Mapleton and District Community Association Inc

MADCA
Connecting community

MANAGEMENT COMMITTEE GOVERNANCE MANUAL

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Background

In the 1920's an organisation called the Mapleton Farmers and Fruit growers Progress Association was formed. As the name suggests the Association was chiefly focused on matters that impacted the Mapleton farming community. The organisation, however, was also involved in the maintenance of the Mapleton Sportsground and buildings which were on land donated to the community by William Rosser in 1911. Fortunately, many of the minute books from this original organisation have survived and were donated by MADCA to the Sunshine Coast Council Heritage Library in Nambour.

Some Mapleton residents chose to form a second local association called The Mapleton and District Ratepayers Association in the 1980's. No records from this second association can be located but former members have stated that the group was very interested in matters that affected the broader community of the Sunshine Coast as well as Mapleton issues. Only ratepayers could become members.

In the late 1980's it was decided to amalgamate the two Mapleton organisations and the Certificate of Incorporation was issued on September 17, 1990. John Brady, who had been president of the Progress Association, chaired many of the early discussions to formalize the amalgamation. A secret ballot was conducted to select the name of the new association from a list that had been circulated in the community. The Mapleton and District Community Association Inc came out on top.

In March 1990 the following people were elected to be the first office bearers of MADCA - President Merrill Walters and Secretary Dorothy Cosandey.

Since MADCA's inception MADCA has been proactive in representing the community to all levels of government. In many ways, these instrumentalities consider MADCA to be the peak organisation for our community. The following gives a picture of the role MADCA plays in the community:

- Holds monthly meetings on the first Wednesday of the month at the Mapleton Bowls Club where community matters are discussed and considered. New members are always welcome.
- Assists community organisations when requested.
- Conducts the annual community celebration of the festive season 'Light the Lights' event at the Lilyponds Park.
- Organises the 'Meet the Candidates' night before all elections to enable the community to consider their options when voting.
- Maintains the buildings and gardens at the Old School House (TOSH).
- Has established a Disaster Management Committee to work with the Local Disaster Coordinating Committee to develop resilience and to assist in times of disaster.
- Represents the Mapleton and District Community to each of the three levels of government.
- Oversees a number of sub-committee of particular interest to the community.

Over the years, MADCA has achieved a great deal through advocacy and community development activities. Examples of our successes include:

- Run a successful campaign to save the Hinterland Connect Bus service.
- Worked collaboratively with the then Maroochy Shire Council on the preservation of TOSH when it was moved from the school grounds.
- Assisted and supported the TOSH garden club in the construction of the BBQ area at TOSH.
- The Garden Club maintains the gardens and landscape to a very high quality thus creating an tranquil ambience at the site.
- Jointly funded with the Sunshine Coast Regional Council the exercise stations and children's playground extension at the Lilyponds Park.
- Worked collaboratively with Council to have a Dog Park established, a new concrete pathway through the park constructed and have the Mapleton Cemetery refurbished by installing a water tank and a rest shelter and the bitumen surfacing of Delicia Road.
- Conducted a survey to establish the community's view on retirement options required now and in the future. A report of this activity has been presented to each of the three levels of government.
- Worked collaboratively with SCRC and business owners in the development of a plan to beautify the Village centre.
- Collaborated with other community organisation to conduct a forum to develop a strategic plan to ensure that our community is prepared for the future.
- Redeveloped the website for our community to improve its visibility, content and accessibility. The website can be accessed at www.mapletonqueensland.com.au.
- Working collaboratively with the SCRC to establish options to 'Pump Out'.

These lists of activities are by no means finite, but represent the role MADCA plays in the community. MADCA has two main missions – advocacy and community development. It is with this background in mind, members of MADCA can be proactive in making our community a better place in which to live.

Attribution: This information has been researched and presented for this publication by Burnie Collins.

Purpose of this document

The purpose of this document is to

- provide guidelines for the internal management of MADCA.
- provide an induction for new committee members.

The Constitution takes precedence over this document. A copy of the constitution is available from the Secretary or can be downloaded from the website (www.madca.com.au).

This document may be altered under the terms of the constitution Paragraph 42 (By laws).

Membership rules (constitution sections 5-13)

MADCA has three classes of membership

1. Ordinary members,
2. Associate members, and
3. Life members.

The rules relating to eligibility are contained in the constitution. Currently (Nov 2022) MADCA has no record of having any Associate nor Life members.

Objectives (constitution section 3)

The objectives of the Mapleton and District Community Association Incorporated (MADCA) as outlined in the constitution are:

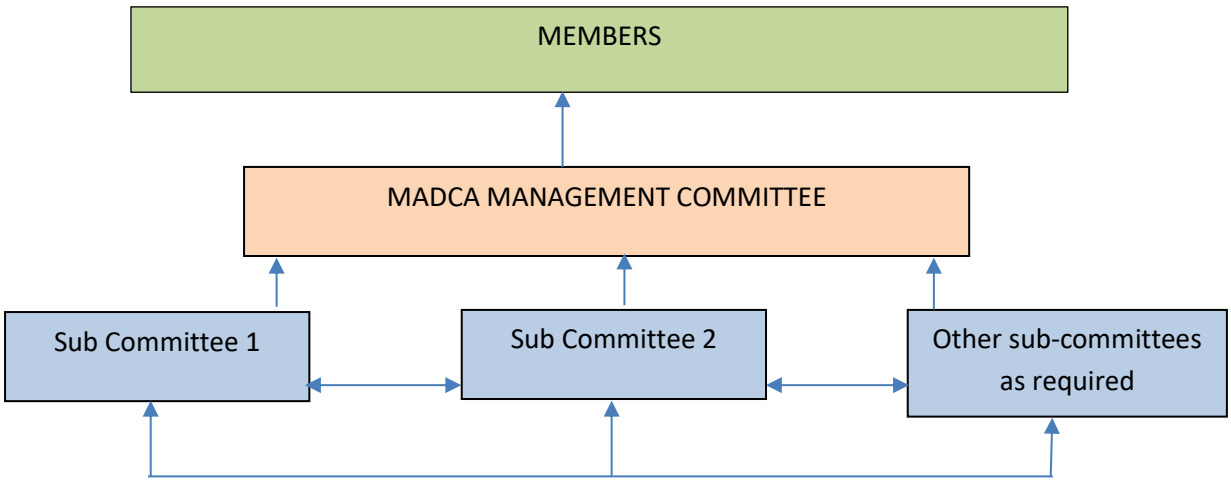
1. The association is established to be a charity whose purpose is to advance social or public welfare by providing:
   - inclusive community activities and events that celebrate the local environment and bring community members together;
   - grant funding to local not-for-profit community groups;
   - auspicing services to local not-for- profit community groups;
   - other support services to community groups and members.
2. The association is established to be a charity with a purpose of enhancing the natural environment of Australia by promoting sustainability and sustainable development and use of resources in the local area.
3. To promote community awareness of future developments by providing information, education and access to resources.
4. The association is established to be a charity with the purpose of enhancing the Mapleton area by advocating for additions and improvements to local infrastructure and amenities.
5. The association is established to be a charity with the purpose of advancing tourism in Australia, particularly in Mapleton and the surrounding area by:
   - organising and supporting events that will attract visitors to the area;
   - working with government at all levels to ensure that the interests of the tourism industry are represented in regard to the public decision-making process, and
   - providing a forum for all people engaged in the tourism industry to discuss best practice and enhancing the future of the industry.
6. To do such things as are incidental or conducive to the attainment of any or all of these objects.

