



**PINE RIVERS UNITED SPORTS CLUB INC.**

## **5. Communication Policies and Procedures**

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# Copyright Policy

Policy Number: 038

Drafted By: Margaret Turnbull

Responsible Person: Secretary

Version: 001/2016

Approved by Executive Committee on: 21.02.2016

Scheduled Review Date: 21.02.2021

## Introduction

Pine Rivers United Sports Club Inc. is responsible for managing its assets, including its intellectual assets, in a way that maximises their contribution to the goals of the organisation.

Subject to these responsibilities, Pine Rivers United Sports Club Inc. is committed to the widest possible dissemination of its ideas and findings where these may assist others.

## Purpose

The purpose of this policy is to clarify the status of material subject to copyright used by the organisation, and to remove any possible misunderstandings about ownership of copyright.

## Policy

### Production of copyright material

At law, material created by employees of Pine Rivers United Sports Club Inc. in the course of their employment, irrespective of whether it is created using Pine Rivers United Sports Club Inc. facilities or materials, or during normal working hours, will belong to Pine Rivers United Sports Club Inc. What constitutes the course of employment will be determined by the employee's position description and usual duties.

An employee's employment contract may vary the default position of when copyright belongs to Pine Rivers United Sports Club Inc. The employment contract overrides the default position that exists at law. Employees may be required to sign additional documents vesting or assigning copyright to Pine Rivers United Sports Club Inc. where that material was created by the employee using Pine Rivers United Sports Club Inc. resources and during paid working hours. One example of when this may be necessary is if the employee is required to engage in a project or duties that are outside of their normal employment duties.

If any material was created using Pine Rivers United Sports Club Inc. resources, or during paid working hours, then the onus is on the employee to demonstrate that it was not created in the course of employment. Employees should be aware that performing unauthorised non-work tasks during work hours may subject them to disciplinary proceedings. Where any uncertainty exists, staff are encouraged to discuss this with Management Committee.

Works by independent contractors and volunteers shall be owned in accordance with the written contract under which the work was created. Pine Rivers United Sports Club Inc. shall ensure that there is a written contract for work by an independent contractor or volunteer specifying ownership. At law, unless a written contract specifies otherwise then independent contractors and volunteers will own copyright in everything that they create.

Any dispute between Pine Rivers United Sports Club Inc. and its staff, contractors or volunteers, or between staff, or between contractors or between volunteers, on issues of copyright ownership shall be determined by the organisation's dispute resolution procedures. Such determination will be subject to the judgement of any court or tribunal.

### Copyright notice

Staff and volunteers of Pine Rivers United Sports Club Inc. should ensure that every publication of Pine Rivers United Sports Club Inc., including any books, newsletters, brochures, forms, reports and computer software contains the following statement:

© Pine Rivers United Sports Club Inc., Australia, [Year of creation of material]

This statement should not be included in normal business letters, invoices, and receipts.

## **Use of copyright material**

Staff and volunteers of Pine Rivers United Sports Club Inc. are required to observe all applicable copyright laws and regulations.

Staff and volunteers of Pine Rivers United Sports Club Inc. may use copyright material belonging to or licensed to Pine Rivers United Sports Club Inc. only for the purposes of their work for Pine Rivers United Sports Club Inc. Where the material is used by Pine Rivers United Sports Club Inc. under licence, staff and volunteers must act in accordance with that licence.

Staff and volunteers of Pine Rivers United Sports Club Inc. may not reproduce, publish, distribute or adapt third party copyright material in the course of their work for Pine Rivers United Sports Club Inc. without the authorisation of the copyright owner. Staff and volunteers may not download or reproduce text, photographs or illustrations found on the internet without authorisation of the copyright owner. This includes for use in internal or external newsletters, reports or presentations. All non-generic images and illustration should be sourced from and with the consent of the creator. Generic images may be obtained from a stock image supplier (e.g. Shutterstock or iStockphoto).

When reproducing or otherwise using third party copyright material, it cannot be assumed that just because something is on the internet that it is free for everybody to copy and use. This includes images on Facebook or photo sharing websites such as Flickr. Acknowledgement of source of the material does not overcome the need for authorisation; actual authorisation is still required.

The Management Committee (or nominated person) is required to institute procedures that will ensure:

- a) that all uses of third party copyright materials are recorded, and
- b) that all compensable uses of copyright material are appropriately processed.

## **Copyright on Pine Rivers United Sports Club Inc. materials**

All materials produced by or on behalf of Pine Rivers United Sports Club Inc. are subject to copyright. Permission to reproduce such materials depends on the category into which they fall.

All materials produced by or on behalf of Pine Rivers United Sports Club Inc. will be classified by the Management Committee (or nominated person) into one of the following classes:

1. Those materials that are copyright and that cannot be reproduced by any process other than for the purposes of and subject to the provisions of the Copyright Act and any licensing agreement between the user and Pine Rivers United Sports Club Inc.
2. Those materials that are copyright and that may nonetheless be circulated and/or reproduced as long as any reproduction features specified credits and disclaimers.
3. Those materials that are copyright and that may nonetheless be reproduced without conditions.
4. Those materials that are not copyright.

The copyright policies of Pine Rivers United Sports Club Inc. are binding on all staff, whether paid or voluntary. The copyright policies of Pine Rivers United Sports Club Inc. as amended from time to time, shall be deemed to be a part of the conditions of employment of every employee and shall be included in the orientation material given to every volunteer.

## **Moral rights**

Where it is reasonable to do so, staff and volunteers of Pine Rivers United Sports Club Inc. should ensure that:

- a) When reproducing any written material, photograph or illustration, the creator should be acknowledged where it is appropriate to do so. It is generally appropriate to acknowledge the author of a report or article in a newsletter, but it is not appropriate to acknowledge the creator of a marketing brochure or promotional flyer, or where it is desirable for operational reasons that correspondence be sent out in the name of somebody else (such as in the name of a director, executive or manager).

- b) When reproducing any written material, photograph or illustration, a person should not be falsely attributed as the creator unless it is reasonable to do so. For example some correspondence may need to go out in the name of a director, executive or manager even though it was written by somebody else.

