

# **RIDING FOR THE DISABLED ASSOCIATION OF QUEENSLAND Inc.**

**ABN: 985 824 305 76**

## **RULES OF ASSOCIATION**



***Riding Develops Abilities***

Endorsed by RDAQ Board: 14 November 2021  
Replaces Version 2.0 | March 2017

**Page 1 of 37**

VERSION 4.0 | Nov 2021  
Accessibility Checked

1. INTERPRETATION IN THESE RULES.....	4
2. NAME .....	9
3. OBJECTS .....	9
4. POWERS .....	9
5. CLASS OF MEMBERS.....	9
6. NEW MEMBERSHIP .....	10
7. FEES AND CHARGES.....	11
8. ADMISSION AND REJECTION OF NEW MEMBERS .....	11
9. WHEN MEMBERSHIP ENDS.....	12
10.APPEAL AGAINST REJECTION OR TERMINATION OF MEMBERSHIP.....	12
11.GENERAL MEETING TO DECIDE APPEAL .....	13
12.REGISTER OF MEMBERS .....	13
13.PROHIBITION ON USE OF INFORMATION ON REGISTER OF MEMBERS .....	13
14.APPOINTMENT OR ELECTION OF ASSOCIATION ADMINISTRATIVE OFFICER .....	14
15.REMOVAL OF ASSOCIATION ADMINISTRATIVE OFFICER.....	14
16.RESPONSIBILITIES OF THE ASSOCIATION ADMINISTRATIVE OFFICER .....	14
17.MEMBERSHIP OF THE BOARD .....	15
18.ELECTION OF THE BOARD.....	16
19.RESIGNATION, REMOVAL OF A BOARD MEMBER .....	17
20.VACANCIES ON BOARD .....	18
21.FUNCTIONS OF BOARD .....	18
22.RESPONSIBILITIES OF THE BOARD .....	19
23.MEETINGS OF THE BOARD .....	20
24.QUORUM FOR, AND ADJOURNMENT OF BOARD MEETING .....	21
25.SPECIAL MEETING OF THE BOARD.....	21
26.MINUTES OF BOARD MEETINGS .....	22
27.DUTIES OF THE ASSOCIATION AND THE BOARD.....	22
28.APPOINTMENT OF OPERATION GROUPS .....	28
29.RESOLUTIONS OF BOARD WITHOUT MEETING.....	28
30.ANNUAL GENERAL MEETINGS .....	28
31.BUSINESS TO BE CONDUCTED AT ANNUAL GENERAL MEETING.....	28
32.NOTICE OF ANNUAL GENERAL MEETING AND GENERAL MEETINGS.....	29
33.QUORUM FOR, AND ADJOURNMENT OF, ALL GENERAL MEETINGS .....	29
34.PROCEDURE AT GENERAL MEETING .....	30

35.VOTING AT AN ANNUAL GENERAL MEETING OR GENERAL MEETINGS OF THE ASSOCIATION.....31

36.SPECIAL GENERAL MEETING .....31

37.MINUTES OF GENERAL MEETINGS .....31

38.BY-LAWS .....32

39.ALTERATION OF RULES .....32

40.COMMON SEAL .....32

41.FUNDS AND ACCOUNTS .....33

42.GENERAL FINANCIAL MATTERS .....33

43.DOCUMENTS .....35

44.FINANCIAL YEAR .....35

45.MEMBER CENTRES/ASSOCIATIONS .....35

46.BOARD AND ASSOCIATION MEMBER CENTRE MEETINGS .....35

47.OPERATIONAL GROUPS .....36

48.DISTRIBUTION OF SURPLUS ASSETS TO ANOTHER ENTITY .....36

## 1. INTERPRETATION IN THESE RULES

- (1) **A Word** means a word importing singular include the plural and words importing the plural include the singular.
- (2) **A word not defined** a word or expression that is not defined in these Rules, but is defined in the Act has, if the context permits, the meaning given by the Act.
- (3) **Act** means the *Queensland Associations Incorporation and Other Amendments Act 2020*.
- (4) **Appointed Staff** means people engaged by the Association under the *Miscellaneous Administrative Employees Award – State 2016*, in a paid full- or part-time capacity, to assist the Board in achieving the Objects of the Association.
- (5) **The Association** as mentioned throughout these Rules means the not-for-profit, state-wide administrative and coaching regulatory body known as ‘Riding for the Disabled Association of Queensland Incorporated (RDAQ)’.
- The Association comprises Members as described in Rule 1 (22) and Rule 5
- (6) **Association policies and procedures** as mentioned throughout these Rules means:
- the management, administration and financial policies and operating procedures as approved by the Association’s Board, and
  - the standards specified by the National Governing Bodies as described in Rule 1 (18); and
  - all relevant National and State legislation and regulations.
- (7) **Board of the Association** as mentioned throughout these Rules means the administrative body responsible for providing advice and practical support to the Member Centres to progress the Association’s Mission, through the Objects detailed in Rule 4, while ensuring the Association meets its legal and financial accountabilities under the Act.
- (8) **Board Meetings** as mentioned in Rule 22 and throughout these Rules means the scheduled and unscheduled meetings of the elected members of the Board of the Association.
- (9) **Board Member** as referred to in Rule 17 and Rule 26, and as mentioned throughout these Rules, refers to delegates of affiliated Members who are elected at an Association Annual General Meeting (AGM) to progress the Objects of the Association and to support the Administrative Officer to fulfill the administrative, legal and or financial responsibilities of the Association as detailed in the Act (Appendix One).
- (10) **Board Meeting Attendance** as referred to in Rule 22 means physical or technological-supported participation in meetings of the Board.

**(11) Consumer** as mentioned throughout these Rules means any person, from 3 years of age, who has been diagnosed by a health professional with one or more disability as defined in Rule 1 (12) and has been registered by a Member Centre as a user of RDA services.

The needs of consumers shall be at the centre of all decision-making by the Association.

**(12) Disability** as mentioned throughout these Rules means:

*‘any condition that restricts a person’s mental, sensor and or mobility functions. It may be caused by accident, trauma, genetics, or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible’.*

This definition reflects that adopted by the *International Convention on the Rights of Persons with Disabilities* and accords with that applied to the National Disability Incentive Scheme (NDIS).

**(13) Family member** as mentioned in Rule 41 (8) refers to those who are related by birth, marriage, or adoption, and includes partners and their family. It includes any persons living or cohabitating with the Board member regardless of their relationship to the member.

**(14) Fees and Charges** as mentioned in Rule 7 refers to the annual Affiliation Fee and Rider Registration Fees paid to the Association by all Member Centres; and/or event costs, fees and/or levies as determined by the Board from time to time.

**(15) Financial Audit Requirements** as mentioned in Rule 31(f) means the audit levels determined by the Act.

At the time these Rules were approved:

- **Level 1 Association** is defined under the Act as an:  
Association that has current assets of more than \$100,000 or total revenue of more than \$100,000.

This level Association requires a Certified Practising Accountant (CPA) or Auditor to audit the Association’s full financial statements.

- **Level 2 Association** is defined under the Act as an:  
Association that has current assets between \$20,000 and \$100,000 and/or their total revenue is between \$20,000 and \$100,000.

This level requires an Auditor’s Verification Statement. The statement must be provided by a CPA or Auditor, and they must verify in writing that they have sighted the Association’s financial records and these records show the Association has book-keeping processes in place to adequately record the Association’s income and expenditure, and management of its assets and liabilities.

Compliance with this section of the Act is monitored by the Australian Charities and Not-For-Profit (ACNC), the Australian Investments and Securities

Commission (AISC), and the Queensland Office of Fair Trading (OFT).