These objectives underpin all activities of MADCA.

Governance Structure

MADCA is a not-for-profit Association established to provide and maintain the objectives as set out above. Nominations for membership are processed following the rules set out in Section 7 of the constitution.

The diagram over the page explains the relationship between the different groups within the Association.



Management Committee (constitution section 22)

Purpose

- The Management Committee is to oversee the day-to-day activities of the Association in accordance with authority delegated for that purpose.
- It is to abide by the best interests of the organisation, ensuring that MADCA remains ongoing and financially viable while adhering to the objectives and policies of the facility.
- The Management Committee should meet at least every month or as requested or required by the President as outlined in the Constitution (Section 22).
- It holds the executive order of MADCA and acts in the best interest of its members using information in this document as a guide.

Meeting frequency (constitution section 23)

The Management Committee will meet at least once prior to the General Meeting or at other times as seen fit by the Executive (President, Vice President, Secretary and Treasurer).

There will be a general meeting of the Association on the first Wednesday of each month. All members of MADCA are invited to attend. The activities of the Management Committee will be reported to these general meetings.

Management Committee Positions (constitution section 18)

The Management Committee will usually consist of no more than 9 members. If an increase in numbers is required, this must be voted on at the Annual General Meeting.

The Management Committee will consist of the following:

- President,
- Vice-President,
- Secretary,
- Treasurer, and
- Up to 5 additional members elected by members at the AGM.

In the event of a casual vacancy occurring in the membership of the Management Committee, the Management Committee may appoint a member of MADCA to fill the vacancy and the member so appointed is to hold office, subject to these rules, until the conclusion of the Annual General Meeting next following the date of the appointment. (See section 21 of the constitution.)

The MADCA Executive Committee consists of

- President
- Vice President
- Secretary
- Treasurer

Election of Office Bearers (constitution section 19)

- All members of MADCA are eligible to stand for election and are entitled to vote in the election.
- The election will be held at the Annual General Meeting (AGM) which will be within six months of 30 June each year. The date 30 June is the nominated date in the constitution of MADCA's financial year. (Section 48)
- Nominations for positions are to be sent in writing to the Secretary fourteen (14) days prior to the date of the AGM.

Sub-committees (constitution section 27)

- MADCA has a number of *ad* hoc and permanent sub-committees which act on behalf of MADCA.
- All sub-committees are accountable to the Management Committee.
- The current Policy of the operations of Sub-Committees is contained on page 12.

POSITION DESCRIPTIONS

A good position description clarifies the responsibilities and support arrangements for a volunteer. It helps volunteers to be clear about what is expected of them and feel confident in the position. A position description also outlines how the role fits with in with relation to the broader goals of the organisation. (p4)

Source: Volunteering Australia (2007), Toolkit – Designing volunteer roles and position descriptions

President

The President will be required to dedicate a significant amount of time and may undertake many tasks during their term of office.

The main tasks required of a President are to:

- chair management and general meetings,
- oversee and co-ordinate project activities and administration,
- ensure the management committee performs set duties,
- ensure all tasks necessary for the smooth running of the Association are performed and/or appropriately delegated,
- plan and co-ordinate the year's activities following consultation with other committee members,
- be familiar with budgeting,
- demonstrate leadership and an example to all members,
- encourage participation by members in activities, fundraising and projects,
- preside at all meetings and has a casting vote,
- ensure that meetings are productive and results focussed,
- ensure that the Secretary completes the proper entry of minutes and the handling of the Association's affairs as instructed by meetings,
- represent MADCA at external functions,
- report activities of the portfolio to the members at the Annual General Meeting, and
- oversee dispute resolution as outlined in the Association's Policy.

Accountability

The President Is accountable to the Members and the Management Committee.

Vice President

The Vice President will be required to act as President when the President is either unavailable to carry out the prescribed duties or has delegated these duties. Therefore the Vice President will be required to dedicate a significant amount of time to MADCA and may have to undertake many tasks during the term of office.

Tasks that will be carried out by the Vice President can include:

- chair committee meetings,
- assisting the President in a range of activities as a delegate,
- oversee and co-ordinate activities and administration,
- ensure the committee performs set duties,
- ensure all tasks necessary for the smooth running of MADCA are performed and/or appropriately delegated,
- plan and co-ordinate the year's activities following consultation with other committee members, and
- be familiar with budgeting.

Accountability

As this position is a support to the President, the responsibilities and accountabilities will be the same as the President.

Treasurer

This position requires diligence to ensure correct and accurate records are maintained and is crucial to the efficient running of the MADCA.
Key responsibilities include.