### Authorisation

*Margaret Turnbull*\_\_\_\_\_

Signature of Executive Assistant

Date of Approval by the Executive Committee    21<sup>st</sup> February 2016\_\_\_\_\_

# Copyright Procedures

Procedures Number: 038  
Drafted By: Margaret Turnbull  
Responsible Person: Secretary

Version: 001/2016  
Approved by Executive on: 21/02/2016  
Scheduled Review Date: 21.02.2021

## Responsibilities

It is the responsibility of the President to ensure that:

- Staff, volunteers and contractors are aware of this policy;
- any breaches of this policy coming to the attention of the Management Committee are dealt with appropriately.

It is the responsibility of the all employees, volunteers and contractors to ensure that they comply with this policy.

## Processes

### Production of copyright material

A statement of this copyright policy shall be included in the organisation's terms and conditions of employment.

Pine Rivers United Sports Club Inc. will keep records of any discussions made with any staff member regarding any agreements as to the copyright status of any material.

Contracts made by Pine Rivers United Sports Club Inc. with third parties shall specify in writing the copyright status of any material produced under that agreement.

Any dispute between Pine Rivers United Sports Club Inc. and its staff or volunteers, or between staff or between volunteers, on issues of copyright ownership shall be determined by the organisation's dispute resolution procedures.

### Use of copyright material

The President shall institute procedures to ensure:

- a) that all uses of copyright materials are recorded, and
- b) that all compensable uses of copyright material are appropriately processed.

## Related Documents

- Acceptable Use Of Electronic Media Policy
- Contracts of Employment

## Authorisation

Jodie Charles  
Signature of President

Jodie Charles  
Name of President

21<sup>st</sup> February 2016  
Date

# Media Relations Policy

Policy Number: 039

Drafted By: Margaret Turnbull

Responsible Person: Secretary

Version: 001/2016

Approved by Executive Committee on: 21.02.2016

Scheduled Review Date: 21.02.2021

## Introduction

Local, state, national and international media are vital partners in achieving the goals of Pine Rivers United Sports Club Inc. In order to maximise the advantages of media presentation and minimise the risks of media misrepresentation it is necessary to establish guidelines for how media contacts will be conducted.

It is not the intention of this policy to curb freedom of speech or to enforce strict rules and regulations. Rather, the intention is to establish a framework for achieving an effective working relationship with the media. The organisation welcomes the opportunity to talk to the media and, through them, to debate issues in the public arena.

In dealing with the media, staff, Committee members and other volunteers should be conscious that they may be seen as representatives of the organisation and should therefore avoid making comments or participating in photo opportunities that may damage the long-term reputation of Pine Rivers United Sports Club Inc.

## Purpose

Pine Rivers United Sports Club Inc. works with the media in order to

- advocate for the goals of the organisation
- promote the work of the organisation
- inform the public of the details of the organisation
- assist in fundraising for the organisation

In order to ensure that these purposes can be fulfilled, this policy regulates the choice of people entitled to speak for Pine Rivers United Sports Club Inc.

The media themselves have a vital role to play on behalf of the community in holding Pine Rivers United Sports Club Inc. to account for its policies and actions. It is important that they have access to officers and members and to background information to assist them in this role.

To balance this, Pine Rivers United Sports Club Inc. must have the capacity to defend itself from any unfounded criticism, and will ensure that the public are properly informed of all the relevant facts (if necessary using other channels of communication).

It is the responsibility of all staff, committee members and volunteers to ensure that effective media relations are maintained in order to achieve the aims of Pine Rivers United Sports Club Inc. Naturally, in doing this, certain legal constraints might apply (e.g. not making comment on current court cases, especially those before a jury).

This policy deals with the day-to-day relationship between Pine Rivers United Sports Club Inc. and the media and does not address how the organisation will work with the media in a crisis, for which separate guidelines are available.

## Core Policy

Pine Rivers United Sports Club Inc. operates on the values of

- **Honesty:** The organisation will never knowingly mislead the public, media, staff or members on an issue or news story.
- **Transparency:** The organisation will promote openness and accessibility in our dealings with the media, whilst complying with the law and maintaining confidentiality when appropriate.
- **Clarity:** All communications with the media will be written in plain English
- **Balance:** Information provided to the media by Pine Rivers United Sports Club Inc. will as far as humanly possible be objective, balanced, accurate, informative and timely.

Pine Rivers United Sports Club Inc. should seek to establish and maintain a good and open relationship with the media. It is important that the organisation works with the media to communicate important public information messages about its work and its goals.

However, contact concerning any significant matter in the name of or on behalf of Pine Rivers United Sports Club Inc. should only be made by staff, Committee members and other volunteers where:

- They have consulted the Executive Committee
- They have the required expertise to speak on the issue under discussion
- They have some experience in media relations.

Where any of these criteria do not apply, staff, committee members and volunteers are recommended to exercise extreme caution and to seek guidance from the most senior staff or executive member available.

#### **Authorisation**

\_\_\_\_*Margaret Turnbull*\_\_\_\_\_

Signature of Executive Assistant

Date of Approval by the Executive Committee    \_\_21<sup>st</sup> February 2016\_\_\_\_\_



# Media Relations Procedures

Procedures Number: 039  
Drafted By: Margaret Turnbull  
Responsible Person: Secretary

Version: 001/2016  
Approved by Executive on: 21.02.2016  
Scheduled Review Date: 21.02.2021

## Responsibilities

The Management Committee shall nominate a Communications Officer to coordinate Pine Rivers United Sports Club Inc.'s relationships with the media.

The Communications Officer, President and the Executive Committee are all authorised to speak on behalf of Pine Rivers United Sports Club Inc.

Other staff, committee members and volunteers are advised to ensure they are properly briefed and guided by the Communications Officer, President or Executive Committee before talking to the media on any issue related to Pine Rivers United Sports Club Inc.

Where information or public comment is requested or required, the Communications Officer shall determine the most appropriate person to respond.

Staff, committee members and other volunteers, and third parties, are encouraged to deliver public presentations that discuss Pine Rivers United Sports Club Inc.'s work and its goals, provided that they make it clear where such presentations are or are not authorised by the organisation.

