



WEDU MANAGEMENT COMMITTEE POLICY

WEDU is a nationally-based membership network whose main role is to represent the collective interests of members. It serves as a vehicle for a constructive and coordinated voice.

WEDU also oversees and assists affiliated clubs by organising Regional, National and International Competitions, keeping records of clubs' and riders' official competition results and coordinating the selection of representative riders both in Australia and overseas.

WEDU serves individuals and clubs by:

- Helping members by identifying and fostering best practices
- Facilitating regular communication between members, and orchestrating opportunities for discussions and collaboration
- Generating knowledge, and facilitating the exchange of helpful tools, frameworks and guidelines to strengthen the work of member clubs

WEDU Vision

Our vision for the future is to:

- Provide opportunities to participate, learn and progress in a positive and encouraging environment;
- Be adaptable and flexible to grow with the needs of our riders, whilst preserving and promoting classical training and horsemanship practices, together with the working cattle traditions of Australia.

WEDU Mission

Our Mission

- To promote the sport of Working Equitation in Australia through educational initiatives and the organisation of Working Equitation competitions throughout Australia;
- To grow participation and passion for Working Equitation while upholding the integrity of the sport;
- To be member led, democratic and inclusive, welcoming all horses and riders at all levels and from all differing riding backgrounds.
- To develop and evolve the WEDU Rulebook to help our members reach their goals by providing a clear and logical pathway through the levels.

WEDU Core Values

Our Core Values are:

- **Equine Welfare:** Accepting our responsibility to our equine partners as a privilege, we believe that safeguarding the welfare of the horse is paramount.
- **Respect:** For each other, for our horses, and for the environment in which we all live and work.
- **Inclusivity:** Working together, we provide a meaningful equestrian experience for all of our members and horses, from grassroots participation through to elite performers.
- **Excellence:** We support the highest aspirations of our members and aim to inspire and empower them to reach their full potential through outstanding performance.



THE ROLE OF THE COMMITTEE INCLUDES:

- ensuring the association acts in accordance with its objects or purposes
- meeting all legal requirements
- managing the association's financial affairs and maintaining its financial viability
- speaking, acting and voting in the best interests of the members

As a Committee member some of the things you will be responsible for include:

- ensuring that the Mission, Vision and Values of the organisation are observed,
- ensuring that it complies with the relevant laws,
- keeping accurate financial records and ensuring that WEDU can pay its debts.

Please Note: these expectations apply to both present and past Committee Members.

Breaches by a Committee Member or past Committee Member are subject to penalty. (See Penalties Appendix)

THE DEFINITION OF 'MEMBER-LED'

- Members are all entitled and invited to vote for the positions on the WEDU Committee.
- Members in good standing are also eligible to stand for a position on the Committee.
- Members have direct access to the Committee and are consulted on matters of importance.
- The Committee, representing all members, is expected to make decisions that are in the best interests of WEDU.
- Although the Committee primarily represents the members, it also has a close involvement with the clubs, which are all eligible to have their own input.

OBLIGATIONS OF TRUST

People elected or appointed to the Management Committee of an Incorporated Association have a legal obligation of trust, otherwise known as Fiduciary Duty.

Fiduciary Duties require Committee Members to:

- act honestly;
- act in good faith; and
- act in the best interests of WEDU

A committee member is placed in a position of trust. They must not make improper use of information, not take action out of self-interest or make use of their position on the committee for personal gain or for a third party. They must also keep well informed of WEDU's affairs.

ACTING AS ONE

In addition to their Fiduciary Duties, the Committee has a duty to act as a deliberative body. Acting as a deliberative body means acting as one, which gives the committee authority and credibility. The effect and force of a decision are weakened if Committee members are free to discuss the level of dissent or lack of enthusiasm that some Committee Members have for the decision.



Acting as one doesn't mean agreeing on everything, having the same passions or priorities, interests or perspectives. It does mean working together, supporting one another, moving in the same direction, respecting each other, encouraging one other and celebrating together.

It also binds previous members of the Committee to the same expectations of confidentiality.

Once a decision is made, the board should speak with one voice.

Committee Members aren't allowed to make decisions on their own or to speak on behalf of the organization without consulting with the full Committee first.

Breaching of this duty by a Committee Member or past Committee Member is subject to penalty. (See Penalties Appendix)

CONFIDENTIALITY

Another important component of the duty of trust is a duty of confidentiality. This is essentially a duty not to speak about Committee matters or to share Committee information with non-Committee members unless authorized to do so.

As a general rule, Committee meetings should only involve Committee Members. The presence of other people can inhibit Committee discussions -- open dialogue is crucial to Committee deliberations. If Committee members do not feel that their conversations are private or that the confidentiality of their discussions will be respected, they may feel pressure to avoid certain topic areas or to regulate their comments in a way that doesn't serve the organization's best interests. In that case the meeting will have failed in its duty to make informed decisions.

- Inappropriate disclosure or use of privileged information can harm the efficiency and credibility of WEDU and damage its ability to achieve its objectives.
- Reports of complaints and related investigations must be kept confidential.
- The information in the minutes about how decisions were reached, who voted against a motion, differences of opinion, must have a reasonable expectation of being kept confidential.

Bearing this in mind it is often a good idea to keep members informed of the relevant decisions that have been made, for example in a newsletter or similar. (See below: Transparency)

The committee may refuse to permit a member of the association to inspect or obtain a copy of records of WEDU that relate to confidential, personal, employment, commercial or legal matters or where to do so may be prejudicial to the interests of the association.