- A thorough understanding of financial procedures.
- Preparing comprehensive financial reports for Management Committee meetings, general meetings and as requested by the committee.
- Creation and maintenance of financial records throughout the term of office.
- Organisation of Annual Audit of financial records - legislative requirement for all incorporated bodies.
- Prepare budgets, in consultation with the committee, to reflect income and expenditure of MADCA for presentation at the first meeting after the Annual General Meeting. The budget should include an interim payment plan for any outstanding debt and a cash flow plan for the ensuing year.
- Approve any expenditure by MADCA.
- Maintain and oversee Petty cash if used.
- Ensure all General Committee members do not exceed authority ceilings for financial expenditure without reference to the Management Committee.
- Attend to general banking activities including signing of cheques.
- Maintain appropriate accounts of all income and expenditure.
- Report monthly to the Management Committee and general meetings.
- Present all accounts for payment for approval and prioritise payment of accounts.
- Ensure MADCA's finances are correctly audited.
- Report activities of the portfolio to the membership at the Annual General Meeting.

Accountability

- The Treasurer is accountable to the President and Management Committee.
- The Treasurer will seek ratification from the Management Committee of a budget.
- The Treasurer will provide a monthly report to the Management Committee and general meeting of all financial transactions.

Secretary (constitution Section 17)

The role of the Secretary is primarily administrative.
Responsibilities may include.

- Prepare and document all meetings.
- Prepare and distribute a Notice of Meetings (including date, time and location) to committee members.
- Prepare and distribute the Agenda following consultation with other committee members.
- Ensure that all Policy documents are updated – eg Handbook, Strategic Plans, etc.
- Write and distribute Minutes of the last meeting and ensure all committee members have the opportunity to read through them prior to their proposed adoption.
- Advertise the appropriate meeting (AGM or General Meeting) to members.
- Co-ordinate all committee reports.

At the Meeting

- Ensure the Association's constitution, all correspondence and other relevant documents are brought to the meeting.
- Take Minutes – include those present, apologies for absence and all motions tabled - as accurately and specifically as possible –eg who tabled the motion, seconder and result of

vote. Attention should be paid to where reimbursements for committee members and items of expenditure are concerned.

Between Meetings

- Ensure the Minutes of the meeting are typed and circulated to committee members and relevant others.
- Prepare and send correspondence in accordance with the direction of the President and committee.
- Record all correspondence and include in agendas for committee and general meetings.

Additional

- Maintenance of equipment register – in the absence of a delegated officer.
- Maintenance of the calendar of events.
- Maintenance of an accurate and up to date register of all members

Accountability

- The Secretary is accountable to the President and the Management Committee.

Communications Officer

The creation of a Communication Officer position with the following duties has been established to help MADCA promote its objectives, attract new members, and inform the community of its activities.

This position is one of the nominated positions on the Management Committee but is not part of the Executive.

Responsibilities

Work with committee and sub-committee members to:

- Work within the guidelines of the Communication Sub-committee
- Work within the MADCA policy guidelines outlined within this document
- Develop, write and edit marketing and communication materials, including press releases and social media content e.g. to: Pop Up News, Free Print Media and local radio and TV in line with the 'Arranging Publicity Policy'
- Add and update material on mapletonqueensland.com.au website as well as the madca.com.au website
- Maintain digital media archives including photos, web content and copyright release agreements
- Conceptualise and implement a communication strategy

Accountability

- Is accountable to the Management Committee

POLICIES

Good governance is?

- It's process-based, not people-based, with an emphasis on how an organisation is managed as opposed to relying on who is involved.
- It involves clear roles, responsibilities and accountability.
- It means always acting in the best interests of members.
- It enables an organisation to develop strategic goals and direction.
- It doesn't mean that only 'correct' decisions are made, but it does ensure the best possible environment for making decisions.
- It requires a commitment to continual improvement where processes remain flexible and are kept up to date to suit current operations, changing needs and future direction.
- It involves measuring organisational performance, having effective systems in place and complying with legal and regulatory obligations.
- It demonstrates transparency, equity, efficiency and accountability in the activities undertaken and resources expended.
- It requires leadership, integrity and good judgement.

Source: Brisbane City Council "Managing Your Community Organisation"
https://www.brisbane.qld.gov.au/things-to-see-and-do/council-venues-and-precincts/community-facilities-leasing-sport-and-recreation/managing-your-community-organisation/governance-and-committee-management

Tenure of Management Committee Positions Policy

The principle behind having fixed terms in Office Bearer positions is to ensure renewal of the management team. At the same time, consideration needs to be given regarding maintaining corporate knowledge. It is inadvisable to have all office bearers retire at any one year.

At the Annual General Meeting of MADCA, all members of the Management Committee shall retire from office, but shall be eligible upon nomination for re-election, providing no office bearer shall hold the same office for more than 3 consecutive years, with the exception of the Secretary and Treasurer who may serve no more than 5 consecutive years in the same office. An officer bearer who has served for more than half a year shall be deemed to have held office for a full year.

The Immediate Past President may be eligible to serve on the Management Committee through the standard nomination process. This position is one of the nine members of the Management Committee.

The maximum length of time any member can serve on the Management Committee is ten (10) consecutive years. This time includes time as an office bearer (President, Vice President, Secretary and Treasurer) as well as a committee member.

Operation of Sub-committees Policy

Purpose:
The document outlines a set of guidelines that could be considered to be good governance, and hopefully mirrors existing practice.
Issues

- Many community projects of major benefit to the community have begun through the brilliant ideas of members of the community. Most of these projects have been developed and / or funded through the support of MADCA
- The support from MADCA has been in the form of
    - Encouragement to proceed and develop
    - The use of MADCA incorporation status to auspice initial projects
    - The use of MADCA incorporation status to seek funding from Council and other government and non-government bodies
- There is no desire to over-complicate the functioning of the various sub-committees in existence. Moreover there is a desire to have a common understanding of the role and functions of these groups.
- There is a need to share the workload of the functions of the Management Committee and MADCA. Currently there is an expectation that the Management Committee members are primarily responsible for the operation of MADCA.
- The Objects of the Association are outlined in the Constitution's clause 3, which states that:
    "The objects for which the association is established are—
    1. To provide a forum for residents and ratepayers of Mapleton and District to express their opinion on any matter affecting the Community.
    2. To act in the interest of residents and ratepayers in dealing with various levels of Government, other parties and organizations.
    3. To foster the balanced development of Mapleton and surrounding areas.
    4. To promote the social, cultural, sporting and economic welfare of the Community
    5. To be non-political and non-sectarian."