All staff, committee members and other volunteers must observe Pine Rivers United Sports Club Inc.'s Privacy Policy in relation to client records.

## Processes

Significant statements on behalf of Pine Rivers United Sports Club Inc. shall be made as authorised by the Communications Officer, President or Executive Committee as detailed above.

It should always be made absolutely clear whether the views put forward regarding any issue relating to Pine Rivers United Sports Club Inc. are those of the organisation or of an individual. At all times consideration should be given as to how the correspondence may affect the reputation of Pine Rivers United Sports Club Inc.

The Communications Officer is responsible for:

- Producing and updating a list of key contacts for distribution to local press and radio and TV stations. The Communications Officer can also be contacted for preliminary discussions on any story or if a journalist or researcher is unsure who to approach for a comment.
- Producing the organisation's annual public relations plan, which shall be consistent with the organisation's business plan and marketing plan.
- Coordinating all media conferences for Pine Rivers United Sports Club Inc. All such conferences shall be videotaped by the organisation.
- Authorising all media releases from Pine Rivers United Sports Club Inc. and for mounting them on the organisation's website. All media releases must also be checked and approved by staff in charge of the relevant area before distribution.
- Being involved in any approaches to the media to feature Pine Rivers United Sports Club Inc.'s work.
- Receiving and coordinating a response to all approaches from all national press, radio or TV stations or specialist press.

All staff, Committee members and volunteers are responsible for:

- Providing advice (preferably before the issue becomes public knowledge) to the Communications Officer on any issues that are likely to be complex or contentious or to be sustained for any length of time. In such a situation the Communications Officer will work with the relevant staff and committee members to produce a communications plan which will ensure that balanced, timely information is provided to keep all parties informed.
- Ensuring that no photos of clients, members, employees, or players shall be released to the public via advertising, news media, or internet, or by any other means, without the approval of the Communications Officer, who shall satisfy themselves that the organisation's Privacy Policy has been observed.

- Notifying the Communications Officer of any contact made in the name of Pine Rivers United Sports Club Inc. to the media and providing the name of the reporter or writer and the media outlet they represent.

Any significant media contacts with Pine Rivers United Sports Club Inc.'s staff or members on any issue likely to prove contentious shall, where possible, be videotaped.

Any filming or taping on Pine Rivers United Sports Club Inc.'s property or of the organisation's proceedings by the media is subject to prior permission of the Communications Officer, President or Executive Committee.

Every effort should be made to assist the media in their inquiries. Where media queries involve requests for information that will require substantial staff and/or volunteer work to produce, such work must be authorised by the President. It will usually be necessary to provide information in addition to that which is requested in order to set the facts and figures in context. Requests for detailed information of this nature, whether from the local or national media, should be referred to the Communications Officer.

Pine Rivers United Sports Club Inc. reserves the right to withhold certain sensitive information concerning, say, commercial transactions or governmental negotiations. Any such information will be clearly labelled and clearly notified to relevant staff.

If any unauthorised releases of confidential information do occur, an investigation will take place to establish who was responsible and appropriate action will be taken.

### **Related Documents**

- Privacy Policy
- Confidentiality Policy

### **Authorisation**

Jodie Charles  
Signature of President

Jodie Charles  
Name of President

21<sup>st</sup> February 2016  
Date

# Email Retention and Archiving Policy

Policy Number: 040  
Drafted By: Margaret Turnbull  
Responsible Person:

Version: 001/2016  
Approved by Executive Committee on:  
Scheduled Review Date:

## Introduction

The rise to predominance of electronic communication mandates electronic message management systems comparable to existing hard copy filing systems.

Employees and volunteers of Pine Rivers United Sports Club Inc. acquire no rights in any material, electronic or otherwise, created by in the course of their employment, or accessed on Pine Rivers United Sports Club Inc. equipment.

## Purpose

Electronic document retention management needs to meet multiple objectives:

1. that email retention does not materially degrade IT system performance;
2. that important emails remain accessible for operational purposes;
3. that legal document retention requirements are met; and
4. that *Privacy Act* obligations to delete certain personal information is complied with.

To help employees and volunteers determine what information sent or received by email should be retained and for how long, this policy identifies the broad categories of electronic messages processed by the Pine Rivers United Sports Club Inc. system and sets out the factors to be considered in setting practice guidelines to be adopted in each case.

## Core Policy

Material that should be preserved should be clearly distinguished from material that should be purged from the system.

## Authorisation

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Signature of Executive Assistant

Date of Approval by the Executive Committee \_\_\_\_\_

# Email Retention and Archiving Procedures

Procedures Number: 040

Drafted By

Responsible Person

Version

Approved by Executive on

Scheduled Review Date

## Responsibilities

It is the responsibility of the President to ensure that:

- staff and volunteers are aware of this policy;
- any breaches of this policy coming to the attention of the management committee are dealt with appropriately.

It is the responsibility of all employees and volunteers to ensure that their usage of email conforms to this policy.

## Processes

The first step is to consider whether there is a particular legal obligation to retain the email for a minimum period of time. The email can then be classified for Pine Rivers United Sports Club Inc.'s internal purposes as one of:

1. Material of permanent significance (perpetual)
2. Administrative correspondence (4 years)
3. Fiscal correspondence (4 years)
4. General correspondence (1 year)
5. Ephemeral correspondence (retain until read and acted upon, then destroy)

The email should then be retained for the longer of the minimum legal period and the period set down Pine Rivers United Sports Club Inc.'s internal classification.

## Classification of Correspondence

### 1. Material of permanent significance

Material that requires permanent retention include:

- any material required to be retained in accordance with legal obligations (see further explanation below under the heading, 'Legal Requirements');
- items of historical significance to the organisation;
- emails creating or recording permanent legal relationships; and
- items recording significant policies or precedents.

To ensure material of permanent significance is retained in an accessible format, a mailbox [admin@pineriversunited.org.au](mailto:admin@pineriversunited.org.au) is to be created. Users should copy (cc) to this address when receiving or sending such email. Retention of such material will be administered by the Executive Committee.