- (16) General meetings as referred to throughout these Rules means the Annual General Meeting (AGM) and General Meetings (GM) of the Association.
- (17) Special Meetings as referred to in these Rules means confidential unscheduled meetings of the Board, and key stakeholders as required, to address sensitive issues identified as presenting a High-Level Risk to the reputation and or sustainability of the Association.
- (18) Governing Bodies as referred to in these Rules means:
- the Riding for the Disabled Association of Australia (RDAA). and
  - the Australian Charities and Not for Profits Commission (ACNC); and
  - the Queensland Office of Fair Trading (OFT).
- (19) Guiding Principles as referred to in Rule 3 means the principles underpinning all activities of the Association. The guiding principles of the Association are:
- ❖ Recognition that all persons have the right to achieve their optimal potential, irrespective of mental, sensory, or mobility limitations.
  - ❖ Respect for inherent dignity, individual autonomy including the freedom to make one’s own choices, and independence of persons.
  - ❖ Non-discrimination.
  - ❖ Full and effective participation and inclusion in society.
  - ❖ Respect for difference and acceptance of persons living with disabilities as part of human diversity and humanity.
  - ❖ Equality of opportunity.
  - ❖ Accessibility.
  - ❖ Equality between men and women; and
  - ❖ Respect for the evolving capacities of people living with disabilities and respect for the right of people with disabilities to preserve their identities.
- These principles reflect those of the *International Convention on the Rights of Disabled Persons*.
- (20) In Person as mentioned in Rule 34 (1) means that the elected Board member must be physically present, or able to participate in Board discussion via video or teleconference, to cast a vote. Proxy voting at Board Meetings is not allowed.
- Therefore Section 47(1) of the Act does not apply to these Rules.
- (21) In writing means a handwritten, partly written, or typed document, fax, or email, printed or partly printed.
- (22) Member Centre as mentioned throughout these Rules means a not-for-profit organisation comprising registered consumers, registered volunteers, and financial members that:
- (a) meets the Membership Criteria detailed in Rule 1 (23) and Rule 5; and
  - (b) demonstrates ongoing commitment to progressing the Association’s Objects as detailed in Rule 3.
- (23) Membership Criteria as mentioned in Rule 5 (1) means a Riding for the Disabled Centre located in Queensland that:
- (a) holds current registration with the Queensland Office of Fair Trading in accordance with the *Associations Incorporation Regulation 1999*

- under the *Associations Incorporation Act 1981*, and
- (b) holds current accreditation with Riding for the Disabled Association of Australia (RDAA); and
  - (c) has been accepted to the Association by the Board following confirmation of compliance with Rule 5.
- (24) **Membership Fee** as mentioned in Rule 7 (1) refers to an annual Member Centre Affiliation Fee and the individual Rider Registration Fee. This funding is used by RDAA to pay the annual insurance cover for both riders and volunteers.
- It does not refer to activity costs, fees, charges, or registration to events facilitated by the Association.
- (25) **Mission** as mentioned in Rule 3 means the purpose for which the Association was established:
- 'To enable people with disabilities and volunteers throughout Queensland to experience enjoyment, challenge, and a sense of achievement through participation in therapeutic, sporting, recreational and educational equestrian activities to improve their quality of life, attain personal goals, and develop life skills'.*
- The Mission of the Association is progressed through the provision of strategic alliances, leadership, professional development, resources; accreditation and administrative support to all Member Centres.
- (26) **Motions and Resolutions of Annual General Meetings (AGM) and General Meetings (GM)** as mentioned throughout these Rules refers to:
- (a) questions, motions, or matters for members consideration at an AGM or General Meetings of the Association
  - (b) resolutions that have been passed by majority of those present at an AGM or GM. All resolutions must be recorded in the minutes of that meeting and enacted as appropriate by the Association.
- (27) **Position Statements** as referred to throughout these Rules means:
- (a) the approved position statements detailing the purpose, role, and responsibilities of a position on the Association's Board, Operational Groups, Appointed Staff, and/or general volunteers; and
  - (b) position task sheets or work agreements as approved by the Board to achieve the Objects of the Association.
- (28) **Professional Financial Services** as mentioned in Rule 42 (1) refers to an independent registered Certified Practising Accountant (CPA) and/or registered financial service approved by the Board to oversee the financial responsibilities and audit requirements of an incorporated body under the Act.
- (29) **RDAA** as mentioned throughout these Rules means the national governing body known currently as 'Riding for the Disabled Association of Australia'.
- RDAA provides overarching governance of all Riding for the Disabled Associations in Australia. RDAA sets the accreditation standards for all RDA Centres in Australia and oversees the training and accreditation of all RDA Coaches.

- (30) Safe custody of financial and administration records and Advisory Board documents as mentioned in Rule 42 means electronic documents and hard-copy records stored in a secure environment, safe from accident or malicious destruction or loss or viewing by unauthorised persons. This includes password protection of electronic files, daily back-up of electronic files and off-site storage of the back-up copies. Hard copies are stored in a secure filing cabinet in the office of the Association.
- (31) Appointed Staff as mentioned in Rule 17 (5) and Rule 26 (3) and throughout these Rules means a person or persons who has been engaged under contract or service agreement; or receives regular financial payment for services provided to the Association, its Member Centres; and or RDAAs and its members.
- (32) Assets as mentioned in Rule 50 means all equipment, infrastructure and resources purchased or developed using public funds administered by the Association. This includes all resources or material developed by paid employees, during the period of their employment, or donated to the Association.
- (33) The Chief Executive as mentioned in Rule 39 refers to the Queensland Government representative of the Office of Fair Trading (OFT) responsible for managing approvals of registration under the Act and monitoring compliance of Associations in Queensland with the Act.
- (34) Values as referred to in Rule 3 means the values of the Association embedded in all its activities. The Association's values:
- ❖ Empowerment
  - ❖ Quality service
  - ❖ Ongoing improvement
  - ❖ Inclusiveness
  - ❖ Respect for diversity
  - ❖ Accountability
- (35) Vision as referred to in Rule 3 means the outcome sought by the RDAAs:
- 'Riding for the Disabled develops the abilities and enriches the lives of people with disabilities through sporting, therapeutic, education and recreational equestrian activities.'*
- (36) Volunteer as referred to in Rule 5 (5) and Rule 26 (3) and as mentioned throughout these Rules refers to the unpaid office bearers and all people selected or appointed by the Board to deliver the Association's operations, programs, and services for the Association in an official capacity.



## **2. NAME**

The name of the incorporated association is the Riding for the Disabled Association of Queensland Incorporated (the Association).

## **3. OBJECTS**

The Objectives of the Association shall be to:

- 1) operate in accordance with the Association's values and guiding principles to achieve the vision.
- 2) support affiliated Member Centres to consistently deliver contemporary best practice equine-based services to persons, from 3 years of age, living with disability, and Riding for the Disabled (RDA) volunteers in Queensland.
- 3) collaborate with government agencies, non-government organisations, industry, and community groups to progress the Association's mission.
- 4) build knowledge and understanding among key stakeholders and community members about the benefits to persons living with a disability of the services offered by Member Centres; and
- 5) manage and build the financial and administrative capacity of the Association to support the safe delivery of quality services to meet the diverse needs of persons, aged 3 to 65 years, living with a disability, and to ensure the sustainability and viability of the Association.

## **4. POWERS**

- 1) The Board, on behalf of the Association, has the powers of an individual.
- 2) The Board, on behalf of the Association, may:
  - (a) enter contracts; and
  - (b) acquire, hold, deal with, and dispose of property; and
  - (c) make charges for services and facilities it supplies; and
  - (d) undertake other actions deemed necessary to ensure all accountabilities under the Act are met and the Association's Mission is progressed.

## **5. CLASS OF MEMBERS**

- 1) The membership of the Association shall consist of the following classes of members:
  - (a) Affiliated Centre Members comprising registered volunteer members, rider members, supporter members and corporate members; and
  - (b) Honorary Life Members
- 2) **AFFILIATED CENTRE MEMBERS** shall be any incorporated Riding for the Disabled Association (RDA) Centre that:
  - (a) meets all membership criteria as described in Rule 1 (23), and
  - (b) commits to operate under a signed Association Affiliated Centres

Membership Agreement, and

- (c) pays the full Affiliation Fee, or such other sum, as may be determined from time to time by the Board.

Affiliated Centre Members shall be:

- (a) subject to the provisions of these Rules.
- (b) subject to the Policies and Standards stipulated by the Association and the Association's Governing Bodies.
- (c) entitled to membership of the Association if the Member Centre is compliant with the Act.
- (d) entitled to nominate one (1) financial member to stand for election to a position on the Board or otherwise take part in the activities of the Association.
- (e) entitled to cast one vote on behalf of the Member Centre for each vacant position as identified under Rule 18.
- (f) entitled to nominate one (1) financial member to represent the Member Centre at the Annual General Meeting of the Association.

The number of Affiliated Centre Members shall be unlimited.

3) HONORARY LIFE MEMBERS shall be a person who:

- (a) has provided positive and meritorious services to the Association, and
- (b) meets the criteria as set by the Board of the Association, and
- (c) whose nomination has been passed by the Board and confirmed by a majority vote of members present at the Annual General Meeting of the Association.

Honorary Life Members shall be:

- (d) subject to the provisions of these Rules.
- (e) exempt from the payment of membership fees only, and
- (f) afforded all the entitlements offered to Life Members.

If they have been determined by the Board to be an active volunteer of the Association as described in Rule 1 (36) shall be entitled to attend all General Meetings of the Association and entitled to speak and vote at these meetings.

If a Life Member has been determined by the Board to be inactive, they shall be entitled to attend General Meetings of the Association, but not be entitled to speak or vote.