- Clause 27(1) of MADCA's constitution gives the Management Committee the power to appoint a sub-committee
- Clause 45(9) of the constitution states "All expenditure must be approved or ratified at a management committee meeting." This would include any funds held in trust by MADCA for use by sub-committees.

Recommended guidelines

1. A sub-committee commences when a group is established by MADCA, or is self-established and approaches MADCA for support either financially or in principle in an activity that benefits the Mapleton and District community and complies with the Objects of the organisation (see above).
2. The Sub-committee may be disbanded when the project is completed, however projects that continue on a yearly basis (eg Light the Lights) will continue until it is decided to no longer conduct this activity. It is important to enlist new blood into long-term subcommittees on a regular basis. This principle should be considered yearly through reports to the Management Committee as well as to monthly general meetings.
3. The membership of the sub-committee must contain at least one member of the Management Committee, whose role is to report to the Management Committee on the progress of the project and any issues that need to be addressed by the Management Committee.
4. Members of MADCA may volunteer or be invited to be a member of a sub-committee. Such membership needs to be ratified by the Management Committee.
5. The Management Committee must approve or ratify any expenditure incurred by the sub-committee.
6. The Management Committee will support the Sub-Committee in the application for grants and in recording the financial transactions necessary to meet funding sources' financial requirements.
7. The membership of the sub-committee may change depending on personal circumstances and / or the progress of the purpose of the committee, however it must always retain the membership of a member of the Management Committee as outlined in above point 2. Such changes must be ratified by the Management Committee
8. The Chairperson of the sub-committee (or representative) should provide either a written or oral report to each Management Committee meeting that outlines the progress of the activity, a request for approval or ratification of any financial expenditure, and any other issues that may require the Committee's attention. The purpose of this requirement is to provide support to the committee should it be required.
9. All communication to government (either Local, State or Commonwealth) must be copied to MADCA (madca.inc@gmail.com) for information

A copy of the Terms of Reference proforma is included in Annex 2.

Attribution: This operation of sub-committees policy has been approved at the MADCA General Meeting on 5 February 2020.

Guidelines for Community Groups associated with MADCA

1. Background

Community groups may be established for a variety of purposes. These groups may be able to achieve more through an association with MADCA. The association needs to be appropriate for the specific community group and what that group is trying to achieve. Guidelines are provided for different levels of association with MADCA.

2. Potential Benefits through a MADCA association

1. Assistance with community engagement – through MADCA forums and communication mechanisms, such as specific targeted surveys and community engagement sessions.
2. Provision of direct assistance:
    2.1. Group operating guidelines
    2.2. Facilitation
    2.3. Expertise in different fields
    2.4. Grants writing
3. Government stakeholder engagement
    3.1. Local, State, Federal
4. Capabilities to assist:
    4.1. Access to community facilities
    4.2. Business case/economic analysis
    4.3. Research/historical background information
    4.4. Surveys
    4.5. Records Maintenance
    4.6. Ability to use the legal entity MADCA Inc
5. Funding
    5.1. Direct funds from MADCA fundraising
    5.2. Funding strategies to obtain specific project funds
    5.3. Auspicing of grants through MADCA's incorporated status
6. Implementation support in rolling out any actions/initiatives through the community.
7. Co-ordination with other community groups/initiatives, including alignment with Community Vision & Strategy.

3. Guidelines for different levels of association

For convenience the guidelines have been kept to three sets based on:

A. "**Affiliated**" When MADCA is just one stakeholder – e.g. planning groups that are covering matters wider than just the MADCA locality, and standing community social or sporting groups.
B. "**Supported**" When MADCA is the primary stakeholder of any outcome.
C. "**Sub-Committee**" When the MADCA Management Committee establishes a Sub-committee on behalf of a community group.

Note: The above community groups may be established by individuals, from other community groups, by government request, or as a result of MADCA actions.

3.1 Guidelines for Affiliated community groups

Objective:

- To keep MADCA informed and leverage MADCA for benefits. Any financial support from MADCA would be subject to a separate and specific submission.

At the earliest opportunity the leader of the Affiliated community action group should meet with the chairperson of MADCA and/or the MADCA Management Committee to confirm the level of association. The following information should be provided::

1. The aims/objectives of the group
2. The time frame to meet the aims/objectives (note this could be "ongoing" e.g. for a sporting club)
3. The current members
4. The current state of the activity being undertaken
5. Expected (as at this point in time) needs for any of the MADCA benefits as set out Section 2 of these guidelines.

From that discussion the following is to be established:

- How and when the Affiliated group will keep MADCA informed – whether on a regular basis, or as required.
- How and with whom the Affiliated group will liaise to obtain MADCA assistance.

To facilitate regular exchange of information MADCA will:

a) Ensure the existence of the group, its objectives and current leader are advised to all MADCA members.
b) A format for the agreed informing to MADCA.

3.2 Guidelines for Supported community groups

Objective:

- To ensure the community group gets the best possible support to be successful in meeting the agreed objective, and that the MADCA community is kept informed.

At the earliest opportunity the leader of the Supported community group should meet with the chairperson of MADCA and/or the MADCA Management Committee to confirm the level of association. The following information should be provided:

1. The aims/objectives of the group
2. The time frame to meet the objective (note this could be "ongoing")
3. The current members
4. The current state of the activity being undertaken
5. Expected (as at this point in time) needs for any of the MADCA benefits as set out Section 2 of these guidelines.

Note: This could be in the form of the MADCA Sub-committee Terms of Reference

From that discussion the following is to be established:

- How and when the Supported group will keep MADCA and the wider community informed – whether on a regular basis, or as required.
- How the group will leverage MADCA for Community and Government engagement.
- The need (or not) to co-ordinate with other groups active in the community.
- How and with whom the Supported group will liaise to obtain other MADCA assistance.

To facilitate good community communication MADCA will:

a) Ensure the existence of the group, its objectives and current leader are advised to all MADCA members.
b) A format for the agreed informing to MADCA.

3.3 Guidelines for community groups established as MADCA Sub-committees

These groups will operate in accordance with the MADCA guidelines for Sub-committees.

Attribution: This information has been researched and presented for consideration by Peter Gamgee and Max Standage and was adopted by the Management Committee on 23 January 2023. .