### 2. Administrative Correspondence

Pine Rivers United Sports Club Inc.'s Administrative Correspondence includes, though is not limited to, confidential management information, employee-related information, and project-related correspondence.

To ensure Administrative Correspondence is retained in an accessible format, a mailbox [admin@pineriversunited.org.au](mailto:admin@pineriversunited.org.au) is to be created. Users should copy (cc) to this address when receiving or sending such email. Retention of such material will be administered by the Executive Committee.

### 3. Fiscal Correspondence

Pine Rivers United Sports Club Inc.'s Fiscal Correspondence includes all information related to revenue and expense for the organisation. To ensure Fiscal Correspondence is retained, a mailbox [fiscal@pineriversunited.org.au](mailto:fiscal@pineriversunited.org.au) is to be created. Users should copy (cc) to this address when receiving or sending such email. Retention of such material will be administered by the Executive Committee.

#### 4. General Correspondence

Pine Rivers United Sports Club Inc.'s General Correspondence covers information that relates to customer interaction and the operational decisions of the organisation. The individual employee/volunteer is responsible for email retention of General Correspondence where this is likely to be of continuing usefulness. General correspondence may include such things as Instant Messenger Correspondence, which may be saved with the logging function of Instant Messenger, or copied into a file and saved. Instant Messenger conversations that are Administrative or Fiscal in nature should be copied into an email message and sent to the appropriate email retention address.

#### 5. Ephemeral Correspondence

Pine Rivers United Sports Club Inc.'s Ephemeral Correspondence is by far the largest category and includes personal emails, emails dealing with the work of the day, and emails containing information outdated by events. Staff/volunteers may destroy this after reading and acting on the material.

#### 6. Personal Information

##### Legal requirements

##### 1. *Australian Charities and Not for Profit Commission Act 2012 (Cth)*

Section 55-5 requires a registered entity to keep for 7 years written records that correctly records its operations, so as to enable any recognised assessment activity to be carried out. Under section 55-10 a recognised assessment activity includes an activity carried out to assess compliance with the *Australian Charities and Not for Profit Commission Act* and Regulations under that Act.

Citing just two examples of obligations under the *Australian Charities and Not for Profit Commission Regulations 2013*:

- a registered entity must take reasonable steps to ensure its board members disclose any perceived or actual material conflicts of interest of any board members. If a board member was to send an email to the rest of the board disclosing a conflict of interest then this would need to be retained;
- a registered entity must take reasonable steps to ensure its board members do not allow the entity to operate while insolvent. Any email discussion between board members regarding the solvency of the entity (ie its ability to pay its debts as and when they fall due) would need to be retained.

##### 2. Destruction of evidence

Various state and territory laws criminalise the destruction or concealment of a document that is likely to be required in evidence in a legal proceeding.

In Victoria under the *Crimes Act 1958* (Vic) s 254, it is an offence to destroy, conceal or render illegible such a document, or to expressly, tacitly or impliedly authorise another person to do so. This applies to legal proceedings that have been commenced or may be commenced in the future.

The law in Victoria represents a high water mark for such obligations. By contrast, the equivalent offences in the other states require an element of intention to affect judicial proceedings. As such, compliance with the Victorian law should determine the standard complied with by any entity that operates nationally (or otherwise in Victoria).

In New South Wales under the *Crimes Act 1900* (NSW) s 317, it is an offence to suppress, conceal or destroy anything knowing that it is or may be required as evidence in any judicial proceeding, with the intent to mislead any judicial tribunal in any judicial proceeding.

In Queensland under *The Criminal Code* s 129, it is an offence to damage evidence, knowing it is or may be needed in evidence in a judicial proceeding.

In South Australia under the *Criminal Law Consolidation Act 1935* (SA) s 243, it is an offence to conceal or destroy anything that may be required in evidence at judicial proceedings with the intention of influencing a decision by a person whether or not to institute judicial proceedings or to influence the outcome of judicial proceedings (whether proceedings that are in progress or proceedings that are to be instituted at a later time).

In Tasmania under the *Criminal Code Act 1924* (Tas) s 99, it is an offence to wilfully destroy or conceal any evidence, or anything likely to be required as evidence in any judicial proceeding, with intent to mislead any tribunal in any judicial proceeding or to pervert or defeat the course of justice.

In Western Australia under The Criminal Code s 132, it is an offence to wilfully destroy or render illegible any document that is or may be required in evidence in a judicial proceeding, with the intent to prevent it from being used in evidence.

### 3. Correspondence involving intellectual property

Any correspondence that involves the creation of any significant intellectual property rights shall be retained at the discretion of the President. To ensure Administrative Correspondence is retained in an accessible format, a mailbox [ip@pineriversunited.org.au](mailto:ip@pineriversunited.org.au) is to be created. Users should copy (cc) to this address when receiving or sending such email. Retention of such material will be administered by the Executive Committee.

### 4. Correspondence relating to litigation (or anticipated legal proceedings)

When legal proceedings are in process (or reasonably to be anticipated), particular considerations apply to document retention. This would include correspondence relating to any threatened or likely legal action against Pine Rivers United Sports Club Inc., relating to any alleged or likely misconduct by Pine Rivers United Sports Club Inc., its staff or volunteers. It is the responsibility of the President to inform staff should these considerations be applicable and to circulate to staff any relevant changes in policy and procedures.

### 5. Privacy Act 1988 (Cth)

Under the Australian Privacy Principles implemented in accordance with the *Privacy Act 1988* (Cth), an APP entity (ie an entity that is obliged to comply with the Australian Privacy Principles) must take such steps as are reasonable in the circumstances to destroy personal information, or to ensure that the information is de-identified, if the entity no longer needs the information for any purpose for which the information may be used or disclosed by the entity. The *Privacy Act* only applies to information about an individual (ie a human) it does not apply to information about entities. Furthermore, in determining whether the entity has any continuing need for the information is based upon uses that are permitted under the *Privacy Act*, not all possible uses to which the entity may want to put the information. However, this obligation is expressly subject to any obligation at law to retain the information so that an obligation to retain overrides this obligation to destroy.

