and value and given at an appropriate time;
- (g) it is given openly, not secretly; and
- (h) gifts should not be offered to, or accepted from, government officials or representatives, or politicians or political parties, without the prior approval of a Director.

12.4 **What is not acceptable?**

It is not acceptable for you (or someone on your behalf) to:

- (a) give, promise to give, or offer, a payment, gift or hospitality with the expectation or hope that a business or football advantage will be received, or to reward a business or football advantage already given;
- (b) give, promise to give, or offer, a payment, gift or hospitality to a government official, agent or representative to "facilitate" or expedite a routine procedure;
- (c) accept payment from a third party that you know or suspect is offered with the expectation that it will obtain a business or football advantage for them;
- (d) accept a gift or hospitality from a third party if you know or suspect that it is offered or provided with an expectation that a business or football advantage will be provided by us in return;
- (e) threaten or retaliate against another Club Member who has refused to commit a bribery offence or who has raised concerns under this policy; or
- (f) engage in any activity that might lead to a breach of this policy.

12.5 **Facilitation payments and kickbacks**

We do not make, and will not accept, facilitation payments or "kickbacks" of any kind. Facilitation payments are typically small, unofficial payments made to secure or expedite a routine government action by a government official.

If you are asked to make a payment on our behalf, you should always be mindful of what the payment is for and whether the amount requested is proportionate to the goods or services

provided. You should always ask for a receipt which details the reason for the payment. If you have any suspicions, concerns or queries regarding a payment, you should raise these with a member of the Executive Staff.

Kickbacks are typically payments made in return for a business favour or advantage. All Club Members must avoid any activity that might lead to, or suggest, that a facilitation payment or kickback will be made or accepted by us.

12.6 Donations

We do not make contributions to political parties. We only make charitable donations that are legal and ethical under local laws and practices. No donation must be offered or made without the prior approval of a Member of the Executive Staff.

12.7 Your responsibilities

You must ensure that you read, understand and comply with this policy.

The prevention, detection and reporting of bribery and other forms of corruption are the responsibility of all Club Members.

You must notify a member of the Executive Staff as soon as possible if you believe or suspect that a conflict with this policy has occurred, or may occur in the future. For example, if you are offered something to gain a business or football advantage with us, or indicates to you that a gift or payment is required to secure their business. Further "red flags" that may indicate bribery or corruption are set out in the Schedule.

Any Club Member who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. We reserve our right to terminate our contractual relationship with persons if they breach this policy.

12.8 Record-keeping

We must keep financial records and have appropriate internal controls in place which will evidence the business reason for making payments to third parties.

You must declare and keep a written record of all hospitality or gifts accepted or offered, which will be subject to managerial review.

You must ensure all expenses claims relating to hospitality, gifts or expenses incurred to third parties are submitted in accordance with our expenses policy and specifically record the reason for the expenditure.

All accounts, invoices, memoranda and other documents and records relating to dealings with third parties, such as clients, players, suppliers and business contacts, should be prepared and maintained with strict accuracy and completeness. No accounts must be kept "off-book" to facilitate or conceal improper payments.

12.9 How to raise a concern

You are encouraged to raise concerns about any issue or suspicion of malpractice at the earliest possible stage. If you are unsure whether a particular act constitutes bribery or corruption, or if you

have any other queries, these should be raised with a member of the Executive Staff. Concerns should be reported by following the procedure set out in our Whistleblowing Policy.

12.10 **What to do if you are a victim of bribery or corruption**

It is important that you tell a member of the Executive Staff as soon as possible if you are offered a bribe by a third party, are asked to make one, suspect that this may happen in the future, or believe that you are a victim of another form of unlawful activity.

12.11 **Protection**

Club Members who refuse to accept or offer a bribe, or those who raise concerns or report another's wrongdoing, are sometimes worried about possible repercussions. We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken.