Transparency and Engagement Policy

Objective

To:

- Embed a culture of transparency as part of 'business as usual' within MADCA's management committee and associated committees and/or groups.
- Ensure transparency in MADCA's decision making processes.
- Promote access to information that is current and easily accessible

Benefits

There are several reasons why the management committee should strive to achieve greater levels of transparency, accountability, and consultation.

- Effectiveness – through increased responsiveness to stakeholders. The management committee are likely to benefit from new perspectives and ideas.
- Respect – having increased transparency, accountability and consultation gains the respect and trust of those who take good governance seriously – particularly councils, government, and business.
- Trust – community support is necessary for the continued existence of MADCA. Those who take good governance seriously gain greater community support.
- Standards – Ensuring the groundwork for better governance will help MADCA to adjust to any future governance requirements that may arise.

Policy

MADCA is committed to transparency in its decision making and to facilitating community participation in decision making, processes and projects that affect the wider community. Moreover, MADCA must be accountable to the community, by ensuring that all decisions are taken with the community interest in mind. MADCA is in receipt of public funds and must ensure that those funds are expended for the purpose for which they are provided.

The management committee, sub-committees and other groups must ensure that

- the community's view and aspiration are sought,
- the community is kept informed through good communication processes,
- and conflicts of interest (potential, perceived or actual) are identified.

MADCA will foster access to information for stakeholders and members of the wider community as needed, except to the extent that information is confidential or disclosure is detrimental to the community interest.

The management committee and members of sub-committees and other MADCA associated groups are responsible for giving effect to the following transparency principles:

The management committee will champion behaviours which foster:

- transparency though leadership and process.
- good governance.
- community engagement in their respective areas of responsibility.

All management committee members are expected to facilitate access to information and consider community engagement when carrying out their responsibilities.

The following information will be made publicly available except to the extent of information that it is genuinely confidential or can be demonstrated to be detrimental to the public interest:

- General meeting minutes and agendas.
- Delegated committee meeting minutes and agendas.
- Terms of reference for sub-committees.
- Community assets list.
- Register of grants and donations received from public bodies and private organisations.
- Anonymised register of grants and donations received from private individuals.
- Summary of personal and business interests (see conflict of interest policy).

It may be contrary to the public interest to release information:

- If it will result in a breach of law or contractual arrangements
- If it is a working MADCA document, including drafts, which have not been approved or submitted to the executive, especially where release may demonstrably mislead the public.
- Where it would cause unreasonable strain on MADCA resources and personnel.

Engagement with the community may take a number of forms. Examples include an invitation to attend a meeting, a request for feedback or a formal survey. As a general principle, all projects should include a strategy for community engagement. Project and sub-committee reports should include details of engagement attempts and outcomes.

Within MADCA's management committee, all committees' members should be open about the activities and discussions, objectives, and status of their projects and/or responsibilities. MADCA executive is at the helm of the organisation's structure of governance. Final decisions on important matters must always be approved by MADCA's Management Committee.

Attribution: This information has been developed by Ian Stannard with feedback from Marissa Bartlett and was adopted by the Management Committee on 23 January 2023.

Conflict of interest Policy

1. Purpose

The purpose of this policy is to help committee members of The Mapleton and District Community Association (MADCA) to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest in order to protect the integrity of MADCA and manage risk.

2. Objective

The Management Committee (called the 'committee' in this policy) aims to ensure that committee members are aware of their obligation to disclose any conflicts of interest that

they may have, and to comply with this policy to ensure they effectively manage those conflicts of interest as representatives of the Mapleton and District Community Association Inc.

3. Scope

This policy applies to the management committee members of MADCA as well as members of sub-committees

4. Definition of conflicts of interests

A conflict of interest occurs when a person's personal interests conflict with their responsibility to act in the best interests of MADCA.

Personal interests include direct interests, as well as those of family, friends, or other organisations a person may be involved with or have an interest in (for example, as a shareholder).

It also includes a conflict between a committee member's duty MADCA and another duty that the committee member has (for example, to another charity). A conflict of interest may be actual, potential or perceived and may be financial or non-financial.

These situations present the risk that a person will make a decision based on, or affected by, these influences, rather than in the best interests of MADCA.

Therefore these situations must be managed accordingly.

5. Policy

This policy has been developed to address conflicts of interest affecting MADCA.

Conflict of interest are common, and they do not need to present a problem to the charity as long as they are openly and effectively managed.

It is the policy of MADCA as well as a responsibility of the committee, that ethical, legal, financial or other conflicts of interest be avoided and that any such conflicts (where they do arise) do not conflict with the obligations to MADCA

MADCA will manage conflicts of interest by requiring committee members to:

- avoid conflicts of interest where possible
- identify and disclose any conflicts of interest
- carefully manage any conflicts of interest, and
- follow this policy and respond to any breaches.

5.1. Responsibility of the committee

The committee is responsible for:

- establishing a system for identifying, disclosing and managing conflicts of interest across MADCA
- monitoring compliance with this policy, and

- reviewing this policy on an annual basis to ensure that the policy is operating effectively.

MADCA must ensure that its committee members are aware of the ACNC governance standards, particularly governance standard 5, and that they disclose any actual or perceived material conflicts of interests as required by governance standard 5.

Under governance standard 5 MADCA must take reasonable steps to make sure that committee members

- act with reasonable care and diligence
- act honestly in the best interest of MADCA and for its purposes
- Not misuse the position of committee member
- Not misuse information obtained in performing duties
- Disclose any actual or perceived conflict of interest
- Ensure that MADCA's financial affairs are managed responsibly
- Not allow MADCA to operate while insolvent.

5.2. Identification and disclosure of conflicts of interest

Once an actual, potential or perceived conflict of interest is identified, it must be entered into MADCA's register of interests (copy appended), as well as being raised with the committee.

Where every other committee member shares a conflict, the management committee should refer to ACNC Governance Standard 5 to ensure that proper disclosure occurs.

The register of interests must be maintained by the Secretary. The register must record information related to a conflict of interest (including the nature and extent of the conflict of interest and any steps taken to address it).

5.3 Confidentiality of disclosures

All members of the Management Committee will be informed of any conflict of interest registered through the processes outlined in Section 6. There is an expectation that each member of the Management Committee will keep this information private and not disclosed to any other person outside the Management Committee.