The number nominations for Life Membership shall be unlimited.

## 6. NEW MEMBERSHIP

1) An application for membership of the Association must be:

- (a) in writing as defined in Rule 1 (22); and

- (b) confirm that organisation meets the criteria detailed in Rule 5 (2); and
- (c) signed by the President, the Treasurer; and the Senior Coach of the applicant organisation; and
- (d) submitted in the template decided by the Board.

## **7. FEES AND CHARGES**

Fees and charges as mentioned in Rule 1 (14) means the annual Affiliation Fees and the Rider Registration Fees.

- 1) The Affiliation Fee shall be used by the Association to meet administration costs arising from progressing the Association's Mission.
- 2) Administration costs may include, but are not limited to the expenditure incurred through:
  - (a) coordination of Level One and Two Coach training and assessment.
  - (b) Member Centre accreditation assessment.
  - (c) the Annual State and bi-annual national conference/s.
  - (d) the State RDAQ Championships.
  - (e) collaboration with key stakeholders. and
  - (f) grant administration and reporting in accordance with funding and legal requirements.
- 3) The Affiliation Fee shall be payable annually by Member Centres on a date set by the Board from time to time and shall be valid until 30 June of any given year.
- 4) No resignation, termination or forfeiture of membership shall entitle the former Member Centre to a refund of the current year's Affiliation Fees.
- 5) If an application for membership of the Association has been rejected, any fees paid on application shall be refunded to the applicant Centre in accordance with Rule 11 (5).
- 6) The Association shall not collect Registration Fees from individual community members who volunteer at an RDA Centre. An annual Volunteer Registration fee is paid by each volunteer directly to the relevant Member Centre. The amount of the fee is determined by the Management Committee of each Member Centre, from time to time. This fee is used by the relevant Member Centre to meet its administration costs.
- 7) The Association may charge individual community members who volunteer at a Member Centre to attend official RDAQ Volunteer Training and or Horsemanship Workshops. The amount to be charged shall be determined by the Board from time to time.

## **8. ADMISSION AND REJECTION OF NEW MEMBERS**

- 1) The Board shall consider an application for membership of the Association at the next scheduled Board Meeting held after receipt of a completed application under Rule 6, and the applicable membership fee.
- 2) The Board shall ensure that, as soon as possible after the organisation applies to become a member of the Association, and before the Board considers the organisation's application, the organisation is advised in writing:
  - (a) whether or not the Association has public liability insurance; and

- (b) if the Association has public liability insurance, the amount of the insurance.
- 3) The Board must decide at the Meeting called to consider the application whether to accept or reject an application for membership.
- 4) Any application from an organisation under a suspension order for failure to pay the relevant membership fee and/or under a sanction order from a Governing Bodies as described Rule 1 (17), shall be denied the privileges of membership for the period of suspension, expulsion, or removal.
- 5) If a majority of the members of the Board present at the meeting vote to accept the applicant as a member, the applicant must be accepted as a member for the class of membership applied for.
- 6) The Association Administrative Officer must, as soon as practicable after the Board decides to accept or reject an application, give the applicant a written notice of the decision.

## **9. WHEN MEMBERSHIP ENDS**

- 1) A Member may resign from the Association by submitting a written notice of resignation to the Association Administrative Officer.
- 2) The resignation takes effect at:
  - (a) the time the notice is received by the Association Administrative Officer; or
  - (b) if a later time is stated in the notice, the later time.
- 3) A Member Centre's membership of the Association may be terminated if the Member:
  - (a) is under a sanction order from a Governing Body, as described Rule 1 (18); or
  - (b) does not comply with any of the provisions of these Rules; or
  - (c) has membership fees in arrears; or
  - (d) engages in, or condones activities by its members, considered to be injurious or prejudicial to the reputation or interests of the Association.
- 4) Before a Member Centre's membership is terminated, representatives of the Member Centre must be given a full and fair opportunity to show why the membership should not be terminated.
- 5) If, after considering all representations made by the Member Centre, the Board decides to terminate the membership, the Association Administrative Officer must give the Member written notice of the decision.
- 6) If the Member Centre withdraws from the Association, the Member Centre must pay all outstanding membership, activity fees, and any other monies due to the Association.

## **10. APPEAL AGAINST REJECTION OR TERMINATION OF MEMBERSHIP**

- 1) An organisation whose application for membership has been rejected, or whose membership has been terminated, may give the Association Administrative Officer written notice of the Centre's intention to appeal against the decision.
- 2) A notice of intention to appeal must be given to the Association Administrative Officer within seven (7) days after the organisation receives written notice of the decision.
- 3) If the Association Administrative Officer receives a notice of intention to appeal, the Association Administrative Officer must, within fourteen (14) days after receiving the notice,

call a General Meeting of the Board to consider, and decide on, the appeal.

## **11. GENERAL MEETING TO DECIDE APPEAL**

- 1) A General Meeting to decide an appeal must be held within one (1) month after the Association Administrative Officer receives the notice of intention to appeal.
- 2) The participants of the General Meeting to decide an appeal shall be the members of the Board, a nominated RDAA representative, and a representative/s from the appellants Member Centre.
- 3) At the Meeting, the appellant must be given a full and fair opportunity to show why the application should not be rejected or the membership should not be terminated.
- 4) The participants of the Meeting who rejected the application or terminated the membership must be given a full and fair opportunity to show why the application should be rejected or the membership should be terminated.
- 5) An appeal must be decided by a majority vote of those present and eligible to vote at the meeting. The decision of the appeal must be recorded in the minutes of the meeting and signed by all participants.
- 6) If the organisation whose application for membership has been rejected does not appeal against the decision within seven (7) days of receiving written notice of the decision, or the organisation appeals but the appeal is unsuccessful, the Association Administrative Officer must, as soon as practicable, refund the membership fee paid by the relevant organisation.

## **12. REGISTER OF MEMBERS**

- 1) The Association Administrative Officer must keep a current and complete register of members of the Association.
- 2) The register must include the following particulars for each Member:
  - (a) the full name of the Member.
  - (b) the postal or residential address of the Member.
  - (c) the date of admission as a member.
  - (d) the date of suspension, resignation, or termination of the Member.
  - (e) details about the termination or reinstatement of membership; and
  - (f) any other particulars the Board or the Association Administrative Officer decide.
- 3) The register must be maintained at the RDAQ Office on an ongoing basis. The information held on the register must be current and accurate. All information held on the Register of Members is strictly confidential and shall only be used for administrative purposes.

## **13. PROHIBITION ON USE OF INFORMATION ON REGISTER OF MEMBERS**

- 1) A Member of the Association, Appointed Staff or Volunteer must not:
  - (a) use information obtained from the register of Members of the Association to contact, or send material to another Member of the Association for the purpose of advertising for political, religious, charitable, or commercial purposes; or
  - (b) disclose information obtained from the register to someone else, knowing

that the information is likely to be used to contact, or send material to, another member of the Association for the purpose of advertising for political, religious, charitable, or commercial purposes.

#### **14. APPOINTMENT OR ELECTION OF ASSOCIATION ADMINISTRATIVE OFFICER**

- 1) The Association Administrative Officer must be:
  - (a) an individual residing in Queensland, or
  - (b) in another State but not more than 65km from the Queensland border, and
  - (c) appointed by the Board following an open recruitment and merit-based selection process.
- 2) An appointed Administrative Officer is engaged on a full-time basis under the *Miscellaneous Administrative Employees Award – State 2016* to fulfill the role and responsibilities detailed in the Association Administrative Officer Position Statement for a period determined by the Board and set out in the RDAQ Service Agreement signed by both parties.
- 3) If a vacancy happens in the position of the Association Administrative Officer, the Board must ensure an Administrative Officer is appointed or elected within one (1) month after the vacancy happens.
- 4) The Association Administrative Officer appointed by the Board shall become a non-voting member of the Board as described throughout these Rules.
- 5) If the Board appoints a volunteer as Association Administrative Officer to fill a casual vacancy on the Board, the person becomes a voting member of the Board.
- 6) If the appointed Association Administrative Officer is not remunerated for the services provided over and above reimbursements for expenses incurred while executing the duties of the position, the Association Administrative Officer is deemed to be a volunteer and as such will be subject to Rule 17 (9).
- 7) In this rule ‘casual vacancy’ on a Board, means a vacancy that happens when an elected member of the Board resigns, dies, or otherwise stops fulfilling the responsibilities of the position to which they were elected.

#### **15. REMOVAL OF ASSOCIATION ADMINISTRATIVE OFFICER**

- 1) The Board of the Association may at any time remove a person employed as the Association Administrative Officer. This must be undertaken in accordance with the conditions of their employment as stipulated in the signed RDAQ Service Agreement.
- 2) The Board of the Association may remove an Administrative Officer elected by the Members of the Board to fill a casual vacancy, though the person remains a member of the Board.

