



Risk Management Policy

**Effective from
01/07/04**



PREFACE

ACF is committed to providing a safe environment, physically and emotionally for all members. This is often hard because an incident could happen under the most unpredictable and bizarre circumstances. Good governance is anticipating the unexpected and even unimaginable.

This risk management policy, which is to be adopted by every state body, identifies potential problems that 'could' arise and identifies actions and strategies to prevent it from arising. It covers the areas of:

- physical injuries
- financial risks
- legal risks
- moral and ethical risks

It will need to be updated frequently as the scope of risk widens, and ACF welcomes any feedback and recommendations from any member, for the benefit of all members.

Lynne Hayward
President

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PART I – INTRODUCTION

This part sets out the purpose of this Policy, who it applies to, when it commences, what words mean and who has responsibilities under the Policy.

1. WHAT IS THE PURPOSE OF THIS POLICY?

- 1.1 The purpose of this Policy is to provide guidelines for the risk management ensuring the protection of the health, safety and well being of all ACF members and those who participate in the activities of ACF, Member States and Affiliated Clubs.

2. WHO DOES THIS POLICY APPLY TO?

- 2.1 This Policy applies to the following organisations and individuals:

- (a) Member States;
- (b) Affiliated Clubs

3. WHAT IS THE STATUS OF THIS POLICY?

- 3.1 This Policy is issued by the ACF council under rule 19(3) of the ACF Constitution.
- 3.2 This Policy comes into force on 1 July 2004.
- 3.3 This Policy may be changed from time to time by the ACF council.

4. WHAT DO WORDS IN THIS POLICY MEAN?

- 4.1 In this Policy, words appearing with a capital shall have the meaning set out in Attachment A and Attachment A will form part of this Policy.

5. RESPONSIBILITIES UNDER THE POLICY

- 5.1 ACF and Member States must:

- (a) adopt and comply with this Policy;
- (b) publish, distribute and promote this Policy (and any amendments made to it from time to time) to their members in the manner required by ACF and make this Policy available for inspection, or provide a copy;

- 5.2 Affiliated Clubs must:

- (a) adopt and comply with this Policy;
- (b) publish, distribute and promote this Policy (and any amendments made to it from time to time) to their members in the manner required by ACF and make this Policy available for inspection, or provide a copy and
- (c) make such amendments to their constitution, rules or by laws in order for this Policy to be enforceable, as required by ACF.

6. RATIONALE

- 6.1 The ACF is committed to the establishment of a risk management program to ensure the safety and well being of all participants in calisthenics throughout Australia. The ACF will seek to ensure all Affiliated Bodies and Committees implement a risk management program to cover the activities of their relevant groups and comply with ACF policies. The program is a process of systematically identifying, eliminating or minimising the adverse impact of any calisthenic activity that may give rise to injurious or dangerous situations. Through the management structure and strategic planning of each body, risks will be identified, analysed, treated and monitored.

7. RISK MANAGEMENT PRINCIPLES

- 7.1 In the preparation of a risk management program three key elements must be included:
- (a) risk identification, which covers all risks, both actual and potential, associated with calisthenic activities. Persons involved must identify the areas in which they are exposed to risk, the extent and severity of the risk and the frequency of the occurrence, which gives rise to the risk;
 - (b) assessment, which determines how the risks should be dealt with. This requires eliminating the potential and actual losses, which arise from, identified risks and will involve determining whether an activity should cease because of the high level of risk and
 - (c) control, which incorporates risk reduction steps of elimination and reduction. Elimination can be used to discontinue existing identified high risks or for future identified risks through avoidance. Reduction is taking all reasonable, practicable steps to reduce identified risks. Areas of risk management include:
 - (d) legal risks – losses and costs arising from legal actions for breach of a common law or statutory duty of care;
 - (e) physical injuries – injuries to participants and the public eg, members of the organisation and spectators;
 - (f) financial risks – increased insurance premiums, costs associated with injuries for business reasons, loss of financial stability and asset value and increased external administrative costs and,
 - (g) moral and ethical risks – loss of quality participant experience and confidence, adverse publicity and loss of image.

PART II – IMPLEMENTATION

8. RISK MANAGEMENT FRAMEWORK POLICIES AND PROCEDURES

- 8.1 The following core policies are captured within the risk management framework and must be adopted nationally by all members:
- (a) Complaints management;
 - (b) Response to sexual, physical assault, emotional abuse and neglect;
 - (c) Anti harassment – general
 - (d) Anti harassment - coaching;
 - (e) Infection control;
 - (f) Anti doping.