6. Action required to manage conflicts of interest

6.1. Conflicts of interest of committee members

Once the conflict of interest has been appropriately disclosed, the committee (excluding the committee member who has made the disclosure, as well as any other conflicted committee member) must decide whether or not those conflicted committee members should:

- vote on the matter (this is a minimum),
- participate in any debate, or
- be present in the room during the debate and the voting.

In exceptional circumstances, such as where a conflict is very significant or likely to prevent a committee member from regularly participating in discussions, it may be worth the

management committee considering if it is appropriate for the person conflicted to resign from the management committee.

6.2. What should be considered when deciding what action to take

In deciding what approach to take, the management committee will consider:

- whether the conflict needs to be avoided or simply documented
- whether the conflict will realistically impair the disclosing person's capacity to impartially participate in decision-making
- alternative options to avoid the conflict
- MADCA's objects and resources, and
- the possibility of creating an appearance of improper conduct that might impair confidence in, or the reputation of, MADCA.

The approval of any action requires the agreement of at least a majority of the management committee (excluding any conflicted committee member/s) who are present and voting at the meeting.

The action and result of the voting will be recorded in the minutes of the meeting and in the register of interests.

7. Compliance with this policy

If the management committee has a reason to believe that a person subject to the policy has failed to comply with it, it will investigate the circumstances.

If it is found that this person has failed to disclose a conflict of interest, the management committee may take action against them. This may include seeking to terminate their relationship with MADCA.

If a person suspects that a committee member has failed to disclose a conflict of interest, they must discuss the matter with the person in question to seek clarification of the situation. Once an understanding of the situation has been achieved, the processes outlined in this policy must be followed.

Contacts

For questions about this policy, contact the Secretary through madca.inc@gmail.com

Attribution:

This policy has been developed using a template published by The Australian Charities and Not-for-profits Commission (ACNC) and was adopted at a meeting of the Management Committee on 21 February 2022.

Communications Sub- Committee Terms of Reference Policy

Purpose
This document defines the purpose, responsibilities, and scope of activities of the Communications Sub-Committee and identifies the reporting and governance structure. It should be read in conjunction with the sub-committee terms of reference form.

The Communications Sub-Committee is a sub-committee of the MADCA Management Committee. The role of the Sub-Committee is to:

- communicate the MADCA's goals and mission,
- conceptualise, develop and implement a communication policy and strategy
- develop and maintain the MADCA's image in the community,
- identify potential themes for communications activity (e.g., current projects, promotion, and communicating the MADCA's function to the community etc.),
- identify appropriate tools and media to communicate with the community
- establish and maintain open communications with the community.

It will maintain visibility through the MADCA's communication vehicles:

- digital platform (the web site),
- social media (Facebook site),
- and ad hoc newsletters, press releases as required.

The Sub-Committee will limit the communication vehicles to those required to achieve MADCA's aims and objectives to ensure appropriate administration, oversight, and maintenance as required.

General Objectives

1. To coordinate and implement advertising and public relations communications.
2. To ensure all communications are in alignment with the MADCA's and the communities' values.
3. To recognise, acknowledge and be sensitive to the cultural, social, accessibility and economic differences within the community.
4. To assess the effectiveness of communications and/or to suggest or take corrective action when appropriate and/or required.
5. To ensure consistency of image and branding.

Specific Objectives

1. Review, develop, maintain, promote and provide oversight of the online platforms (e.g., hosting server administration, the website, Facebook).
2. Prepare and publish content for publication to the MADCA's various communication vehicles.
3. To develop and maintain the brand.

Quorum
Quorum will be half the members, either in person or electronically.

Membership
The sub-committee will consist of a minimum of three. The committee will be chaired by a current management committee member.

New members will be invited from those who volunteer to serve on the communications sub-committee and will be appointed by the communications sub-committee chair following discussion

with the management committee. Members who do not or are unable to demonstrate commitment to the sub-committee may be asked to stand down following discussion with the chair.

Roles and responsibilities of members
Sub-Committee members:

- will actively participate and act on matters raised at meetings,
- will agree to hold confidential or share information discussed at the committee as advised by the chair,
- are bound by the decision of the sub-committee, even where they disagree, and must continue to carry out with integrity their responsibilities to act in the best interests of the MADCA.

Frequency of Meetings
Meetings will be held in person or electronically. At least one meeting per year must be in person.

Meetings will be held once a month at a minimum to formally review the digital and social media platforms.

The communications sub-committee should review its own performance and terms of reference annually to ensure it is operating effectively and submit any changes it considers necessary, to the management committee.

Record Keeping
An agenda will be prepared for each formal meeting to seek discussion or identify decisions to be made.

Minutes will be taken and used to provide information, document required actions, and to ensure transparency of information.

Conflicts of Interest
The sub-committee will use the same procedures outlined in MADCA's Conflict of Interest Policy.

Committee voting
The communications sub-committee will make decisions through discussion and by reaching consensus. If consensus cannot be reached, any member of the sub-committee may request a vote, to be decided by a simple majority (51%) or where appropriate the issue will be passed to the management committee for final decision.

Thematic values
Thematic values convey explicitly or implicitly, the values or attitude of MADCA.

They are commitment to the:

- cultural,
- economic,
- accessibility,
- social well-being,
- sustainable development,
- equality and fairness,
- inclusion,
- and respect,

of the community.

Document Status: Edited as per MADCA Management Meeting 28 March 2022 and planning meeting held on 30 November 2022

Dispute Resolution (Grievance) Policy (constitution section 12)

Should a dispute arise over any aspect of the business of MADCA, the parties involved will adopt the following process outlined in Section 12 of the constitution.

Privacy Policy (constitution section 14)

Purpose and Scope
This policy describes how MADCA manages personal and sensitive information. This policy applies to all members.

Policy
MADCA is committed to respecting the right to both privacy and protection of personal information.