#### **16. RESPONSIBILITIES OF THE ASSOCIATION ADMINISTRATIVE OFFICER**

- 1) The Association Administrative Officer shall be responsible for:
  - (a) supporting the Board and the Member Centres to progress the Association’s Mission and Objects; and
  - (b) ensuring all policies and protocols of the Association reflect current legislation

- and acknowledged best practice; and
- (c) fulfilling all responsibilities of the Association Treasurer by:
    - I. keeping and maintaining an asset register for the association
    - II. managing the petty cash balance
    - III. keeping the petty cash book up to date
    - IV. documenting all payments made, including receipts, invoices and statements
    - V. maintaining records of all electronic transactions
    - VI. making sure that the Board:
      - approves or ratifies all payments made
      - records details of these payments in the minutes
  - (d) ensuring all financial management and reporting systems comply with Auditor Standards under the *Financial and Performance Management Regulation 2019*; and requirements of the Act; and
  - (e) ensuring all expenditure and administrative reports are prepared and submitted to the Governing Bodies and the Association Funders in accordance with the relevant legislation and Service Agreements; and
  - (f) liaising regularly with the management committees of Member Centres, relevant industry leaders and peak bodies in the disability and volunteering sectors, and other key stakeholders as appropriate to progress the Association's Mission; and
  - (g) representing the Association at meeting and forums of potential partners and or disability support agencies as appropriate to market the work of the Association, and
  - (h) calling meetings as required including preparing and distributing notice of meetings, and the agenda of the business to be conducted at the AGM, GM, and 3meetings of the Board; and
  - (i) ensuring the Register of Members of the Association is current and accurate; and
  - (j) ensuring the webpage and marketing material are current and presents the Association in a professional manner; and
  - (k) ensuring all electronic and hard-copy files comply with the *Right to Information Act 2009 (Qld)* and the *Information Privacy Act 2009 (Qld)* and are secure and regularly backed up off-site.

## **17. MEMBERSHIP OF THE BOARD**

- 1) The Board of the Association shall be a minimum of four (4) (3 voting + the Association Administrative Officer) and a maximum of six (6) (5 voting + the Association

Administrative Officer) elected representatives from active Member Centres.

- 2) The Membership of the Board will include a:
  - (a) Coach representative – to liaise with and represent the interests of all RDA coaches (voting).
  - (b) Volunteer representative – to liaise with and represent the interests of all RDA volunteers and carers/families (voting).
  - (c) Consumer representative: Riding - to liaise with and represent the interests of all riding users of RDA accredited services (voting).
  - (d) Consumer representative: non-Riding - to liaise with and represent the interests of all non-riding users of RDA accredited services (voting).
  - (e) Horse Welfare representative – to liaise with and represent the interests of Horse Managers of all RDA Member Centres (voting).
  - (f) Association Administrative Officer - to liaise with and represent the interests of members of all Member Centre Management Committees (non-voting), and fulfill all responsibilities as detailed under Rule 16.
  - (g) Co-opted members as agreed by the Board for specific contributions and advice (non-voting).
- 3) The Board Chair/President is to be elected at the first meeting of the calendar year and will be appointed initially for one year.
- 4) All members of the Board, other than the appointed Association Administrative Officer, must be a registered financial member of a Member Centre.
- 5) No person who is currently employed or has been employed as a member of staff as defined under Rule 1 (30) within the previous twenty-four (24) months can be nominated for any elected Board positions.
- 6) No Member Centre shall be represented by more than two (2) registered financial members on the Board at any one time unless it is unanimously agreed to by the voting members of the Association at a General Meeting.
- 7) Members are appointed initially for two years, with the option of re-appointment. This flexibility in term will accommodate both a staggered turnover of membership and retention of expertise.
- 8) Board membership will be reviewed in the last six months of each funding cycle to ensure the Board has the right mix of skills and experience to support the delivery of mission and funded outcomes.
- 9) No volunteer member of the Board as defined in Rule 35 can hold any position on the Board for more than four (4) consecutive years and must retire from the Board for a minimum of one (1) year before they will be eligible for re-election to any Board position. On said retirement they shall be entitled to hold an operational and/or service delivery volunteer position within the organisation.
- 10) A delegate from a Member Centre may be appointed to a casual vacancy on the Board under Rule 20.

## **18. ELECTION OF THE BOARD**

- 1) A member of the Board may only be elected as follows:
  - (a) Any two (2) members of the Management Committee of a Member Centre



may nominate a financial member from their centre to stand as a 'candidate' for a position on the Board.

- (b) The nominated candidate must sign the nomination form to confirm their acceptance of the nomination.
  - (c) A person may be a candidate only if the person is an adult and is not ineligible to be elected as a member under section 61A of the Act.
- 2) All prospective candidates must complete the RDAQ Board Nomination Form and submit this to the Board via the secure email address [rda.agm@gmail.com](mailto:rda.agm@gmail.com) within the stipulated timeframe.
  - 3) All nominations for membership of the Board are to be in writing and in the hands of the State Administrative Officer fourteen (14) days prior to the Annual General Meeting.
  - 4) All candidates will be required to confirm in writing that they have the necessary knowledge, skills, and time to complete the tasks and responsibilities of the nominated position to the required standard, as defined by the Position Statement relevant to the nominated position.
  - 5) In the absence of any valid written nominations, the position shall remain vacant until a suitable candidate can be found under Rule 20 or until such time as the Association can buy in the services of the appropriately skilled personnel.
  - 6) If there is more than one candidate for a position, a Ballot shall be prepared containing the names of the accepted candidates in alphabetical order for each vacant position on the Board and sent to all members eligible to vote.
  - 7) Each Member Centre eligible to vote at the Annual General Meeting under Rule 5 (2) may vote for one (1) candidate for each vacant position on the Board using the RDAQ Board Ballot Paper.
  - 8) All RDAQ Board Ballot Papers must be marked 'CONFIDENTIAL' and submitted via email to [rda.agm@gmail.com](mailto:rda.agm@gmail.com) a minimum of three (3) days prior to the scheduled Annual General Meeting.
  - 9) The eligible Member Centres will vote for each candidate based on the information provided by the candidate in the RDAQ Board Nomination Form.
  - 10) All voting is strictly confidential.
  - 11) All Ballot Papers shall be jointly opened and tallied for each vacant position by two (2) nominated members of the existing Board and the results announced at the Annual General Meeting.
  - 12) Appointed candidates are required to submit supporting evidence of their capabilities within seven (7) days of the Annual General Meeting.
  - 13) If after the votes have been tallied two (2) candidates for one (1) position remain tied, the members present and entitled to vote can vote to accept or reject both candidates.
  - 14) If two candidates are accepted the number of Board members may be increased by one additional position until such time as the position is due for re-election as defined in Rule 17 (7).

## **19. RESIGNATION, REMOVAL OF A BOARD MEMBER**

- 1) A member of the Board may resign from the Board by giving written notice of resignation to the Association Administrative Officer.

- 2) The resignation takes effect at:
  - (a) the time the notice is received by the Association Administrative Officer; or
  - (b) if a later time is stated in the notice, the later time.
- 3) A member of the Board may be removed from holding office on the Board at a General Meeting of the Association if a majority of the members present and eligible to vote at the meeting vote in favour of removing the member.
- 4) Before a vote of Board members is taken regarding the proposed removal of a member from holding office, the member must be given a full and fair opportunity to show cause why he or she should not be removed from office.
- 5) A member has no right of appeal against the member's removal from office under this rule.
- 6) A member must immediately vacate the office of the Board in the circumstances mentioned in section 64(2) of the Act.
- 7) A member of the Board may be removed from their position if they fail to attend official meetings of the Board as described in Rule 1 (8) and in Rule 23(3).
- 8) A member of the Board may be immediately removed by the remaining members of the Board from office and/or their membership revoked in accordance with Rule 9 if it is proven that they:
  - (a) fail to abide by the Association's Rules, Confidentiality Agreement, Policies, Procedures, Codes of Conduct and or Behaviour; or
  - (b) have seriously breached their position responsibilities; or
  - (c) have a performed a fraudulent or illegal act.
- 9) The member shall be provided opportunity to appeal as stipulated under Rule 10.

## **20. VACANCIES ON BOARD**

- 1) If a casual vacancy happens on the Board, the continuing members of the Board may appoint a delegate from another Member of the Association that has the skills to fill the responsibilities of the vacant position in line with Rule 17 (5 to 9)
- 2) The members of the Board may continue to act to deliver the Objects of the Association despite a casual vacancy on the Board.
- 3) If the number of Board members is less than the number fixed under Rule 24 (1) as a quorum of the Board, the remaining members may act only to:
  - (a) increase the number of Board members to the number required for a quorum; or
  - (b) call a General Meeting of the Association.