## Storage

It shall be the responsibility of the President or their nominee to maintain backup discs or cloud back-up, and archiving from the Pine Rivers United Sports Club Inc. email server. The email server should be backed up at least daily. Where physical back-up media is used (rather than cloud storage) then at least once a quarter a set of discs shall be taken out of the rotation and be moved offsite. Email shall not be removed from the offsite backup discs.

## Related Documents

- Acceptable Use of Electronic Media Policy
- Confidentiality Policy
- Network Policy

## Authorisation

Jodie Charles  
Signature of President

Jodie Charles  
Name of President

21<sup>st</sup> February 2016  
Date

# Privacy Policy

Policy Number: 041

Drafted By: Margaret Turnbull

Responsible Person: Secretary

Version: 001/2016

Approved by Executive Committee on: 21.02.2016

Scheduled Review Date: 21.02.2021

## Introduction

The Management Committee of Pine Rivers United Sports Club Inc. is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

## Purpose

The purpose of this document is to provide a framework for [Pine Rivers United Sports Club Inc. in dealing with privacy considerations.

## Policy

Pine Rivers United Sports Club Inc. collects and administers a range of personal information for the purposes of Club Membership, Player Registration, and Employee Records etc. The organisation is committed to protecting the privacy of personal information it collects, holds and administers.

Pine Rivers United Sports Club Inc. recognises the essential right of individuals to have their information administered in ways which they would reasonably expect – protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies and also reflected in our Privacy Policy, which is compliant with the Privacy Act 1988 (Cth).

Pine Rivers United Sports Club Inc. is bound by laws which impose specific obligations when it comes to handling information. The organisation has adopted the following principles contained as minimum standards in relation to handling personal information.

Pine Rivers United Sports Club Inc. will

- Collect only information which the organisation requires for its primary function;
- Ensure that stakeholders are informed as to why we collect the information and how we administer the information gathered;
- Use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent;
- Store personal information securely, protecting it from unauthorised access; and
- Provide stakeholders with access to their own information, and the right to seek its correction.

## Authorisation

\_\_\_\_\_*Margaret Turnbull*\_\_\_\_\_

Signature of Executive Assistant

Date of Approval by the Executive Committee \_\_\_\_21<sup>st</sup> February 2016\_\_\_\_\_

# Privacy Procedures

Procedures Number: 041  
Drafted By: Margaret Turnbull  
Responsible Person: Secretary

Version: 001/2016  
Approved by Executive on: 21.02.2016  
Scheduled Review Date: 21.02.2021

## Responsibilities

Pine Rivers United Sports Club Inc.'s Executive Committee is responsible for developing, adopting and reviewing this policy.

Pine Rivers United Sports Club Inc.'s President is responsible for the implementation of this policy, for monitoring changes in Privacy legislation, and for advising on the need to review or revise this policy as and when the need arises.

## Processes

### Collection

Pine Rivers United Sports Club Inc. will:

- Only collect information that is necessary for the performance and primary function of Pine Rivers United Sports Club Inc.
- Notify stakeholders about why we collect the information and how it is administered.
- Notify stakeholders that this information is accessible to them.
- Collect personal information from the person themselves wherever possible.
- If collecting personal information from a third party, be able to advise the person whom the information concerns, from whom their personal information has been collected.
- Collect Sensitive information only with the person's consent. (Sensitive information includes health information and information about religious beliefs, race, gender and others).
- Determine, where unsolicited information is received, whether the personal information could have been collected in the usual way, and then if it could have, it will be treated normally. (If it could not have been, it must be destroyed, and the person whose personal information has been destroyed will be notified about the receipt and destruction of their personal information).

### Use and Disclosure

Pine Rivers United Sports Club Inc. will:

- Only use or disclose information for the primary purpose for which it was collected or a directly related secondary purpose.
- For other uses, Pine Rivers United Sports Club Inc. will obtain consent from the affected person.
- In relation to a secondary purpose, use or disclose the personal information only where:
  - a secondary purpose is related to the primary purpose and the individual would reasonably have expected us to use it for purposes; or
  - the person has consented; or
  - certain other legal reasons exist, or disclosure is required to prevent serious and imminent threat to life, health or safety.
- In relation to personal information which has been collected from a person, use the personal information for direct marketing, where that person would reasonably expect it to be used for this purpose, and Pine Rivers United Sports Club Inc. has provided an opt out and the opt out has not been taken up.
- In relation to personal information which has been collected other than from the person themselves, only use the personal information for direct marketing if the person whose personal information has been collected has consented (and they have not taken up the opt-out).
- State in Pine Rivers United Sports Club Inc.'s privacy policy whether the information is sent overseas and further will ensure that any overseas providers of services are as compliant with privacy as Pine Rivers United Sports Club Inc. is required to be.



- Provide all individuals access to personal information except where it is a threat to life or health or it is authorized by law to refuse and, if a person is able to establish that the personal information is not accurate, then Pine Rivers United Sports Club Inc. must take steps to correct it. Pine Rivers United Sports Club Inc. may allow a person to attach a statement to their information if Pine Rivers United Sports Club Inc. disagrees it is inaccurate.
- Where for a legal or other reason we are not required to provide a person with access to the information, consider whether a mutually agreed intermediary would allow sufficient access to meet the needs of both parties.
- Make no charge for making a request for personal information, correcting the information or associating a statement regarding accuracy with the personal information.

### **Storage**

Pine Rivers United Sports Club Inc. will:

- Implement and maintain steps to ensure that personal information is protected from misuse and loss, unauthorized access, interference, unauthorized modification or disclosure.
- Before Pine Rivers United Sports Club Inc. discloses any personal information to an overseas recipient including a provider of IT services such as servers or cloud services, establish that they are privacy compliant. Pine Rivers United Sports Club Inc. will have systems which provide sufficient security.
- Ensure that Pine Rivers United Sports Club Inc.'s data is up to date, accurate and complete.