What personal information do we collect.
Personal information is information, or an opinion, about an individual whose identity is reasonably apparent and can be reasonably ascertained from that information or opinion.
This includes, but is not limited to:

- name
- address
- email
- phone number
- date of admission of membership
- date of death or time of resignation of a member
- details of termination or re-instatement of membership

Disclosure or personal and sensitive information to third parties
MADCA is required by law to obtain consent when collecting personal and sensitive information. The association will assume consent to the collection of all personal information that is provided to it for use in accordance with this Privacy Policy, unless informed otherwise. MADCA will request consent to the collection of sensitive personal information on a case-by-case basis and will collect that information in accordance with this Privacy Policy. (See section 13 and 14 of the Constitution)
The association will assume consent to disclose personal and/or sensitive information with:

- our insurers and/or any professional advisors as reasonably necessary for the purpose of obtaining, maintaining insurance coverage, risk management, obtaining professional advice or the defence of legal claims.
- financial organisations for the purpose of financial transactions only, and only to the extent necessary for the purposes of processing your payments and dealing with complaints and/or refunds.

In addition to the disclosures listed above, the association may disclose personal and sensitive information where such disclosure is required for compliance with legal obligations to which we are subject, or to protect your or another's vital interests.
MADCA is not responsible for the personal and sensitive information that is used to access MADCA's Facebook page and/or Facebook group. The association cannot prevent the use of misuse or such data by others.

Disclosure of information from the Register of Members for any purpose, without the club's consent is a serious disciplinary offence. See section 14 of the Constitution.

Storage, creation, retention, and deletion of personal and sensitive information

MADCA stores information in different ways, including paper and electronic storage. The security of personal information is important to the association. We include strict confidentiality requirements of our management committee. MADCA will retain personal and sensitive information no longer than is necessary for that purpose, or if required for compliance with a legal obligation to which the association is subject.

Use of Personal and Sensitive Information

MADCA may use your personal and sensitive information to:

- administer and manage its membership database
- keep members informed of news, information, events, activities, and opportunities arising from membership of the association by post, text, or email.

Images, publicity, and marketing

Photographs of events and attendees at events may be used for marketing and advertising purposes. Member's names and/or images may be used as part of the item. Unless advised otherwise, it will be assumed tha attendance at the event is indication of consent to use photographs for the purposes above and without compensation.
Additional policies may apply to photographs that contain images of juniors under the age of 18 years.

Implied Consent

Important: By signing the application for membership of MADCA, MADCA will presume consent unless informed otherwise in writing.

Attribution: This information has been precied from a document developed and supplied by Ian Stannard.

Arranging Publicity Policy

Scope

This policy relates to publication of information (including advertisements, promotions, notices, requests for help, press releases etc) distributed on behalf of MADCA.

Process

1. A committee (including the Management Committee), identifies a need to publicise or advertise an event or activity and prepares a *brief* to be given to MADCA's Communication Team. A *Contact Person* should be identified at this stage who will act on behalf of the committee.
2. This *brief* provides the content (what needs to be communicated), format (eg paper sizes), target audience, mode (eg Facebook, hard copy, website etc), timelines and any other information decided by the committee and communications team to be relevant. This is a collaborative process.
3. The Communication Team prepares a draft proof copy for the *Contact Person* and the President through the Secretary. An estimate of costs should also be given at this stage. The proof copy is discussed by all parties to reach agreement, ensuring that the Secretary receives the final version for recording and future reference.
4. Once all parties have agreed to the final proof, then production can begin.

Attribution: This final format of has been developed through feedback from Nita Lester, Ian Stannard, and Wendy Turton

Operation of TOSH Policy

The Old School House(TOSH) is a building of significance to the Mapleton Community. It was moved from the school grounds to its current site in 1997 and has been used as a Community Centre, an arts and craft showroom and an Opportunity Shop.

The building is owned by the Sunshine Coast Regional Council and leased to MADCA who currently sub-leases most of the building to RangeCare.

MADCA has a sub-committee that oversees the use of the facility. The membership of that sub-committee consists of the Executive Office bearers (President, Vic President, Treasurer, Secretary and other MADCA members as required.

Currently (2022) MADCA receives from the Sunshine Coast Regional Council (SCRC) a Partnership Grant of $3,000 pa for each of three years. The purpose of this grant is to enable community organisations such as MADCA to improve the usage of facilities owned by Council but operated by community organisations.

There are four aspects to the operations of TOSH that are important to MADCA:

1. Lease terms and conditions between MADCA and SCRC.
2. Sub-lease conditions between MADCA and RangeCare.
3. Building maintenance, and
4. Care of the grounds.

Lease Terms and Conditions.
MADCA has been given a 'Permit' to occupy and use the building. The Permit is currently for one year but is usually automatically renewed at the end of each financial year. MADCA pays Council a Permit fee of $265 per annum as well as other charges such as rubbish removal.
A full copy of the lease can be obtained from the Secretary.
Under the current arrangements SCRC has taken responsibility for statutory requirements – electrical safety, fire safety requirements and building insurance.

Sub-lease conditions
MADCA sub-leases all of the old building except for an office area in the front of the building which MADCA uses as a store and office.
The current lease of the building to RangeCare expires at March 2024 or when the SCRC changes the lease conditions between SCRC and MADCA.

Building maintenance
MADCA, under the terms of the existing lease is responsible for the day to day maintenance of the building which refers to (but is not limited to) aspects such as door locks, internal painting, and lighting Annex 2 gives more details.

Care of grounds.
For many years the gardens and TOSH has been serviced by a Garden Club. MADCA supports this club with financial assistance. The Garden Club meets on a regular basis to maintain the gardens and grounds.

Use of MADCA resources Policy

MADCA owns a number of pieces of equipment that are available for loan to Incorporated Associations provided the items are not used for further hire. These pieces of equipment are available for hire to individuals at a cost of $25 per hire event.
Items available for loan include:

- 4 marquees (3mx3m)
- 1 marquee (6mx3m)
- Portable Public Address system with microphone(s)

Some items are stored at TOSH while others are housed at the Mapleton Men's Shed's storage shed. The loan of these pieces can be made by contacting the Secretary who will organise the collection. Pieces are loaned on the understanding that any damage is the responsibility of the borrower.

In addition, MADCA maintains an office in the TOSH building and owns various pieces of electronic equipment housed in that office. The Garden group has a storage shed which houses various pieces of gardening equipment.

All pieces of electrical equipment owned by MADCA including LED lights, power cords, distribution boards are to be tested each October for electrical safety and tagged as such.