## **21. FUNCTIONS OF BOARD**

- 1) All Board members will act in accordance with the Guiding Principles detailed in Rule 1 (19 ) and the Association's Values as defined in Rule 1 (34).
- 2) The principal function of the Board is to provide sound advice, practical support, and quality resources to the Member Centres to enable them to:

- (a) progress the RDAQ's Mission (Rule 1 (25)) through the delivery of the Object detailed in Rule 3, and
  - (b) understand their legal and financial requirements and accountabilities under the Act and reporting requirements of Governing Bodies as defined in Rule 1 (18), and
  - (c) consistently meet or exceed the RDAA Coach and Centre Accreditation Standards.
- 3) Subject to these rules or a resolution of the members of the Association carried at a General Meeting, the Board, through the Association Administrative Officer, has the general control and management of the administration of the affairs, property, and funds of the Association.
- 4) The Board has authority to interpret the meaning of these rules and any matter relating to the Association on which the rules are silent, but any interpretation must have regard to the Act, including any regulation made under the Act.

Note: The Act prevails if the Association's rules are inconsistent with the Act — see section 1B of the Act.

- 5) The Board may exercise the powers of the Association to:
- (a) borrow, raise, or secure the payment of amounts in a way the members of the Association decide; and
  - (b) secure the amounts mentioned in paragraph (a) or the payment or performance of any debt, liability, contract, guarantee, or other engagement incurred or to be entered into by the Association in any way, including by the issue of debentures (perpetual or otherwise) charged upon the whole or part of the Associations property, both present and future; and
  - (c) purchase, redeem or pay off any securities issued; and
  - (d) borrow amounts from members and pay interest on the amounts borrowed; and
  - (e) mortgage or charge the whole or part of its property; and
  - (f) issue debentures and other securities, whether outright or as security for any debt, liability, or obligation of the Association; and
  - (g) provide and pay off any securities issued; and
  - (h) invest in a way the members of the Association may from time to time decide.

## **22. RESPONSIBILITIES OF THE BOARD**

- 1) Undertake actions as described throughout these Rules to ensure the Association meets its legal and administrative obligations under the Act.
- 2) Undertake actions as described throughout these Rules to ensure the Association has the systems, processes and procedures in place expected of a peak body in Queensland.
- 3) Consult widely with Member Centres, RDAA representatives, industry leaders and key partners to determine the strategic direction for RDAQ activities.
- 4) Develop, implement, and evaluate of a Three-Year Strategic Plan (the Strategic Plan) to guide ongoing improvement in the quality and sustainability of RDAQ activities.

- 5) Establish and support Operational Groups to progress the Objectives of the Association.
- 6) Maintain an understanding of contemporary best-practice in the delivery of equestrian-based activities to people living with disabilities in Queensland.
- 7) Note: The RDAQ Office shall manage the daily operational functions of RDAQ required to ensure all legal and financial accountabilities are consistently met and that the goals and objectives as documented in the Strategic Plan are progressed.

## **23. MEETINGS OF THE BOARD**

- 1) At Board meetings Board members consider and decide on matters relating to the delivery of Association's Objects within the Association budget and to the standards expected by the Governing Bodies and Funding Bodies.
- 2) Only voting Board members can cast a vote on matters under consideration by the Board.
- 3) All those appointed to positions on the Board shall actively participate in meetings of the Board to enable the business of the Association to be effectively and efficiently discharged in accordance with the Act and these Rules.
- 4) If a member of the Board attends, either in person or via video/teleconference, less than 80% of the Board meetings called, their position will be declared vacant.
- 5) Continued or repetitive non-attendance at official Board meetings by an appointed Staff member will be deemed a serious breach of their employment contract and will be managed in accordance with the relevant Industrial Award.
- 6) Board Meetings are open to elected Board members only. Individual financial members of Member Centres or members of the General Public are not entitled to attend Board meetings.
- 7) If 75% of the Board members agree, the Board may invite a guest/s or content expert to join a section of a Board meeting to provide independent advice and or expert guidance about a matter under consideration by the Board. The Guest is able to be present during the specific section of the meeting only.
- 8) Final decisions are confirmed by a majority vote of those participating in the meeting and recorded by the Administrative Officer in the minutes of that meeting.
- 9) All matters discussed at Board Meetings are strictly confidential and must not be discussed outside the meeting without the official permission of 75% of the Board. As such, all agenda papers and documents relating to matters to be considered by the Board are confidential and cannot be shared with non-Board members. All Board documents must therefore be marked 'Confidential - Not for Circulation' prior to distribution to Board members.
- 10) The Board must meet a minimum of six (6) times per each calendar year to exercise its functions and at least one such meeting must be conducted each quarter. The Board must decide how a meeting is to be called.
- 11) Notice of the next Board Meeting will be given at the end of each meeting, followed by a reminder email from the Administrative Officer to each Board member seven

(7) days prior to the date scheduled meeting.

- 12) The Board may hold meetings or permit a Board member to participate in its meetings, by using any technology that reasonably allows the member to hear and take part in discussions as they happen.
- 13) A Board member who participates in the meeting as mentioned in sub rule (12) is taken to be present at the meeting and recorded as such in the minutes of that meeting.
- 14) A question arising at a Board Meeting is to be decided by a majority vote of members of the Board present at the meeting and, if the votes are equal, the question is decided in the negative.
- 15) A member of the Board must not vote on a question about a contract or proposed contract with the Association if the member has an interest in the contract or proposed contract. If the member does vote, the member's vote must not be counted, and the conflict of interest must be recorded in the minutes of that meeting.
- 16) If there is no Chairperson of the Board or if the Chairperson of the Board is not present within ten (10) minutes of the time fixed for a Board Meeting, the members may choose one (1) of their number to fulfill the responsibilities of the Chairperson as detailed in the relevant Position Statement.

#### **24. QUORUM FOR, AND ADJOURNMENT OF BOARD MEETING**

- 1) A minimum of three (3) elected members are required to form a quorum at a Board Meeting.
- 2) If there is no quorum within thirty (30) minutes after the time fixed for a Board Meeting the meeting lapses:
  - (a) other than on the request of the members of the Board for the meeting to be adjourned for at least one (1) day. The members of the Board who are present are to decide the day, time, and place of the adjourned meeting; or
  - (b) the members of the Board who are present may act as required under Rule 20 (3).
- 3) If, at an adjourned meeting mentioned in sub rule (2a), there is no quorum within thirty (30) minutes after the time fixed for the meeting, the meeting lapses.

#### **25. SPECIAL MEETING OF THE BOARD**

- 1) A request for a Special Meeting as defined in Rule 1 (17) must state:
  - (a) why the special meeting is called; and
  - (b) the business to be conducted at the meeting.
- 2) A notice of a special meeting must state:
  - (a) the day, time, and place of the meeting; and
  - (b) the business to be conducted at the meeting.

- 3) A special meeting of the Board must be held within 14 days after notice of the meeting is given to the members of the Board.

## 26. MINUTES OF BOARD MEETINGS

- 1) The Association Administrative Officer must ensure full and accurate minutes of all questions, matters, resolutions, and other proceedings of each Board Meeting are entered in an electronic or hard-copy Board Minute Book and secured as detailed in Rule 16 (j).
- 2) The minutes of each Board Meeting must be signed by the Chairperson of the relevant meeting, or the Chairperson of the next Board Meeting, verifying their accuracy.
- 3) The minutes compiled by the Association Administrative Officer and duly signed by the Chairperson authenticating their accuracy shall be deemed as the official minutes.
- 4) The minutes of the Board shall be made available to Member Centres on request to support transparency and dissemination of information.

## 27. DUTIES OF THE ASSOCIATION AND THE BOARD

- 1) The duties of the **Association to the Board members** shall be to:
  - (a) ensure all individual Board personnel are compensated for the costs associated with completing their duties in accordance with the 'Association's Board Reimbursement Policy and Procedures'.
  - (b) provide the support and training required to complete the tasks required of their position detailed in the relevant Position Statements. At a minimum all Board Members should receive:
    - formal RDAQ Board Induction Training prior to the commencement of their duties; and
    - a copy of the Board Terms of Reference; and
    - a copy of the relevant Position Statement; and
    - Education and/or training required to complete their tasks or position requirements at the Association's cost.
- 2) The duties of the **Board to the Association** shall be to:
  - (a) operate in accordance with the legislative and financial requirements of the Act and in accordance with the Association's Governing Bodies policies and procedures.
  - (b) represent the interests of all Member Centres of the Association throughout Queensland.
  - (c) liaise regularly with representatives from all Member Centres throughout Queensland to ensure the Board remains informed about major achievements by Member Centres and or emerging issues that

may impact negatively on the Association.