9. INSURANCE PROGRAM

- 9.1 In addition the ACF will ensure that it maintains adequate insurance coverage for the level of risk associated with all activities and class of members. Such coverage will include public liability, property damage and professional indemnity where appropriate.

10. IMPLEMENTATION

- 10.1 The ACF council will ensure that the risk management framework is understood is understood, implemented and maintained at all levels of the organisation.
- 10.2 The Affiliated Bodies and Committees will implement the risk management framework with similar aims and objectives to that of the ACF and which cover all participants. The programs will be presented to the ACF for approval by a designated time.
- 10.3 The performance of the risk management system will be reported annually to the ACF by Affiliated Bodies and Committees and updated documentation will be forwarded for collation in the ACF Risk Management Manual.
- (a) The ACF and Affiliated Bodies will identify and provide adequate resources.
- 10.4 Accurate records will be maintained in a Risk Management Manual and will contain:
- (a) the risk reduction plans for all levels of the ACF and
 - (b) a statement of the purpose of the plan and procedures to be followed such as risk identification, assessment and control.
- 10.5 Risk reduction plans (see Attachment A) should include the following:
- (a) who has responsibility for implementation of the plan;
 - (b) what resources are to be utilised;

- (c) budget allocation;
- (d) timeline for implementation and
- (e) details of the mechanism and frequency of review.

10.6 The risk reduction plans of Affiliated Bodies and committees will include issues that are specific to their role and responsibilities as well as common issues for all groups, which are recommended by the ACF. The common issues will be set out in a checklist (see Attachment A), which will assist each body to identify the level of risk and the severity and frequency of occurrence of the risk.

11. BREACH OF POLICY

11.1 In the event of Affiliated Bodies and Committees failing to comply with ACF policy or failing to implement and comply with their own risk reduction plan they can be subject to the disciplinary provisions set out in the ACF Constitution.

12. EVALUATION

12.1 The ACF will evaluate annually the risk management framework policies and procedures.

12.2 Injury/accident records will be maintained to assess the effectiveness of the risk management plans. Documentation is crucial to the risk management process, both to ensure that the Policy is used properly, and evidence that legal obligations are being met.

12.3 Risks and effectiveness of control measures are to be monitored to ensure changing circumstances do not alter risk priorities. Monitoring of the process is also necessary to ensure that the policy does not become too narrowly focused or ineffectual.

12.4 Potential future risks will be identified and the treatment of such risks determined and incorporated into the risk reduction plans, as appropriate.

ATTACHMENT A - RISK REDUCTION PLANS

13. EXAMINERS ADVISORY BOARD – RISK REDUCTION PLAN

<u>Risk No</u>	<u>ACF Element</u>	<u>Possible Risk</u>	<u>Level of Risk</u>	<u>Strategies</u>	<u>Status</u>
2003/01	Safety	Serious injury to participant	High	Only use fully accredited examiners & presenters ACF manages and audits all training programs being undertaken in all States Candidates with a current injury are not permitted to undertake exam. Medical certificates not accepted on the day.	Always open and continually reviewed
2003/02	Technical	1. Loss of examiner expertise	High	Ensure promoted nationally and new trainees encouraged. Establish DE modules for country etc	Always open and continually reviewed
2003/03	Financial	1.Loss of funding from ACF 2.Loss of monies received by administrators 3.Expenses not covered	Med High High	Continue to set the standard for sports administration in Aus Banking and money recording procedures Develop budget for each state and nationally	Always open and continually reviewed
2003/04	Legal	Law suit from the public/parents	High	Maintain full range of insurance, including: A – Public Liability at all exam related venues B – Examiners Professional Indemnity	Closed (by mitigation on-going)