We are committed to ensuring no one suffers any detrimental treatment as a result of refusing to take part in bribery or corruption, or because of reporting in good faith their suspicion that an actual or potential bribery or other corruption offence has taken place, or may take place in the future. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform member of the Executive Staff immediately. If the matter is not remedied, and you are an employee, you should raise it formally using our Grievance Procedure.

12.12 **The Schedule**

Potential risk scenarios: "red flags"

The following is a list of possible red flags that may arise during the course of your activities with us and which may raise concerns under various anti-bribery and anti-corruption laws. The list is not intended to be exhaustive and is for illustrative purposes only.

If you encounter any of these red flags while working for us, you must report them promptly to a member of the Executive Staff OR using the procedure set out in the whistleblowing policy:

- (a) you become aware that a third party engages in, or has been accused of engaging in, improper business practices;
- (b) you learn that a third party has a reputation for paying bribes, or requiring that bribes are paid to them, or has a reputation for having a "special relationship" with government officials;
- (c) a third party insists on receiving a commission or fee payment before committing to sign up to a contract with us, or carrying out a government function or process for us;
- (d) a third party requests payment in cash and/or refuses to sign a formal commission or fee agreement, or to provide an invoice or receipt for a payment made;
- (e) a third party requests that payment is made to a country or geographic location different from where the third party resides or conducts business;
- (f) a third party requests an unexpected additional fee or commission to "facilitate" a service or supply;

- (g) a third party demands lavish entertainment or gifts before commencing or continuing contractual negotiations or provision of services;
- (h) a third party requests that a payment is made to "overlook" potential legal violations;
- (i) a third party requests that you provide employment or some other advantage to a friend or relative;
- (j) you receive an invoice from a third party that appears to be non-standard or customised;
- (k) a third party insists on the use of side letters or refuses to put terms agreed in writing;
- (l) you notice that we have been invoiced for a commission or fee payment that appears large given the service stated to have been provided;
- (m) a third party requests or requires the use of an agent, intermediary, consultant, distributor or supplier that is not typically used by or known to us;
- (n) you are offered an unusually generous gift or offered lavish hospitality by a third party.

13. Dress Code

13.1 Purpose

We encourage everyone to maintain an appropriate standard of dress and personal appearance at and during Club activities and to conduct themselves in a professional manner. The purpose of our dress code is to establish basic guidelines on appropriate clothing and appearance at Club activities, so that we promote a positive image and look professional.

13.2 Appearance

While involved in Club activities you represent us. Your appearance contributes to our reputation and the development of our Club as a business.

Club Members who have been provided with Club apparel must wear this clothing to and at all Club activities.

13.3 Implementing and reviewing our dress code

Coaches, managers and Technical Directors are responsible for ensuring that Club Members observe the standards set by this dress code.

Failure to comply with the dress code may result in action under our Disciplinary Procedure.

We will review the dress code periodically to ensure that it meets our demands and those of our Club Members.

14. Whistleblowing Policy

14.1 Policy statement

We are committed to conducting our Club as a business with honesty and integrity, and we expect all Club Members to maintain high standards. However, all organisations face the risk of things going wrong from time to time, or of unknowingly harbouring illegal or unethical conduct. A culture of openness and accountability is essential in order to prevent such situations occurring or to address them when they do occur.

The aims of this policy are:

- To encourage Club Members to report suspected wrongdoing as soon as possible, in the knowledge that their concerns will be taken seriously and investigated as appropriate, and that their confidentiality will be respected.
- To provide Club Members with guidance as to how to raise those concerns.
- To reassure Club Members that they should be able to raise genuine concerns in good faith without fear of reprisals, even if they turn out to be mistaken.

This policy does not form part of any Club Members contract of employment and it may be amended at any time.