- (d) continue to develop the Association by implementing modern and effective administration, management and financial practices designed to support the mission and sustainability of the Association.
- (e) develop, approve, and administer the Association's policies and procedures and funding requirements.
- (f) facilitate collaboration and information sharing among Member Centres to promote the development and adoption of innovative practices and or resources.
- (g) provide Member Centres with the support they require to meet or surpass the RDAA accreditation standards within the constraints of the Association's financial and human capacity.
- (h) objectively consider the concepts, issues or advice provided, raised, or presented by the Member Centres.
- (i) ensure no Member Centre is sacrificed or suppressed for the development of another.

3) The duties of the individual **Members of the Board** shall be to:

- (a) maintain ongoing understanding of the responsibilities and accountabilities of the Board under the Act and as detailed in these Rules.
- (b) maintain ongoing understanding of the financial capacity of the Association and consider the financial and legal implications before finalising decisions.
- (c) progress the Association's Mission and Objects in accordance with the Association's values Rule 1 (34) and guiding principle as detailed in and Rule 1 (19).
- (d) represent the interests of all Member Centres to strengthen the consistent delivery of the Association's Mission across Queensland.
- (e) support transparency and consultation as appropriate to inform decisions while adhering to Rule 22.
- (f) engage in ongoing learning to actively build knowledge and understanding of ways to support the ongoing improvement of therapeutic equestrian activities, horse welfare and management, and volunteer recruitment and support.
- (g) represent the Association in a professional manner and actively seek opportunities to raise the profile of the Association among community leaders, health professionals, community groups, and funding bodies.

- (h) attend meetings, actively and constructively participate in the discussions and decision-making processes.
  - (j) understand that non-attendance or disruptive behaviour may result in disciplinary action or expulsion.
  - (k) effectively and efficiently deliver against the responsibilities of their elected position as stipulated in the relevant RDAQ Board Position Statement.
  - (l) actively participate in preparing and monitoring the delivery of the RDAQ Three-Year Strategic Plan against relevant standards and approved performance measures, and
  - (m) sign the RDAQ Board Checklist to confirm that they have received the training and support detailed in sub-rule 1 (b). A signed copy of the Board Checklist shall be kept on file at the RDAQ Office.
- 4) The duties of the **Board to the Association's Paid Appointed Staff** as defined under Rule 1 (4) shall be to:
- (a) undertake recruitment and selection processes in a timely manner to ensure there are appropriately qualified, skilled, and motivated personnel appointed to fulfil all paid positions in the Association.
  - (b) engage staff based on their relevant experience and skills and/or their evident potential to develop the necessary skills within an acceptable timeframe.
  - (c) provide all staff with Work Agreements that state the requirements of the paid position including the relevant Industrial Award, the length of tenure, hours, entitlements, line manager, reporting process, communication tools, codes of conduct and behaviour, policy and procedure requirements, and the annual review process.
  - (d) provide all staff with a copy of the Rules of the Association; and
  - (e) conduct appraisals/performance review at least once per annum with two (2) Board Members.
- 2) The duties of the **Board to Volunteer Workforce**, as described in Rule 1 (36), shall be to:
- (a) undertake ongoing recruitment and selection to ensure there are appropriately qualified, skilled, and motivated personnel with sufficient time to fulfil all voluntary positions in the Association.
  - (b) engage volunteers based on experience, skills and/or their potential to develop the necessary skills in order that no volunteer is placed knowingly in a position or given a task that is beyond his or her known capabilities unless adequate support is provided. If the skills cannot be obtained or supported, the volunteer shall be removed from the position or task with the option of being



redeployed to a new position or task that better suits their situation and ability.

- (c) ensure the needs of the Association's most valued resource, its volunteer workforce, are supported by modern volunteer policies, procedures, codes, and practices.
- (d) recognise and reward the commitment and contribution of the Association's volunteers according to the Association's Volunteer policies, procedures, and industry standards; and

If the Association is unable to recruit personnel with the appropriate skills, time, or commitment to key and or high-risk positions in the Association the Board may buy in the service/s within the financial limitations of the Association.

**3) The duties of the Paid and Volunteer Workforce to the Association shall be to:**

- (a) effectively and efficiently deliver their roles and responsibilities as stipulated under the relevant Work Agreement and or Position Statement.
- (b) uphold the vision, values, goals, policies, and procedures of the Association.
- (c) strictly adhere to all relevant legislative, industry and the Governing Bodies requirements of the Association.
- (d) consistently adhere to the Association's rules, policies, procedures, codes of conduct and behaviour.
- (e) represent the Association in a manner that reflects and promotes the professional image of the Association and the RDAA; and
- (f) know that the Association is empowered to set the standard and penalties for non-compliance.

**4) The duties of the Board to Member Centres shall be:**

- (a) within the financial and human resources constraints of the Association support the ongoing development and sustainability of each Member Centre throughout Queensland.
- (b) ensure that the Management Committees of Member Centres understand the standards for the governance and administration of incorporated associations under the Act.
- (c) provide guidance and practical support to enable Member Centres to meet the standards set by RDAA for facilities, service delivery, and the ongoing health and safety of riders/participants, community members, volunteers, and horses.
- (d) provide guidance and practical support on the RDAA standards for education, training, and support of all volunteers.
- (e) support the development of affiliated centres, their coaches and volunteer

systems.

- (f) facilitate and manage the Association's competitions, selections, representative and development system.

**5) The duties of Member Centre to the Association shall be to: -**

- (a) commit to progressing the delivery of the Association's Mission through its Objects detailed in Rule 3.
- (b) actively support the Board in the development, implementation and evaluation of the Association Three Year Strategic Plan including the development S.M.A.R.T objectives (Sustainable, Measurable, Achievable, Realistic and Time Limited)
- (c) notify the Association Administrative Officer of any change in the information provided on the Association Membership Application Form within seven (7) days of the change occurring.
- (d) adopt the Association's rules, policies and procedures and matters determined by Boards of RDAA and RDAQ.
- (e) ensure that facilities, horses, and equipment are well maintained and consistently met all relevant safety and animal welfare standards.
- (f) refer questions from centre members pertaining to activities of the Association to the Board for a decision.
- (g) provide two (2) members of Member Centre's management committee to represent the centre and to contribute to decisions on behalf of the Member Centre at General Meetings of the Association.
- (h) adhere to the Rules of the Association, and to the management and administration processes, policies and procedures, code of conduct and codes of behaviour of the Association.
- (i) be responsible for the actions of the Member Centre's members and those visitors attending or participating in the Association's activities and/or events.
- (j) ensure the Member Centre's volunteer workforce are supported by modern volunteer policies, procedures, codes, and practices.
- (k) recognise and reward the commitment and contribution of the Member Centre's volunteers according to the Association's Volunteer policies, procedures, and industry standards.
- (l) consistently represent the Association in a manner that reflects and promotes the professional image of the Association; and
- (m) understand the penalties for non-compliance to these Rules or relevant national and state legislation.

- 6) The duties of the **Board to Operational Groups** shall be to:
- (a) provide the support required for the Operational Group/s to achieve the objectives of the Strategic Plan as intended by the Board, including clear budgets, timelines, and performance indicators.
  - (b) provide the Operational Group/s with the resources (financial and or human), within funding parameters, needed to achieve the objective/s within the specified timeline and to the quality expected by the Association and Governing Bodies.
  - (c) appoint a Board member as Team Leader of each Operational Group to guide the group in achieving the intended outcome and to report to the Board regularly on progress in against the performance indicators and or any emerging risks to the achievement the objective within the timeline and or budget.
- 7) The duties of **Operational Groups to the Association** shall be to:
- (a) work as team to achieve the outcomes sought by the Board to the required standard and within the specified time and budget.
  - (b) establish professional relationships with key representatives from Member Centres and key agencies to enable the sharing of knowledge, skills, and resources to achieve the objectives of the Association.
  - (c) provide regular progress reports to the Board. with realistic options for consideration within the timeframe and in the format required by the Board.
  - (d) operate according to the roles, responsibilities and procedures established by the Board; and
  - (e) know that the Association is empowered to set the standard and penalties for non- compliance.
- 8) The duties of the **Association to the RDAA** shall be to:
- (a) operate in accordance with the RDAA Rules of Association, by-laws, policies, procedures, and all matters determined by the RDAA Board.
  - (b) ensure an authorised delegate of the Association attends RDAA meetings, actively and constructively participating in the discussions and decision-making processes.
  - (c) accurately reflect the views of the majority when in discussion with RDAA representative/s or when officially representing the Association at RDAA events.
  - (d) submit a quarterly report, through the Administrative Officer, detailing progress against the Objects and highlighting any emerging issues presenting an evident risk to the RDAA; and

- (e) enable RDAA Board the right to have a representative attend and speak at General Meetings of the Association if deemed by them to be necessary and if invited by the Board of the Association.

