



Board Manual

Contents

About Australian Karate Federation (AKF)	3
Objectives	3
Legislative Requirements	5
Governance Principles	5
Constitution	5
Code of Conduct	5
Strategic Planning and Innovation	6
Risk Management	6
Policies and Procedures	6
Board Structure and Role	7
AKF Management	7
Board of Management	7
Recognised State Associations	7
Powers of Board	8
Board Member Role Description	9
Board Code of Conduct	10
What Next	11

About Australian Karate Federation (AKF)

The Australian Karate Federation was established in 1970 is the national governing body of karate in Australia recognised and endorsed by the federal government, the Australian Olympic Committee and the Australian Sports Commission.

The AKF is a member of the World Karate Federation (WKF). The WKF is recognised by the International Olympic Committee as representing the sport of Karate.

Objectives

1. Exercise the Sporting Authority as the national federation for Karate in Australia and to act as the sole Australian affiliated member of WKF in accordance with the WKF Governing Documents;
2. Regulate, conduct, encourage, promote, advance, control and manage all levels and disciplines of Karate in Australia;
3. Encourage and promote widespread development and participation in Karate including by advocating for Karate and the interests of all karate practitioners across competitive, recreational and traditional activity areas;
4. Strive for and maintain Government, commercial and public recognition of Karate in Australia and the Company as the authority for Karate in Australia;
5. Adopt, formulate, issue, interpret and amend Policies for the control and conduct of Karate in Australia;
6. Ensure that all Karate in Australia is carried on in a manner that enhances the safety of participants, officials, spectators and the public;
7. Act as the interface between Karate and government and communicate with and advocate to government agencies and the public;
8. Administer financial and other assistance provided by government or other public or private sources for Karate;
9. Promulgate, and secure uniformity in, such rules and standards as may be necessary for the management and control of Karate, Karate competitions and related activities, including but not limited to coaching standards;
10. Pursue through itself or others such commercial arrangements, including sponsorship and marketing opportunities, as are appropriate to further these Objects;
11. Establish and conduct educational programs for coaches, officials and participants in the implementation and interpretation of Karate rules and standards;
12. Conduct or commission research and development for improvements in Karate;
13. Promote, control, manage and conduct Karate events, competitions and championships;

14. Affiliate and liaise with the Australian Sports Commission, the Australian Olympic Committee and any other relevant organisations in pursuit of these Objects; and
15. Undertake other actions or activities for the advancement of these Objects.

Legislative Requirements

AKF complies with Child Protection Legislation. To comply with these requirements, AKF relies on a system of procedures and policies to comply with the required legislation including Child Protection. A register of these policies and procedures can be found on our website under resources.

Governance Principles

In addition to legislative requirements, AKF complies with the industry standard governance principals defined by the Australian Institute of Sport (AIS).

- a strategic planning framework identifying core organisational values, goals and performance management indicators
- clearly documented board/management interaction, including appropriate delegations and authority of all parties
- a thorough process for identifying and monitoring legal, compliance and risk management requirements
- a thorough system of audit, including internal and external processes
- performance management system to provide evidence and ensure monitoring of legal compliance and performance against plans.

Constitution

The AKF Constitution defines AKF and its purpose and ways of achieving this. The Constitution ensures that AKF has a structure in place for selecting individuals to act on behalf and for the mandate of AKF. Surpassed only by legislative requirements, the Constitution is the primary tool for governing AKF.

The AKF Constitution has been provided with this Board Manual.

Code of Conduct

The AKF Code of Conduct is designed to outline expectations for conduct for AKF members, employees, volunteers, and other community members. AKF members and employees and volunteers are required to demonstrate professional ethical behaviour at all times - in their responsibilities to AKF, in their relationships with each other, and in their service to the community, and will be required to adhere to this Code of Conduct. No behaviours that are abusive in any manner will be tolerated. This will include verbal abuse, physical abuse and emotional abuse.

The AKF Code of Conduct can be found on the website. This is currently under review as part of the above-mentioned governance project.

Strategic Planning and Innovation

AKF use a 4-year planning cycle. Strategic planning and innovation practises are a shared responsibility between the AKF CEO and the Board of Management. As a member organisation, members have the constitutional provisions to influence the strategic direction of AKF through Annual General Meetings, the Recognised State Associations, and Board of Management representation.

Risk Management

Risk is inherent in the nature of the operations and undertakings of AKF, its affiliated clubs, and its members. Identifying and mitigating these inherent risks is a vital element of AKF practices. It ensures AKF and affiliated clubs provide sport and recreation opportunities in a safe and responsible manner.

AKF identify, mitigate, and monitor risks relating according to the Risk Management Procedure. A Risk Register is used to record identified risks and the mitigation.

Policies and Procedures

AKF policies and procedures can be found on the website. Others exist and these can be accessed by contacting AKF.

AKF Management

The management of AKF shall be undertaken by:

- The AKF Board;
- The Chief Executive Officer; and
- Subcommittees established from time to time by the Board.

Board of Management

The AKF Board of Management support the performance and compliance of AKF to defined strategic directions and legislative requirements. In practice, the role of the board includes governing, directing and monitoring AKF business, affairs and operations in two broad areas, being:

Overall organisational performance: ensuring AKF develops and implements strategies and supporting policies to enable it to fulfil the objectives set out in the AKF constitution. Day to day operations of AKF are delegated to AKF staff, however the board remain accountable to members for the organisation's performance. The board monitors and supports management in an on-going way.

Overall compliance/conformance: ensuring AKF develops and implements systems, processes and procedures to enable it to comply with its legal, regulatory and industry obligations (complying with the law and adhering to accounting, sport and recreation, and membership organisation standards) and ensure the AKF assets and operations are not exposed to undue risks through appropriate risk management.