Financial delegations

As MADCA does not operate a petty cash system the following processes are designed to ensure that all financial transactions are clear and transparent.

These financial delegations are as follows:

- To purchase an item or a collection of items (in the one transaction) that is valued at less than $500, the expenditure must be authorised by a member of the Management Committee as well as either the Treasurer or the President
- All expenditure valued in excess of $501 must be approved by the Management Committee prior to purchase.
- The President and Treasurer are authorised to approve any emergency expenditure outside the parameters listed above (eg replacement of water pump at TOSH.)

Application for Grants guidelines

The purpose of these guidelines is to provide procedures to MADCA members when applying for grants from all levels of government and non-government entities.

SCOPE

These guidelines apply to all MADCA members.

PRINCIPLES

1. The Management Committee will appoint a Grants Officer whose role it to
   a) Organize the timely submission of grant applications
   b) Organize the acquittal of grant applications
   c) Advise the Management Committee on the progress of grant applications and acquittals
2. All applications for grants must support projects aligned with the Constitutional Objects of MADCA.
3. All grant applications must be approved by the Management Committee before a submission is made.
4. Should a sub-committee wish to make an application for a grant, this will be done in consultation with the Grants Officer.
5. The Grants Officer will make available to the Secretary and Treasurer a copy of all grant applications.
6. All monies received from grants will be banked by the Treasurer into MADCA bank accounts.
7. The Treasurer will keep a spreadsheet or a similar document that records essential information such as amount of grant received, date received, date acquittal due, date of acquittal and other information deemed necessary by the Treasurer.
8. To pay accounts from grant monies, all receipts showing expenditure must be provided to the Treasurer.

ANNEXES

ANNEX 1

Register of conflicts of interests proforma

Name of Committee member	Description of interest	Has the Committee been notified?	Date of disclosure	Steps taken by Committee for dealing with the conflict	Committee member actions to address the conflict

Annex 2

Sub-committee Terms of Reference proforma

MADCA
Connecting Community

MAPLETON AND DISTRICT COMMUNITY ASSOCIATION Inc

Sub-committee Terms of Reference Worksheet

In order to support community initiatives, the Management Committee of MADCA would like members proposing projects for MADCA support to complete the following worksheet.

What is the purpose of the proposed sub-committee?

Please indicate how is this project aligned with the Objects of MADCA? The Constitution lists the Objects as:

1. Providing a forum for residents and ratepayers of Mapleton and District to express their opinion on any matter affecting the Community.
2. Acting in the interest of residents and ratepayers in dealing with various levels of Government, other parties and organizations.
3. Fostering the balanced development of Mapleton and surrounding areas.
4. Promoting the social, cultural, sporting and economic welfare of the Community
5. Being non-political and non-sectarian

Who will be on the sub-committee: ie Membership? (Must be more than 1 person)

Who will be the chair or responsible person for this sub-committee?

Who from the Management Committee will participate in this proposed sub-committee? Or who will keep the Management Committee informed of the progress of the project?

What funding will be required? From where will these funds come?

Any other relevant information

ANNEX 3

Building Maintenance Plan TOSH (Mapleton)				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Statutory Maintenance	Responsibility	Frequency	Cost	Cost	Cost	Cost	Cost	Cost	Cost
Fire safety & compliance	SCRC	Annual	$ 450.00	$ 450.00	$ 450.00	$ 450.00	$ 450.00	$ 450.00	$ 450.00
Electrical RCD compliance	SCRC	Annual	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00
Electrical Test & tag	MADCA	Annual	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00
Solar Paanel & inverter testiing	N/A	Annual							
Hydraulic backfolw compliance	N/A	Annual							
Thermostatic mixing valve servicing	N/A	Annual	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00	$ 250.00
Pest inspection & treatment	MADCA	Annual	$ 600.00	$ 600.00	$ 600.00	$ 600.00	$ 600.00	$ 600.00	$ 600.00
Sub total Statutory Work				$ 1,800.00	$ 1,800.00	$ 1,800.00	$ 1,800.00	$ 1,800.00	$ 1,800.00
MADCA share				$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00
SCRC share				$ 700.00	$ 700.00	$ 700.00	$ 700.00	$ 700.00	$ 700.00
Planned maintenance	Responsibility	Frequency	Cost	Cost	Cost	Cost	Cost	Cost	Cost
Pressure wash - external	MADCA	Tri-annual	$ 900.00		$ 900.00			$ 900.00	
Gutter clean	MADCA	Annual	$ 400.00	$ 400.00	$ 400.00	$ 400.00	$ 400.00	$ 400.00	$ 400.00
Interior painting	MADCA	Bi- annual	$ 3,000.00	$ 3,000.00		$ 3,000.00		$ 3,000.00	
Exterior painting	SCRC	Bi- annual	$ 3,000.00		$ 3,000.00		$ 3,000.00		$ 3,000.00
Septic & holding tank service	SCRC	Annual	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00

Car park ashphalt repairs	SCRC	Annual	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00
Security	N/A	Annual							
Site chain fencing & gates	N/A	Annual							
Carpentry repairs & replacements		Annual	$ 3,000.00	$ 3,000.00	$ 3,000.00	$ 3,000.00	$ 3,000.00	$ 3,000.00	$ 3,000.00
Electrical repairs & replacements		Annual	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00
Plumbing/roofing repairs & replacements		Annual	$ 2,500.00	$ 2,500.00	$ 2,500.00	$ 2,500.00	$ 2,500.00	$ 2,500.00	$ 2,500.00
Grounds & tree maintenance	MADCA	Annual	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00	$ 2,000.00
Flooring repairs & replacements		Annual	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00
Air Con / fans	N/A	Annual							
Roller doors	N/A	Annual							
Sub total Planned maintenance				$ 15,400.00	$ 16,300.00	$ 15,400.00	$ 15,400.00	$ 16,300.00	$ 15,400.00
MADCA share				$ 2,000.00	$ 2,900.00	$ 2,000.00	$ 2,000.00	$ 2,900.00	$ 2,000.00
SCRC share									
MADCA Annual Liability			$ -	$ 2,850.00	$ 3,750.00	$ 2,850.00	$ 2,850.00	$ 3,750.00	$ 2,850.00

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