**28. APPOINTMENT OF OPERATION GROUPS**

- 1) The Board may appoint a group consisting of members of the Association considered appropriate by the Board to help with the conduct of the Association's operations and or achievement of priorities detailed in the Association's Strategic Plan.
- 2) The Board will determine the manner in which the group will operate and report from time to time.

**29. RESOLUTIONS OF BOARD WITHOUT MEETING**

- 1) A written resolution signed by each member of the Board is as valid and effectual as if it had been passed at a Board Meeting that was properly called and held.
- 2) A resolution mentioned in sub rule (1) may consist of several documents in like form, each signed by one (1) or more members of the Board.

**30. ANNUAL GENERAL MEETINGS**

- 1) The Annual General Meeting must be held at least once each year and within 6 months after the end date of the Association's reportable financial year.

**31. BUSINESS TO BE CONDUCTED AT ANNUAL GENERAL MEETING**

- 1) The following business must be conducted at each Annual General Meeting of the Association:
  - (a) Acknowledgement of Country/ Welcome to Country.
  - (b) Opening, recording of attendance and apologies.
  - (c) Chairperson of the Board's address and welcome.
  - (d) Approval of minutes of the previous Annual General Meeting.
  - (e) Business arising from the minutes.
  - (f) Awarding of Honorary Life Membership of the Association (Rule 5).
  - (g) Financial Report and its receipt for the last reportable financial year (audit) as required by the Act and as mentioned in [Rule 1 \(15\)](#).
  - (h) Appointment of an auditor for the new financial year.
  - (i) Approval of the Association membership fee for the next financial year.
  - (j) Notice of motions received in the manner described in [Rule 1 \(26\)](#) and in [Rule 32](#); and

(k) Election for members of the Board in accordance with Rule 18.

### **32. NOTICE OF ANNUAL GENERAL MEETING AND GENERAL MEETINGS**

- 1) The Association Administrative Officer may call a General Meeting of the Association on behalf of the Board.
- 2) Matters must be requested in writing to the Association Administrative Officer a minimum of 30 days prior to the scheduled Meeting.
- 3) The request shall be presented for consideration on the 'Notice of Meeting' if the said Notice meets the requirements and timeframes of these Rules described in Rule 32.
- 4) The Association Administrative Officer must give at least fourteen (14) days notice of the meeting.
- 5) If the Association Administrative Officer is unable or unwilling to call the meeting, the Chairperson of the Board must call the meeting.
- 6) The Board shall decide the way in which the notice must be given.
- 7) Notice of the following meetings must be given in writing:
  - (a) a meeting called to hear and decide the appeal of a person against the Board's decision to:
    - I. reject the person's application for membership of the Association; or
    - II. terminate the person's membership of the Association.
  - (b) a meeting called to hear and decide a proposed special resolution of the Association; and
  - (c) A meeting called to consider the draft RDAQ Three Year Strategic Plan for adoption.
- 8) A notice of a General Meeting must state the business, questions, matters to be conducted at the meeting.

### **33. QUORUM FOR, AND ADJOURNMENT OF, ALL GENERAL MEETINGS**

- 1) The quorum for a General Meeting is half the number of Affiliated Centre Members at the time of the meeting plus one (1) present and eligible to vote.
- 2) No business may be conducted at a General Meeting unless there is a quorum of members when the meeting proceeds to business.
- 3) If there is no quorum within thirty (30) minutes after the time fixed for a General Meeting called on the request of members of the Board or the Association, the meeting lapses.
- 4) In any other case it shall stand adjourned to the same day in the next week at the same time and place, or to such other day and at such other time and place as

the Board may determine, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the members present shall be a quorum.

- 5) The Chairperson may, with the consent of those present at any meeting at which there is a quorum and must if directed by the meeting, adjourn the meeting from time to time and from place to place.
- 6) If a meeting is adjourned under sub rule (4), only the business left unfinished at the meeting from which the adjournment took place may be conducted at the adjourned meeting.
- 7) The Association Administrative Officer is not required to give the members notice of an adjournment or of the business to be conducted at an adjourned meeting unless a meeting is adjourned for at least thirty (30) days.
- 8) If a meeting is adjourned for at least thirty (30) days, notice of the adjourned meeting must be given in the same way notice is given for an original meeting.

#### **34. PROCEDURE AT GENERAL MEETING**

- 1) A member may take part and vote in a General Meeting in person as described in Rule 1 (20) or by using any technology that reasonably allows the member to hear and take part in discussions as they happen.
- 2) A member who participates in a meeting as mentioned in sub rule (1) is taken to be present at the meeting.
- 3) Matters at these meetings are not confidential and may be discussed with non-members to gather evidence-based information and data with which to inform decisions.
- 4) At each General Meeting:
  - (a) all individual members of the Association Member Centres are provided opportunity to raise matters for discussion and to vote on matters put to the meeting for a decision; and
  - (a) the Chairperson of the Board is to preside as Chairperson; and
  - (b) if there is no Chairperson of the Board or if the Chairperson of the Board is not present within fifteen (15) minutes after the time fixed for the meeting or is unwilling to act, the members present must elect one (1) of their number to be Chairperson of the meeting; and
  - (c) the Chairperson must conduct the meeting in accordance with these Rules; and
  - (d) all attendees must respect rights of all to fair and equal opportunity to actively participate in the discussions and decision-making processes of the meeting.

**35. VOTING AT AN ANNUAL GENERAL MEETING OR GENERAL MEETINGS OF THE ASSOCIATION**

- 1) At General Meetings only those questions, matters or resolutions as described in Rule 1 (26) that have been circulated to members within the 'Notice of Meeting' issued in accordance with Rule 32 may be discussed and determined by the members present and eligible to vote at the meeting.
- 2) All matters not circulated within the notice of meeting must not be put to members for a vote.
- 3) At a General Meeting, each question, matter, or resolution, other than a special resolution, must be decided by a majority of votes of the members present and eligible to vote.
- 4) A special resolution must be decided by a 75% of votes of representatives of the Affiliated Centre Members present and eligible to vote.
- 5) The method of voting is to be decided by the Board prior to the meeting.
- 6) A secret ballot may be conducted to ensure each vote accurately reflects the wishes of the represented Member Centre and is not influenced by others.
- 7) Each Affiliated Centre Member represented and eligible to vote at the General Meeting is entitled to one (1) vote.
- 8) If the votes are equal, the motion, matter, or resolution shall be determined to retain the status quo.

**36. SPECIAL GENERAL MEETING**

- 1) The Administrative Officer must call a Special General Meeting by giving each member of the Association notice of the meeting within fourteen (14) days after:
  - (a) being directed to call the meeting by the Board; or
  - (b) being given a written request from a Member Centre, signed by at least two (2) members of its Management Committee.
- 2) A request mentioned in sub rule (1)(b) must state:
  - (a) why the Special General Meeting is being called; and
  - (b) the business to be conducted at the meeting.
- 3) If the Administrative Officer is unable or unwilling to call the Special General Meeting, the Chairperson of the Board must call the meeting.
- 4) A Special General Meeting called in line with sub rule 1 to 3 must be conducted in accordance with Rule 34 and 35.

**37. MINUTES OF GENERAL MEETINGS**

- 1) The Administrative Officer must ensure full and accurate minutes of all questions, matters, resolutions, and other proceedings of each General Meeting are entered

in a secure electronic record of the Meeting.

- 2) The minutes of:
  - (a) each General Meeting must be signed by the Chairperson of the meeting, or the Chairperson of the next General Meeting, verifying their accuracy; and
  - (b) each Annual General Meeting must be signed by the Chairperson within 30 days verifying their accuracy.
- 3) The minutes compiled by the Administrative Officer and duly signed by the Chairperson authenticating their accuracy shall be deemed as the official minutes.
- 4) If asked by a member of the Association, the Administrative Officer must, within twenty-eight (28) days after the request is made:
  - (a) make the Minute Book or electronic file folder for a particular General Meeting available for inspection by the member at a mutually agreed time and place; and
  - (b) give the member hard copies of the minutes of the meeting.
- 5) The Association may require the member to pay the reasonable costs of providing copies of the minutes.

#### **38. BY-LAWS**

- 1) The Board may make, amend, or repeal By-laws, not inconsistent with these rules, for the internal management of the Association.
- 2) A By-law may be set aside by a vote of members at a General Meeting of the Association.