14.2 What is whistleblowing?

Whistleblowing is the disclosure of information which relates to suspected wrongdoing or dangers at work. This may include:

- (a) criminal activity;
- (b) miscarriages of justice;
- (c) danger to health and safety;
- (d) damage to the environment;
- (e) failure to comply with any legal or professional obligation or regulatory requirements;
- (f) bribery;
- (g) financial fraud or mismanagement;
- (h) negligence;
- (i) breach of our policies and procedures;
- (j) conduct likely to damage our reputation;
- (k) unauthorised disclosure of confidential information;
- (m) the deliberate concealment of any of the above matters.

A **whistleblower** is a person who raises a genuine concern in good faith relating to any of the above. If you have any genuine concerns related to suspected wrongdoing or danger affecting any of our activities (a **whistleblowing concern**) you should report it under this policy.

This policy should not be used for complaints relating to your own personal circumstances, such as the way you have been treated. In those cases you should use the Grievance Procedure or Anti-harassment and Bullying Policy as appropriate.

14.3 **Raising a whistleblowing concern**

You should contact a member of the Executive Staff.

A meeting will be arranged with you as soon as possible to discuss your concern. You may bring a support person to any meetings under this policy. Your support person must respect the confidentiality of your disclosure and any subsequent investigation.

The Executive Staff (or those with delegated authority) will take down a written summary of your concern and provide you with a copy after the meeting. We will also aim to give you an indication of how we propose to deal with the matter.

14.4 **Confidentiality**

We hope that Club Members will feel able to voice whistleblowing concerns openly under this policy. However, if you want to raise your concern confidentially, we will make every effort to keep your identity secret. If it is necessary for anyone investigating your concern to know your identity, we will discuss this with you.

We do not encourage Club Members to make disclosures anonymously. Proper investigation may be more difficult or impossible if we cannot obtain further information from you. It is also more difficult to establish whether any allegations are credible and have been made in good faith. Whistleblowers who are concerned about possible reprisals if their identity is revealed should come forward to a member of the Executive Staff and appropriate measures can then be taken to preserve confidentiality.

14.5 **External disclosures**

The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.

The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. It will very rarely if ever be appropriate to alert the media. We strongly encourage you to seek advice before reporting a concern to anyone external.

Whistleblowing concerns usually relate to the conduct of our Club Members, but they may sometimes relate to the actions of a third party, such as a supporter, customer, supplier or service provider. The law allows you to raise a concern in good faith with a third party, where you reasonably believe it relates mainly to their actions or something that is legally their responsibility. However, we encourage you to report such concerns internally first. You should contact a member of the Executive Staff.

14.6 **Investigation and outcome**

Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to attend additional meetings in order to provide further information.

In some cases we may appoint an investigator or team of investigators including Club Members with relevant experience of investigations or specialist knowledge of the subject matter. The investigator(s) may make recommendations for change to enable us to minimise the risk of future wrongdoing.

We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.

If we conclude that a whistleblower has made false allegations maliciously, in bad faith or with a view to personal gain, the whistleblower will be subject to disciplinary action.

14.7 **If you are not satisfied**

While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy you can help us to achieve this.

If you are not happy with the way in which your concern has been handled, you may contact the chairman of the Board of Directors.

14.8 **Protection and support for whistleblowers**

It is understandable that whistleblowers are sometimes worried about possible repercussions. We aim to encourage openness and will support Club Members who raise genuine concerns in good faith under this policy, even if they turn out to be mistaken.

Club Members must not suffer any detrimental treatment as a result of raising a concern in good faith. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform a member of the Executive Staff immediately. If the matter is not remedied you should raise it formally using our Grievance Procedure.

Club Members must not threaten or retaliate against whistleblowers in any way. Anyone involved in such conduct will be subject to disciplinary action.

14.9 **Responsibility for the success of this policy**

The Executive Staff has overall responsibility for this policy, and for reviewing the effectiveness of actions taken in response to concerns raised under this policy.

All Club Members are responsible for the success of this policy and should ensure that they use it to disclose any suspected danger or wrongdoing. Club Members are invited to comment on this policy and suggest ways in which it might be improved. Comments, suggestions and queries should be addressed to the Board of Directors and sent to the Administration Manager.