<u>Risk No</u>	<u>ACF Element</u>	<u>Possible Risk</u>	<u>Level of Risk</u>	<u>Strategies</u>	<u>Status</u>
2003/05	Organisational	Loss of key personnel (at one time or within a short time of each other)	Med	Ensure that new 'faces' and expertise are continually involved at the ACF and State Branches Maintain a fully documented set of policies and procedures Director of Skills to produce a handbook	Open
2003/06	Organisational	Loss of suitably qualified coaches to train candidates	Med-High	ACF to undertake research nationally on coaches attrition rate	On-going
2003/07	Management	Staff adequacy	High	Production of Administrators Handbook and state branch training of new administrators	Continually updated
2003/08	Management	Harassment of key personnel	Med-High	ACF Member Protection Policy developed Maintain a fully documented set of policies and procedures	On-going
2003/09	Safety	Venue	High	Only use suitable venues with appropriate facilities First aid kit to be available on-site No child to be left unsupervised Recommend Examiners to have basic first aid certificate Mobile phone to be on-site	On-going
2003/10	Safety / legal	Banned Movements	High	Examiners to stay abreast of updated banned movements Review Banned Movement video annually Disqualification procedure applies to candidates including banned movements	On-going
2003/11	Training	Inadequate training	Med	Follow selection procedure and training program	On-going

14. ACF RISK REDUCTION PLAN

<u>Element</u>	<u>Possible Risk</u>	<u>Level of Risk</u>	<u>Strategies</u>
Safety	Injury/accidents/illness and disease Exposure to litigation Unsafe environments	Medium	Appropriate policies and procedures Appropriate coach education <ul style="list-style-type: none"> - Safety modules - First Aid - Banned Movements - Infection Control - Response to Abuse - Code of Ethics Accredited Coaches Accredited Adjudicators Accredited Examiners Competition Rules
Financial	Loss or decline of income source Poor financial management Lack of financial expertise on committee Insufficient income to fund ACF activities	Medium	Annual Budget Financial management & Control policies Annual external auditing Financial accounting expertise on committee Grow and diversify revenue streams Compliance with government statutory requirements
Legal	Exposure to litigation Uninformed Duty of Care to members De registration as an incorporated association	Low	Professional advice through legal retainer Compliance with government statutory requirements (Privacy, MPO, Disability, Anti-doping Policy, ASC) Appropriate insurance Compliance with ACF operational policies

<u>Element</u>	<u>Possible Risk</u>	<u>Level of Risk</u>	<u>Strategies</u>
Management/Organisation	Lack of Direction Poor Leadership Poor decision making Inconsistent practice Poor succession planning Lack of management expertise Loss of NSO status	Low	Appropriate governance structure (Committee of Management, Council and Sub-committees) <ul style="list-style-type: none"> - constitution - bylaws - policies and procedures to guide practice Strategic Plan Annual Business Plan Compliance with ASC Agreement Annual reporting on activities Skilled personnel
Communication	Poor decision making Uninformed membership Loss of Unity/national ethos/capacity Lack of growth	Low	Web Site ACF Communication Protocol ACF Council Meetings ACF COM Meetings ACF Sub-Committee Meetings Reporting <ul style="list-style-type: none"> - monthly - annually Marketing Plan Promotional <ul style="list-style-type: none"> - brochures/pamphlets

15. ACFCC RISK REDUCTION PLAN

Element	Possible Risk	Level of Risk	Strategies
Safety	Risk of injury to coaches and participants		Only utilise coaches in accordance with Accredited Programs Safety Module/Banned Movements Video ACF Managers Monitoring and reviewing of all training programs
Management	Harassment		ACF Member Protection Policy developed Maintain a fully documented set of policies and procedures Code of Ethics Guidelines to clubs and coaches
Legal	Risk of litigation		Maintain full range of insurance <ul style="list-style-type: none"> - public liability - professional indemnity Continue to meet accreditation requirements
Organisation	Loss of key personnel (at one time or in short succession) Loss of suitably qualified coaches		Rotation of delegates on the committee Professional development of committee members To undertake research of coach attrition rate <ul style="list-style-type: none"> - Exit surveys Distance Education Program

Element	Possible Risk	Level of Risk	Strategies
Communication	Poor decision making Uninformed membership Loss of Unity/national ethos/capacity Lack of growth		Web Site ACF Communication Protocol ACF Sub-Committee Meetings Reporting <ul style="list-style-type: none"> - regularly - annually Marketing Plan Promotional <ul style="list-style-type: none"> - brochures/pamphlets - Coach Education Manual - Newsletter - Delegates reporting to State Associations Relationships with ACF Council and Committee of Management
Financial	Loss of funding Cost of Maintaining Accreditation Program Financial capacity for continued development		Ensure adequate fees are charged for courses Equalisation of costs for each State to prevent barriers of participation/involvement
Technical	Loss of coaching expertise		Review of technical guides to ensure currency/consistency Develop evaluation processes for coaches and programs