### **Destruction and De-identification**

Pine Rivers United Sports Club Inc. will:

- Destroy personal information once is not required to be kept for the purpose for which it was collected, including from decommissioned laptops and mobile phones.
- Change information to a pseudonym or treat it anonymously if required by the person whose information Pine Rivers United Sports Club Inc. holds and will not use any government related identifiers unless they are reasonably necessary for our functions.

### **Data Quality**

Pine Rivers United Sports Club Inc. will:

- Take reasonable steps to ensure the information Pine Rivers United Sports Club Inc. collects is accurate, complete, up to date, and relevant to the functions we perform.

### **Data Security and Retention**

[Pine Rivers United Sports Club Inc. will:

- Only destroy records in accordance with the Pine Rivers United Sports Club Inc.'s Records Management Policy.

### **Openness**

Pine Rivers United Sports Club Inc. will:

- Ensure stakeholders are aware of Pine Rivers United Sports Club Inc.'s Privacy Policy and its purposes.
- Make this information freely available in relevant publications and on the Pine Rivers United Sports Club Inc.'s website.

### **Access and Correction**

Pine Rivers United Sports Club Inc. will:

- Ensure individuals have a right to seek access to information held about them and to correct it if it is inaccurate, incomplete, misleading or not up to date.

### **Anonymity**

- Allow people from whom the personal information is being collected to not identify themselves or use a pseudonym unless it is impracticable to deal with them on this basis.

### **Making information available to other organizations**

Pine Rivers United Sports Club Inc. can:

- Release information to third parties where it is requested by the person concerned.

## Related Documents

- Records Management Policy
- Confidentiality Policy
- Employment References Policy

## Authorisation

Jodie Charles  
Signature of President

Jodie Charles  
Name of President

21<sup>st</sup> February 2016  
Date

# Privacy Policy – For External Use/Privacy Act Compliance

## Privacy Policy

### Your privacy is important

This statement outlines the Pine Rivers United Sports Club Inc.'s policy on how ***Pine Rivers United Sports Club Inc.*** uses and manages personal information provided to or collected by it.

***Pine Rivers United Sports Club Inc.*** is bound by the Australian Privacy Principles contained in the Commonwealth Privacy Act and is compliant with the Privacy Amendment (Enhancing Privacy Protection) Act 2012.

***Pine Rivers United Sports Club Inc.*** may, from time to time, review and update this Privacy Policy to take account of new laws and technology, changes to ***Pine Rivers United Sports Club Inc.***'s operations and practices and to make sure it remains appropriate to the changing legal environment.

### What kind of personal information does Pine Rivers United Sports Club Inc. collect and how does Pine Rivers United Sports Club Inc. collect it?

The type of information ***Pine Rivers United Sports Club Inc.*** collects and holds includes (but is not limited to) personal information, including sensitive information, about:

- Full Name
- Residential Address
- Date of Birth
- Phone Numbers
- Medical Information

### Personal Information you provide:

***Pine Rivers United Sports Club Inc.*** will generally collect personal information held about an individual by way of Membership Forms, Player Registration Forms and other relevant forms. You do have the right to seek to deal with us anonymously or using a pseudonym, but in almost every circumstance it will not be practicable for us to deal with you or provide any services to you except for the most general responses to general enquiries, unless you identify yourself.

### Personal Information provided by other people:

In some circumstances ***Pine Rivers United Sports Club Inc.*** may be provided with personal information about an individual from a third party, for example Football Brisbane.

### In relation to employee records:

Under the Privacy Act the Australian Privacy Principles do not apply to an employee record. As a result, this Privacy Policy does not apply to ***Pine Rivers United Sports Club Inc.***'s treatment of an employee record, where the treatment is directly related to a current or former employment relationship between ***Pine Rivers United Sports Club Inc.*** and employee.

### How will Pine Rivers United Sports Club Inc. use the personal information you provide?

***Pine Rivers United Sports Club Inc.*** will use personal information it collects from you for the primary purpose of collection, and for such other secondary purposes that are related to the primary purpose of collection and reasonably expected, or to which you have consented.

In relation to direct marketing, ***Pine Rivers United Sports Club Inc.*** will use your personal information for direct marketing where you have provided that information, and you are likely to expect direct marketing: only then you will be sent direct marketing containing an opt out. If we use your personal information obtained from elsewhere we will still send you direct marketing information where you have consented and which will also contain an opt out. We will always obtain your consent to use sensitive information as the basis for any of our direct marketing.

We may use video surveillance for security purposes and the footage will be used only by **Pine Rivers United Sports Club Inc.** and by the providers of our security services for security purposes. Surveillance videos are not used by **Pine Rivers United Sports Club Inc.** for other purposes and the footage is not publicly available. Surveillance cameras are not located in any bathrooms or change room facilities.

#### **Job applicants, staff members and contractors:**

In relation to personal information of job applicants, staff members and contractors, **Pine Rivers United Sports Club Inc.**'s primary purpose of collection is to assess and (if successful) to engage the applicant, staff member or contractor, as the case may be.

The purposes for which **Pine Rivers United Sports Club Inc.** uses personal information of job applicants, staff members and contractors include, but are not limited to:

- for insurance purposes;
- for job applicants, staff members and contractors referrals
- to satisfy **Pine Rivers United Sports Club Inc.**'s legal obligations,

Where **Pine Rivers United Sports Club Inc.** receives unsolicited job applications these will usually be dealt with in accordance with the unsolicited personal information requirements of the Privacy Act.

#### **Volunteers:**

**Pine Rivers United Sports Club Inc.** also obtains personal information about volunteers who assist **Pine Rivers United Sports Club Inc.** in its functions or conduct associated activities, such as to enable **Pine Rivers United Sports Club Inc.** and the volunteers to work together.

#### **Marketing and fundraising:**

**Pine Rivers United Sports Club Inc.** treats marketing and seeking donations for the future growth and development of **Pine Rivers United Sports Club Inc.** as important. Personal information held by **Pine Rivers United Sports Club Inc.** may be disclosed to an organisation that assists in **Pine Rivers United Sports Club Inc.**'s fundraising.