Breaching of Confidentiality by a Committee Member or past Committee Member is subject to penalty.

TRANSPARENCY

Organisations are transparent when they enable others to see and understand how they operate in an honest way. To achieve transparency, an organisation should provide information about its activities and governance to members that is accurate and made available in a timely way.

This does not mean all information should be made publicly available -- there are certain types of information that may not be provided publicly. (See above: Confidentiality)

Social media can be a good tool for creating transparency. When used to enhance communication and provide information, social media platforms can lead to an increased sense of trust.



To increase transparency with social media:

- Regularly update the WEDU website with current, detailed information;
- Post Committee members' names, titles, and bios that highlight each person's skills and contributions;
- Post the WEDU annual report, Policies and Procedures and the WEDU Rulebook.

One of the ways WEDU can demonstrate accountability is through publishing an annual report that includes governance and performance information organisation such as:

- Information about WEDU's mission, vision, values and strategic goals;
- Profiles of directors and information about the organisational structure;
- Information about the organisation's activities within the reporting period, including key statistics and performance data.

REGULAR MEETINGS

The Committee is required by law to convene meetings on a regular basis, usually once a month. These meetings are formal, that is they must follow rules. At such meetings, members of the Committee consider a wide range of issues and collectively make decisions as to what actions must be taken to ensure that the organisation is being appropriately managed.

The main purposes of meetings are sharing information and decision-making. However, not every decision requires a meeting – occasionally and in situations of urgency, decisions can be made via the WEDU chat group, with an 80% majority vote.

In general, WEDU meetings cover:

- The planning of programs, events and services
- The allocation and expenditure of funds
- The quality control of programs and services to meet the expectations of members. The Committee can manage quality control by developing policies and procedures with respect to programs, events and services.

EXECUTIVE MEETINGS

The WEDU Committee must allow some access to the Association's information, but they shouldn't allow general access to their meetings. Using Executive meetings as an option for managing sensitive issues is a responsible way to find a reasonable balance between maintaining confidentiality and satisfying one's obligations to the general membership. Common types of issues that warrant an executive session are:

- Sensitive and private matters about a member of the Committee or a member of WEDU
- Legal matters
- Crisis management
- Succession planning

Committee Members or past Committee Members who disclose information about WEDU meetings violate confidentiality and may be subject to Penalty. (See Penalties Appendix)



POLICIES AND PROCEDURES

The development of a policy framework is a very important part of the committee duties and responsibilities. Policies are the mechanism for controlling the behaviour of individuals, and thus the organisation itself. They provide guidelines for the daily running of WEDU.

Important Policies and Procedures are:

- Code of Ethics
- Committee Members' Code of Conduct
- Management Committee Policy
- Members' Code of Conduct
- Correspondence Procedure
- Communications Procedure
- Risk Management Policy
- Investigation Request Procedure
- Complaints Procedure
- Conflict Resolution Procedure
- Judges' Code of Conduct and Ethics
- Coaches' Code of Conduct and Ethics

CREATING A POSITIVE CULTURE

Culture is a group phenomenon. It cannot exist solely within a single person, nor is it simply the average of individual characteristics. It resides in shared behaviours, values, and assumptions and is most commonly experienced through the norms and expectations of a group — that is, the unwritten rules.

Respect -- We need to work together to treat others with the same level of respect that we want to be treated with -- even when that person is different than us or may have different personal values than we do.

Caring about each other -- their well-being, what's happening in their life, etc. -- creates trust and teamwork. Caring focuses on relationships and mutual trust. Positive cultures are warm, collaborative, and welcoming places where people help and support one another. Give members the opportunity to get to know one another, then caring becomes natural.

Trust is essential to an effective team, because it provides a sense of safety. When our Committee members feel safe with each other, they feel comfortable to open up, take appropriate risks, and expose vulnerabilities.

Support -- A good culture is one in which members collaborate, share knowledge, communicate and most importantly support one another. When people feel supported and know that someone has their back they're able to do great things. It's like having a safety net that allows everyone to ask questions, have confidence, speak up and take on a challenges.

Don't Place Blame. When people work together, honest mistakes and disappointments happen, and it's easy to blame someone who causes these. However, when everyone starts pointing fingers, an unpleasant atmosphere can quickly develop. This lowers morale, undermines trust, and is ultimately unproductive.



Instead, encourage everyone to think about the mistake in a constructive way. What can we do to fix what happened, and move forward together? How can we make sure that this mistake doesn't happen again?

Discourage Cliques. Sometimes, cliques can form within a committee, often between members who share common interests or work tasks. However, these groups can – even inadvertently – make others feel isolated. They can also undermine trust between group members. By addressing the issue openly this damaging behaviour can be discouraged.

Show appreciation for individual contributions. Every individual needs regular recognition for their accomplishments. The most effective recognition is a “thank you” from other members, and positive feedback in front of peers.

If a committee member feels mistreated they are encouraged to take appropriate action through established procedures. Options include making a formal complaint, asking for an Investigation, raising the issue and explaining their concerns and suggesting an alternative approach, or deciding that something isn't ideal but they can live with it.

If the issue is of a sensitive or confidential nature, a select committee of three committee members should be appointed to investigate the matter and make recommendations.

PENALTIES

WEDU has the power to apply penalties to members who breach any of the Fiduciary Duties.

These may be:

- an informal caution
- a formal note of reprimand
- suspension of Committee membership (for a period of time)
- suspension of eligibility to compete (for a period of time)
- suspension of eligibility to participate in WEDU events (for a period of time)

or in extreme cases,

- permanent loss of membership and/or competition privileges