16. AUSTRALIAN SOCIETY OF CALISTHENIC ADJUDICATORS - RISK REDUCTION PLAN

HIGH RISK	STRATEGIES TO MINIMISE RISK	RESPONSIBILITY	TIME LINE	RE-VIEW
<p>ENFORCEMENT OF RULES Areas of Risk Management *Legal Risks * Physical Injuries *Moral and Ethical Risks *Financial Risks</p>	<ul style="list-style-type: none"> Attend annual Rules Seminars and adjudicate by accepted ASCA procedures Participate in discussion at meetings; review Minutes of meetings and Adjudicators' Handbook, pages 13-15, 28-30 Distribute updated rules to all adjudicators and coaches Liaise with other Affiliated Bodies to facilitate enforcement of rules e.g. - Duty of Care Checklist to Competition Committees. Implement Majority Rules Policy in Panel Adjudication –Adjudicators' Handbook Page 8 No 7 Video Replay for Breach of Rules at competitions 	<p>AAB, ASCA - State Branches;</p> <p>ACF, State Associations, State Branch President, Competition Chairperson Panel members</p> <p>Panel /Single Adjudicators</p>	<p>Scheduled Meetings</p> <p>Prior to Competitions</p> <p>Panel Competitions</p> <p>Yearly Competitions</p>	<p>Annual Annual</p> <p>Annual</p> <p>Annual</p> <p>Annual</p>
<p>BANNED MOVEMENTS (as defined by the ACF List and Video) INCLUDING ADEQUACY OF WARNINGS OF DANGER ON CRITIQUES Areas of Risk Management *Legal Risks *Physical Injuries *Moral and Ethical Risks *Financial Risks</p>	<ul style="list-style-type: none"> Make recommendations to and seek approval by ACF Liaise with ACF Committees and Affiliated Bodies Organise and maintain professional advice Review the ACF Research Project with regard to implications for adjudication Review the “Banned and Dangerous Movements” Video and List Ensure the purchase of “Banned and Dangerous Movements” video by State Branches and individual adjudicators. Review Banned Movements and procedures on critiques at State Branch meetings and at the ASCA - National Conferences, Adjudicators' Handbook Pages 13-15 Arrange seminars for ASCA - State Branches e.g.- Legal Responsibilities of Adjudicators, Banned and Dangerous Movements. Gymnastic Movements in Calisthenics. Seek legal advice from State Sporting Departments Legal Services Adopt a National Adjudication Disqualification Procedure – Adjudicators' Handbook Page 15 No 4 Distribute individual Checklist of Banned Movements to adjudicators Video Replay for Banned Movements at competitions 	<p>AAB; - State Branches As above As above ACF; AA; AAB, State Branches State Branches</p> <p>AAB, State Branches</p> <p>AAB, all adjudicators</p> <p>As above As above</p> <p>As above</p> <p>Panel./Single adjudicators</p>	<p>As required Ongoing As required As required Ongoing First Meeting of the Year</p> <p>Scheduled Meetings Tri -annual</p> <p>Scheduled meetings</p> <p>As required Scheduled meetings</p> <p>Ongoing</p> <p>Yearly competitions</p>	<p>Annual Ongoing Annual Annual Ongoing Annual</p> <p>Annual Tri-annual</p> <p>Ongoing</p> <p>Annual</p> <p>Annual</p> <p>Annual</p>