#### **Who might Pine Rivers United Sports Club Inc. disclose personal information to?**

**Pine Rivers United Sports Club Inc.** may disclose personal information, including sensitive information, held about an individual to:

- government departments;
- people providing services to **Pine Rivers United Sports Club Inc.**,  
and
- anyone you authorise **Pine Rivers United Sports Club Inc.** to disclose information to.

#### **Sending information overseas:**

**Pine Rivers United Sports Club Inc.** will not send personal information about an individual outside Australia without:

- obtaining the consent of the individual (in some cases this consent will be implied); or
- otherwise complying with the Australian Privacy Principles or other applicable privacy legislation.

**[We do not use overseas providers of IT services including servers and cloud services.]**

#### **How does Pine Rivers United Sports Club Inc. treat sensitive information?**

In referring to 'sensitive information', **Pine Rivers United Sports Club Inc.** means:

"information relating to a person's racial ethnic origin, political opinions, religion, trade union or other professional or trade association membership, sexual preferences or criminal record, that is also personal information; and health information about an individual".

Sensitive information will be used and disclosed only for the purpose for which it was provided or a directly related secondary purpose, unless you agree otherwise, or the use or disclosure of the sensitive information is allowed by law.

## Management and security of personal information

**Pine Rivers United Sports Club Inc.'s** staff and volunteers are required to respect the confidentiality of personal information and the privacy of individuals.

**Pine Rivers United Sports Club Inc.** has in place steps to protect the personal information **Pine Rivers United Sports Club Inc.** holds from misuse, loss, unauthorised access, modification, interference or disclosure by use of various methods including locked storage of paper records and password access rights to computerised records.

When you use our website, having your cookies enabled will allow us to maintain the continuity of your browsing session and remember your details when you return. We may also use web beacons, Flash local stored objects and JavaScript. If you adjust your browser settings to block, reject or delete these functions, the webpage may not function in an optimal manner.

## Updating personal information

**Pine Rivers United Sports Club Inc.** endeavours to ensure that the personal information it holds is accurate, complete and up-to-date. A person may seek to update their personal information held by **Pine Rivers United Sports Club Inc.** by contacting the Secretary of **Pine Rivers United Sports Club Inc.** at any time.

The Australian Privacy Principles and the Health Privacy Principles require **Pine Rivers United Sports Club Inc.** not to store personal information longer than necessary. In particular, the Health Privacy Principles impose certain obligations about the length of time health records must be stored.

You have the right to check what personal information **Pine Rivers United Sports Club Inc.** holds about you.

Under the Commonwealth Privacy Act and the Health Records Act, an individual has the right to obtain access to any personal information which **Pine Rivers United Sports Club Inc.** holds about them and to advise **Pine Rivers United Sports Club Inc.** of any perceived inaccuracy. There are some exceptions to this right set out in the applicable legislation. To make a request to access any information **Pine Rivers United Sports Club Inc.** holds about you, please contact the Secretary in writing.

**Pine Rivers United Sports Club Inc.** may require you to verify your identity and specify what information you require. Although no fee will be charged for accessing your personal information or making a correction, **Pine Rivers United Sports Club Inc.** may charge a fee to retrieve and copy any material. If the information sought is extensive, **Pine Rivers United Sports Club Inc.** will advise the likely cost in advance.

## How long will the [organisation] keep my information?

Under our destruction and de-identification policies, your personal information that is no longer required will be de-identified or destroyed. In many circumstances, however it will be kept for marketing purposes, as you will have consented to that in writing with us.

## Enquiries and privacy complaints

If you would like further information about the way **Pine Rivers United Sports Club Inc.** manages the personal information it holds, please contact the Secretary. If you have any concerns, complaints or you think there has been a breach of privacy, then also please contact the Secretary who will first deal with you usually over the phone. If we then have not dealt satisfactorily with your concerns we will meet with you to discuss further. If you are not satisfied with our response to your complaint within 30 days from this meeting then you can refer your complaint to the Office of the Australian Information Commissioner via:

- email: [enquiries@oaic.gov.au](mailto:enquiries@oaic.gov.au)
- tel: 1300 363 992
- fax: +61 2 9284 9666

# Social Media Policy

Policy Number: 042

Drafted By: Margaret Turnbull

Responsible Person: Secretary

Version: 001/2016

Approved by Executive Committee on: 21.02.2016

Scheduled Review Date: 21.02.2021

## Introduction

Social media such as Twitter, Facebook, Google+, YouTube and blogging represent a growing form of communication for not-for-profit organisations, allowing them to engage their members and the wider public more easily than ever before.

However, it is also an area in which rules and boundaries are constantly being tested. This policy acts in conjunction with Pine Rivers United Sports Club Inc.'s Media Relations Policy in order to maximise our social media reach while protecting our public reputation.

## Purpose

Pine Rivers United Sports Club Inc. may choose to engage in social media such as:

- Twitter
- Facebook
- Google+
- WordPress/Blogger
- YouTube/Vimeo
- iTunes/Podcasting

Pine Rivers United Sports Club Inc. seeks to encourage information and link-sharing amongst its membership, staff and volunteers, and seeks to utilise the expertise of its employees and volunteers in generating appropriate social media content.

At the same time, social media posts should be in keeping with the image that Pine Rivers United Sports Club Inc. wishes to present to the public, and posts made through its social media channels should not damage the organisation's reputation in any way.

**Due to the fast-moving nature of social media and the constant development of new social media programs, it is important that this policy and its procedures be reviewed at regular intervals.**

## Core Policy

Pine Rivers United Sports Club Inc.'s social media use shall be consistent with the following core values:

- **Integrity:** Pine Rivers United Sports Club Inc. will not knowingly post incorrect, defamatory or misleading information about its own work, the work of other organisations, or individuals. In addition, it will post in accordance with the organisation's Copyright and Privacy policies.
- **Professionalism:** Pine Rivers United Sports Club Inc.'s social media represents the organisation as a whole and should seek to maintain a professional and uniform tone. Staff and volunteers may, from time to time and as appropriate, post on behalf of Pine Rivers United Sports Club Inc. using its online profiles, but the impression should remain one of a singular organisation rather than a group of individuals.
- **Information Sharing:** Pine Rivers United Sports Club Inc. encourages the sharing and reposting of online information that is relevant, appropriate to its aims, and of interest to its members.