Specific requirements for the AKF board and board members can be found in the Constitution. Board Members shall complete the Board Induction module at commencement of appointment to the AKF board.

Recognised State Associations

The AKF Recognised State Associations represents all AKF Affiliated Clubs and supports the strategic direction of the AKF Board. The role of Recognised State Associations is further defined in the Constitution as the following:

The Recognised State Associations is the representative body of the AKF, with each Recognised State Associations Member representing the members of his or her Club.

The Board shall ensure that the Recognised State Associations is advised of:

- the affiliation and disaffiliation of all Clubs;
- all AKF policies (with all policies being reviewed at least annually); and
- the allocations of annual AKF budgets.

The Recognised State Associations shall review AKF's performance in achieving its objectives and/or policies, at the Recognised State Associations' Ordinary General Meetings. The Recognised State Associations shall elect Elected Board Members at its Annual General Meeting.

Powers of Board

The business and affairs of AKF must be managed by the Board which may exercise the powers of AKF for that purpose. The Board must perform its functions in the pursuit of the Objects and in the interests of the AKF as a whole.

The Objects of the AKF are to:

1. Exercise the Sporting Authority as the national federation for Karate in Australia and to act as the sole Australian affiliated member of WKF in accordance with the WKF Governing Documents;
2. regulate, conduct, encourage, promote, advance, control and manage all levels and disciplines of Karate in Australia;
3. encourage and promote widespread development and participation in Karate including by advocating for Karate and the interests of all karate practitioners across competitive, recreational and traditional activity areas;
4. strive for and maintain Government, commercial and public recognition of Karate in Australia and the Company as the authority for Karate in Australia;
5. adopt, formulate, issue, interpret and amend Policies for the control and conduct of Karate in Australia;
6. ensure that all Karate in Australia is carried on in a manner that enhances the safety of participants, officials, spectators and the public;
7. act as the interface between Karate and government and communicate with and advocate to government agencies and the public;
8. administer financial and other assistance provided by government or other public or private sources for Karate;
9. promulgate, and secure uniformity in, such rules and standards as may be necessary for the management and control of Karate, Karate competitions and related activities, including but not limited to coaching standards;
10. pursue through itself or others such commercial arrangements, including sponsorship and marketing opportunities, as are appropriate to further these Objects;
11. establish and conduct educational programs for coaches, officials and participants in the implementation and interpretation of Karate rules and standards;
12. conduct or commission research and development for improvements in Karate;
13. promote, control, manage and conduct Karate events, competitions and championships;
14. affiliate and liaise with the Australian Sports Commission, the Australian Olympic Committee and any other relevant organisations in pursuit of these Objects; and
15. undertake other actions or activities for the advancement of these Objects.

Board Member Role Description

The board's primary role is one of trusteeship on behalf of its members and stakeholders, ensuring that AKF remains viable and effective in the present and for the future.

The board should:

- Determine AKF strategic direction, core values and ethical framework,
- Appoint, dismiss, direct, support professional development for, evaluate the performance and determine the remuneration of the CEO,
- Approve, monitor and review the financial and non-financial performance of the organisation,
- Ensure an effective system of internal controls exists and is operating as expected, and that policies on key issues are in place and appropriate and that these can be applied effectively and legally to those participants or persons whom they are intended
- Develop a clearly articulated and effective grievance procedure,
- Ensure financial and non-financial risks are appropriately identified and managed,
- Ensure the organisation complies with all relevant laws, codes of conduct and appropriate standards of behaviour,
- Provide an avenue for key stakeholder input into the strategic direction of the organisation,
- Ensure director, board and chairman performance evaluation occurs regularly,
- Be appropriately prepared for and commit to attending board meetings
- Attend the annual AGM, sub-committee meetings, Recognised State Associations meetings, annual policy and development meetings.

Members of the board may have been nominated or elected to the role from affiliated clubs.

Members of the board are expected to make decisions for the betterment of the organisation and sport as a whole and not necessarily to promote or advance the self-interest of individual clubs or leagues.

Board Code of Conduct

The board should ensure and actively promote ethical behaviour and decision making as set out in the code of conduct. Board members are expected to act with integrity to ensure that the reputation of AKF is managed, protected and enhanced.

- The board recognises the importance and value of board diversity. The board and its members are expected to promote and encourage equity and inclusiveness throughout the organisation and considers age, gender, cultural background and people with a disability in decision making.
- Board members are expected to act honestly and in the best interests of the members as a whole and not to represent individual constituents.
- Board members are expected to contribute to a positive board behaviour and culture by showing respect for other board members opinions and allowing each member a fair and equal opportunity to contribute to discussion / decision making.
- Board members are required to comply with the following legal duties including:
 - Act in good faith and for a proper purpose,
 - Exercise due care and diligence,
 - Ensure the organisation does not continue to carry on its business whilst insolvent, and
 - Meet the requirement of various federal and state laws that directly impact on the organisation.
- Board members are expected to disclose actual/potential conflicts of interest.
- Board members are expected to behave responsibly particularly regarding confidential information.
- Board members are expected to review board papers before board meetings and acquaint themselves with the issues confronting the board.

Please complete the following:

1. Read the AKF Policies and Procedures
2. Read the AKF Constitution (provided)
3. In conjunction with AKF, complete Board Induction Checklist
4. Reach out to us with any questions
5. Join us for meetings – we'll send a meeting invite.
6. Advise the CEO if you no longer wish to be on the Board and observe the requirements for apologies stated in the Constitution.