HIGH RISK	STRATEGIES TO MINIMISE RISK	RESPONSIBILITY	TIME LINE	RE-VIEW
HARASSMENT - INTERNAL & EXTERNAL Areas of Risk Management *Legal Risks *Financial Risks *Moral and Ethical Risks	<ul style="list-style-type: none"> Review issues and how to address them in the ASCA Handbook -, Ethics and Responsibilities Page 2, Panel Adjudication Page 8, Guidelines for Writing Critiques Pages 5 & 6, Summing Up Etiquette and Technique Pages 7 & 8, Guidelines for Writers Page 10, Guidelines for Adjudicating Banned & Dangerous Movements Page 15. Prepare a Code of Ethics to be signed annually by all members. Include these issues in discussion during the Cadet Course; Final Cadet Exam – General Section Conduct relevant seminars with Review Papers; discuss at Meetings and include information in Minutes of Meetings. Ensure members are aware of and understand the requirements of the ACF Anti Harassment Policy Liaise with ACF Championship & State Associations Competition Committees Seek professional legal advice where appropriate e.g. defamation, Maintain NOAS Accreditation to protect members 	AAB, ASCA - State Branches As above As above As above AAB , ASCA – State Branches ACF.& State Associations AAB, ASCA State Branches As above	Annual Annual 3 Year Course Scheduled seminars Ongoing Scheduled meetings When required Annual	Annual Annual Annual Ongoing Ongoing As required As above Annual
FALLING MEMBERSHIP Areas of Risk Management *Moral and Ethical Risks	<ul style="list-style-type: none"> Liaise with ACFCC. to promote applications for future Cadets Liaise with State Coaching Associations to promote applications for future Cadets Advertise for new Cadets in State Association newsletters Invite or recommend new Cadets through State Branch Committees Prepare and implement a Distance Education Program for new Cadets Present Adjudication Module in Level 1 Coaching Course to promote new cadets Review program and procedures to minimise stress to adjudicators Provide forums for adjudicators to communicate areas of concern e.g. conferences, seminars Foster collegiate support through meetings and conferences Maintain NOAS Accreditation to protect members 	AAB ASCA - State Branches State Branch Committees As above AAB and presenting adjudicators AAB, State Branches As above As above As above	Ongoing Annual Annual Annual By 2002 As required by State Coaching Associations Annual Ongoing Ongoing Annual	Ongoing Annual Annual Annual Ongoing As required Annual Ongoing Ongoing Annual

MEDIUM RISK	STRATEGIES TO MINIMISE RISK	RESPONSIBILITY	TIME LINE	RE-VIEW
EXPERTISE OF COMMITTEE Areas of Risk Management *Legal Risks *Financial Risks *Moral and Ethical Risks	<ul style="list-style-type: none"> • Provide Professional Development for members - internal (seminars), external (conferences) • Maintain representation on ACF, National Officiating Accreditation Scheme, State Associations • Make recommendations/nominations for committee membership • Seek professional advice e.g. Legal, ASC – Sport Education Section • Conduct procedures and meetings according to the Constitution Rules 7,8,10. - 19 and By Laws 1 – 3. • Encourage new members to accept Committee positions • Encourage members to participate in external related fields - seminars/meetings • Obtain regular feedback from members through evaluations at State and National levels. 	AAB and State Branches AAB and State Branches State Branches AAB AAB and State Branches State Branches State Branches AAB	Ongoing Annual AGM As required Ongoing Annual Ongoing Annual	Annual Annual Annual Ongoing Ongoing Annual Annual Annual
ADEQUACY OF ADJUDICATOR TRAINING Areas of Risk Management *Legal Risks *Moral and Ethical Risks	<ul style="list-style-type: none"> • Review, update and implement the Cadet Course • Review, update and implement the Accreditation Program according to NOAS requirements • Liaise with ASC – Sport Education Section • Maintain representation at NOAS Conferences • Subscribe to “The Sports Educator” • Maintain representation and participate in ACF, State Associations, Coaching Associations, Calisthenic Skills Program • Participate in external Professional Development and sharing of expertise with members. 	AAB, Cadet Co-ordinator AAB, State Branches AAB Co-ordinator ACFAAB Co-ordinator AAB Co-ordinator State Branches, AAB, Individual adjudicators As above	3 Year Course 3 Years per level Ongoing Annual As above As above Ongoing	Ongoing Annual Annual Annual As Above Ongoing Ongoing