#### **39. ALTERATION OF RULES**

- 1) Subject to the Act, these rules may be amended, repealed, or added to by a special resolution as defined in Rule 35 (3) carried at a General Meeting.
- 2) An amendment, repeal or addition is valid only if it is registered by the Chief Executive as defined in Rule 1 (33).
- 3) Written notices of any proposed addition, deletion or amendment must be signed by two (2) members of the Management Committee of eligible Members and received by the Association Administrative Officer not less than 30 days before the date of the Annual General Meeting.
- 4) Association Administrative Officer add the notice of the proposed addition, deletion or amendment to the circular used for calling such Annual General Meeting.

#### **40. COMMON SEAL**

- 1) The Board must ensure the Association has a common seal.
- 2) The common seal must be kept securely by the Association Administrative Officer and used only



under the authority of the Board.

- 3) Each instrument to which the seal is attached must be signed by a member of the Board and countersigned by the Administrative Officer or another member of the Board or by someone authorised by the Board.

#### **41. FUNDS AND ACCOUNTS**

- 1) The funds of the Association must be kept in an account in the name of the Association in a financial institution decided by the Board.
- 2) The Board is required to keep a separate bank account to general funds for the express purpose of managing the Associations obligations to:
  - (a) grant project funding, facility, office and/or Association assets/equipment maintenance, repair, and replacement; and
  - (b) government taxes (BAS), staff entitlements and superannuation
- 3) The funds as mentioned in sub rule (2)(a) may only be used for the purpose described within this sub rule, unless 75% of members present at a General Meeting determine differently or the grant provider provides written advice that funding can be used for a different purpose.
- 4) The Government taxes mentioned in sub rule (2)(b) may only be used for the purpose described within this sub rule, though all established surpluses at the end of the Government reporting timeframe may be transferred to general funds.
- 5) Records and accounts must be kept in the English language showing full and accurate particulars of the financial affairs of the Association.
- 6) All amounts must be deposited in the financial institution account as soon as practicable after receipt.
- 7) A payment by the Association of one hundred dollars (\$100) or more must be made by electronic funds transfer that has been pre-approved by the Board.
- 8) If a payment of one hundred dollars (\$100) or more is made by electronic funds transfer, transfer must be entered by Association Administrative Officer and electronically released by two (2) members of the Board, or any other members of the Association authorised by the Board.
- 9) The Association is entitled and authorised under these Rules to hold any number of Bank Debit Cards if determined by the Association Auditor to be required and as such will ensure no individual card value exceeds the value of one thousand dollars (\$1,000) and that the total value of all cards issued does not exceed three thousand dollars (\$3,000) at any one time.
- 10) The use of the debit card will be determined by the in line with the requirements of the Financial and Performance Management Standard 2019.
- 11) All expenditure must be approved or ratified at a Board Meeting.

#### **42. GENERAL FINANCIAL MATTERS**

- 1) The duty of Professional Finance Services as mentioned in Rule 1 (28) shall be to:
  - (a) provide the Board with appropriate financial advice that ensures the Association can grow and prosper.

- (b) set the standard and oversee the implementation of good financial management practise such as budgeting, cash management, financial recording, and reporting.
  - (c) review the financial statements and operating budget quarterly and provide the Board with advice where and when required; and
  - (d) assist the Board with the development of the annual budget for the next operational year in consideration of current years' actuals for members' approval.
- 2) The duty of Board shall be to:
- (a) ensure the income and property of the Association is used solely in promoting the Association's objects and exercising the Association's powers only.
  - (b) operate in accordance with the standards defined in the *Financial and Performance Management Standard 2019*.
  - (c) operate within the Approved Budget in accordance with the Service Agreement executed with funding bodies and seek pre-expenditure approval from the Funding Body for any budget variations over one thousand dollars (\$1,000).
  - (d) ensure accountability and transparency in all financial decisions; and to limit opportunity for fraudulent activity, in conjunction with the Association Administrative Officer the Board must approve all income and expenditure item codes identified in the Association Budget. The Administrative Office must seek Board approval to alter or change any new or re-coding of line-item codes.
  - (e) administer, manage, and oversee the payment and payment compliance in accordance with the Association financial policy and procedures.
  - (f) prepare a budget with the Association Administrative Officer for the next operating year for members' approval at the Annual General Meeting.
- 3) The duties of Association Administrative Officer and Paid Staff Member responsible for finance matters shall be to:
- (a) operate in accordance with the standards defined in the *Financial and Performance Management Standard 2019*.
  - (b) keep the financial records electronically and stored in the *Cloud* to mitigate risk of loss.
  - (c) provide a written financial profit and loss statement at each scheduled Board meeting detailing the expected income and expenditure forecast against the actual income and expenditure for the reporting period; and

- (d) table the most recent bank statements at each scheduled Board meeting for all participating Board members to view.
- (e) ensure accountability and transparency in all financial matters.
- (f) ensure the Board has approved all income and expenditure item codes identified in the Association Budget. The Administrative Officer must seek Board approval to alter or change any new or re-coding of line-item codes identified in the budget.
- (g) as soon as practicable after the end date of each financial year, ensure a financial statement for the last reportable financial year is prepared for the Auditor in the manner required by the Act as defined in Rule 1 (3).
- (h) submit the audited Financial Report to the Australian Securities and Investments Commission (ASIC), the Australia Charities and Not for Profits Commission (ACNC), and the Queensland Office of Fair Trading.

#### **43. DOCUMENTS**

- 1) The Board must ensure the safe custody of books, documents, instruments of title and securities of the Association are kept in the manner described in Rule 1 (30).

#### **44. FINANCIAL YEAR**

- 1) The end date of the Association's financial year will be 30 June in each year and the Association's Annual General Meeting is to be conducted within six (6) months of the end of each financial year.

#### **45. MEMBER CENTRES/ASSOCIATIONS**

- 1) Member Centres/Associations are responsible for their management operations and service delivery requirements in accordance with the Association and its Governing Body and operating and service delivery requirements, policies, and procedures.
- 2) Member Centres/Associations are required to work constructively with the Association's Board and other member organisations.
- 3) If a breach was to occur the Board will determine the action/s required to remedy the breach, the timeframe for compliance, penalties for non-compliance and/or termination the agreement and protection offered.

#### **46. BOARD AND ASSOCIATION MEMBER CENTRE MEETINGS**

- 1) Meetings must be held at least once a year separate to the Annual General Meeting and said meeting is to be scheduled on a date and time determined by the Board.
- 2) The following business must be conducted at said Meetings with the Association:
  - (a) update members on all alterations to budget projections that

- may impact the Centre or the Association's financial status.
  - (b) discuss Association's activities, training, competition, and event schedule needs.
  - (c) discuss any critical matters requiring Member Centre input or discuss any matter raised officially by members of the Member Centre as an item for discussion.
  - (d) discuss the Association activity and capitation fees, and charges for the following year.
- 3) Meeting procedures are to be conducted as follows:
- (a) the notice of such meetings will be determined by the Board in consultation with the Management Committee of the Member Centre.
  - (b) the Board Chairperson shall chair the meeting in accordance with acknowledged meeting procedures.
  - (c) Affiliated Centre Members are entitled to have two (2) members of the management committee attend any such meeting and each individual must conduct themselves in an appropriate manner and in accordance with the direction of the Chair; and
  - (d) The Association Administrative Officer must ensure full and accurate minutes are taken and all matters raised for consideration by the full Board are placed on the agenda of the next official meeting of the Board.

#### **47. OPERATIONAL GROUPS**

- 1) Operational Groups may be established by the Board described in Rule 27 (8) and Rule 27 (9).
- 2) Each Operational Group will be led by a member of the Board and tasked with progressing initiatives relevant to their area of expertise.
- 3) An Operational Group may be formed to address, but not limited to, the following Association Priorities:
  - (a) Coaching and Accreditation
  - (b) Volunteer Recruitment and Retention
  - (c) Horse Welfare
  - (d) Consumer Participation
  - (e) Financial Management and Reporting
- 4) The Operational Groups shall submit progress reports and recommendations for consideration by the Board on strategies to improve the consistent delivery of the Association's Mission.

#### **48. DISTRIBUTION OF SURPLUS ASSETS TO ANOTHER ENTITY**

- 1) This rule applies if the Association:

- (a) is wound-up under part 10 of the Act; and
  - (b) has surplus assets.
- 2) The surplus assets must not be distributed among the members of the Association.
- 3) The surplus assets must be given to another Riding for the Disabled entity:
  - (a) having objects similar to the Association's objects; and
  - (b) Rules of Association which prohibit the distribution of the entity's income and assets to its members.
- 4) This rule must be implemented in accordance with section 92(3) of the Act.