MEDIUM RISK	STRATEGIES TO MINIMISE RISK	RESPONSIBILITY	TIME LINE	RE-VIEW
<p>EXPOSURE TO ANY LEGAL ACTION</p> <p>Areas of Risk Management *Legal Risks *Financial Risks *Moral and Ethical Risks</p>	<ul style="list-style-type: none"> Seek professional legal advice Maintain acceptance of Constitution by relevant State Government departments Ensure ASCA Procedures and Meetings are conducted according to the Constitution - Rules 7,8,10-19 and By Laws 1-3 Organise seminars in the Accreditation Program to increase understanding of members e.g. Legal Responsibilities of Adjudicators, Adjudicating Rules and Competition Rules Include Professional Indemnity Insurance for all adjudicators in annual subscription Ensure members are covered for Public Liability Insurance through State Associations Ensure members have received relevant documents e.g. Constitution, Risk Management Policy, anti Harassment Policy, Accreditation and De-Registration Policy. Maintain NOAS Accreditation 	<p>AAB and State Branch Committees AAB and State Branch Presidents AAB and State Branch Committees</p> <p>ACF, all adjudicators</p> <p>State Branch Presidents</p> <p>AAB, State Branch Presidents</p> <p>AAB, State Branches</p>	<p>When required AG.M Ongoing</p> <p>Seminar timetable</p> <p>Annual</p> <p>Annual</p> <p>Ongoing</p> <p>Annual</p>	<p>As required Annual Ongoing</p> <p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Ongoing</p> <p>Annual</p>
<p>PROFESSIONALISM OF ORGANISATION</p> <p>Areas of Risk Management * Legal Risks * Financial Risks * Moral and Ethical Risks</p>	<ul style="list-style-type: none"> Review and update adequacy of Selection Criteria for membership - Constitution Rule 4 Membership, By Laws No 1 Categories of Membership Maintain members' focus on their Ethics and Responsibilities - Adjudicators' Handbook Pages 1 and 2 Ensure annual signing of the NOAS Adjudicators' Code of Ethics Conduct State Branch Meetings according to Constitution Rule 8 – Committee Rule 10 – Minutes and Records, Rule 11 – Meetings, Rule 12 Annual General Meetings, Rule 14 – Voting Ensure the AAB follows approved ACF Procedures and Terms of Reference Maintain National Officiating Accreditation Scheme status for the Accreditation Program Review and update Accreditation Program to meet the NOAS requirements and needs of members 	<p>AAB and State Branch Committees State Branch President</p> <p>As above AAB delegates, State Branch President</p> <p>ACF, AAB, & Members A.A.B. and ASC – Sport Education Section AAB</p>	<p>When Required</p> <p>Ongoing</p> <p>Annual 6 Meetings per year</p> <p>Annual When required</p> <p>Annual</p>	<p>Annual</p> <p>Ongoing</p> <p>Annual Annual</p> <p>Ongoing Annual</p> <p>Annual</p>

MEDIUM RISK	STRATEGIES TO MINIMISE RISK	RESPONSIBILITY	TIME LINE	RE-VIEW
ADEQUACY OF SELECTION CRITERIA Areas Of Risk Management *Legal Risks *Financial Risks *Moral and Ethical Risks	<ul style="list-style-type: none"> Adhere to Constitution –Rule 4 Membership and By Laws No 1 Categories of Membership, No 2 Cadet Adjudicator Make recommendations for new cadets to State Branch Committees for approval Conduct Entry exam and interview for prospective Cadets. Implement the Cadet Course. Develop and implement a Distance Education Program 	AAB, State Branches State Branch Committees Selection Panel and Cadet Co-ordinator Cadet Co-ordinator AAB, State Branches	Prior to and at AGM Prior to AGM Prior to AGM 3 Year Course Ongoing	Annual Annual Annual Ongoing Ongoing

ATTACHMENT B - POLICY DEFINITIONS

“**ACF**” means the Australian Calisthenic Federation Inc, the national governing body for calisthenics in Australia.

“**ACF Constitution**” means the constitution of ACF as amended from time to time.

“**ACF Risk Management Manual**” is the document which contains the risk management policy statement, risk management plans of the ACF, affiliated bodies and committees, appendices which will include relevant documentation such as other policy statements, constitution, terms of reference.

“**Affiliated Club**” means a club (whether incorporated, unincorporated or otherwise) which is a member of a Member State.

“**Member State**” has the same meaning as in the ACF Constitution.

“**Policy**” and “**this Policy**” means this Risk Management Policy.

“**Affiliated Bodies**” is any accredited Calisthenic State and Territories parent body.

“**Calisthenic Participants**” any person involved in calisthenic activities at any level as a participant, coach, adjudicator, administrator, official, parent or volunteer.

“**Committee**” is any special purpose groups established by the Australian Calisthenics Federation Inc. (ACF) to carry out specific duties. The committees may vary from time to time according to need. They are currently known as:

ADJUDUCATORS ADVISORY BOARD (AAB)

AUSTRALIAN CALISTHENIC FEDERATION COACHING COMMITTEE (ACFCC)

AUSTRALIAN CALISTHENIC FEDERATION EXAMINERS ADVISORY BOARD (EAB)