Pine Rivers United Sports Club Inc. should seek to grow its social media base and use this to engage with existing and potential members, donors and stakeholders. At the same time, a professional balance must be struck which avoids placing the organisation's reputation at risk.

## Authorisation

Margaret Turnbull

Signature of Executive Assistant

Date of Approval by the Executive Committee 21<sup>st</sup> February 2016

# Social Media Procedures

Procedures Number: 042  
Drafted By: Margaret Turnbull  
Responsible Person: Secretary

Version: 001/2016  
Approved by Executive on: 21.02.2016  
Scheduled Review Date: 21.02.2021

## Responsibilities

The Executive Committee shall nominate a **Communications Officer** to co-ordinate **Pine Rivers United Sports Club Inc.**'s social media management.

The **Communications Officer** will oversee expansion of social media and help to develop the Social Media Strategy in line with the organisation's Media Relations Policy.

Staff and volunteers may, from time to time and where appropriate, post on behalf of **Pine Rivers United Sports Club Inc.** using the organisation's online social media profiles. This is to be done only with the express knowledge and authorisation of the **Communications Officer**.

The **Communications Officer** has ultimate responsibility for:

- Ensuring that all posts are in keeping with **Pine Rivers United Sports Club Inc.**'s core Social Media Policy.
- Ensuring appropriate and timely action is taken to correct or remove inappropriate posts (including defamatory and/or illegal content) and in minimising the risk of a repeat incident.
- Ensuring that appropriate and timely action is taken in repairing relations with any persons or organisations offended by an inappropriate post.
- Moderating and monitoring public response to social media, such as blog comments and Facebook replies, to ensure that trolling and spamming does not occur, to remove offensive or inappropriate replies, or caution offensive posters, and to reply to any further requests for information generated by the post topic.

It is important to maintain the balance between encouraging discussion and information sharing, and maintaining a professional and appropriate online presence.

## Delegation

Social media is often a 24/7 occupation; as such, such responsibilities as outlined above may be delegated by the **Communications Officer** to another appropriate staff member/volunteer.

## Processes

### Posting to social media

Before social media posts are made, volunteers and staff should ask themselves the following questions:

- Is the information I am posting, or reposting, likely to be of interest to Pine Rivers United Sports Club Inc.'s members and stakeholders?
- Is the information in keeping with the interests of the organisation and its constituted aims?
- Could the post be construed as an attack on another individual, organisation or project?
- Would Pine Rivers United Sports Club Inc.'s donors be happy to read the post?
- If there is a link attached to the post, does the link work, and have I read the information it links to and judged it to be an appropriate source?
- If reposting information, is the original poster an individual or organisation that Pine Rivers United Sports Club Inc. would be happy to associate itself with?
- Are the tone and the content of the post in keeping with other posts made by Pine Rivers United Sports Club Inc.? Does it maintain the organisation's overall tone?

If you are at all uncertain about whether the post is suitable, do not post it until you have discussed it with the **Communications Officer**. A few moments spent checking can save the organisation big problems in the future.

## Damage limitation

In the event of a damaging or misleading post being made, the *Communications Officer* should be notified as soon as possible, and the following actions should occur:

- The offending post should be removed.
- Where necessary an apology should be issued, either publicly or to the individual or organisation involved.
- The origin of the offending post should be explored and steps taken to prevent a similar incident occurring in the future.

If the mistake seems set to grow, or to cause significant damage to the organisation's reputation, revert to the Media Relations Policy and What to do in a Media Crisis.

## Moderating social media

The reputation of Pine Rivers United Sports Club Inc. is first and foremost, and this involves maintaining a safe and friendly environment for its members.

From time to time social media forums may be hijacked by trolls or spammers, or attract people who attack other posters or the organisation aggressively. In order to maintain a pleasant environment for everybody, these posts need to be moderated.

Freedom of speech is to be encouraged, but if posts contain one or more of the following, it is time to act:

- Excessive or inappropriate use of swearing
- Defamatory, slanderous or aggressive attacks on Pine Rivers United Sports Club Inc., other individuals, organisations, projects or public figures
- Breach of copyrighted material not within reasonable use, in the public domain, or available under Creative Commons license
- Breach of data protection or privacy laws
- Repetitive advertisements
- Topics which fall outside the realms of interest to members and stakeholders, and which do not appear to be within the context of a legitimate discussion or enquiry.

If a post appears only once:

- Remove the post as soon as possible
- If possible/appropriate, contact the poster privately to explain why you have removed the post and highlighting Pine Rivers United Sports Club Inc.'s posting guidelines.

If a poster continues to post inappropriate content, or if the post can be considered spam:

- Remove the post as soon as possible
- Ban or block the poster to prevent them from posting again.

Banning and blocking should be used as a last resort only, and only when it is clear that the poster intends to continue to contribute inappropriate content. However, if that is the case, action must be taken swiftly to maintain the welfare of other social media users.

The decision to block, ban and remove posts ultimately lies with the Communication Officer, but may, at their discretion, be delegated to responsible staff and volunteers.

## Related Documents

- What To Do In a Media Crisis
- Media Relations Policy
- Privacy Policy
- Copyright Policy

## Authorisation

Jodie Charles  
Signature of President

Jodie Charles  
Name of President

21<sup>st</sup> February 2016  
Date



## What To Do In A Media Crisis

Accidents happen and so do muck-ups, failures, gaffes, bungles, political controversies and many other embarrassments.

When the news breaks, you may find Pine Rivers United Sports Club Inc. in the middle of a media flurry. What you want to avoid at all costs is this flurry turning into a full-blown media crisis that can cause long-term damage to Pine Rivers United Sports Club Inc. and a loss of public confidence.

Whatever it is that has happened to Pine Rivers United Sports Club Inc. – be it accident, muck-up, controversy or legal action – the first priority for Pine Rivers United Sports Club Inc. is to fix it and to ensure there is no continuing danger or risk to the public or any chance of the same thing happening again. And you also need to deal with the media.

### Prepare for the crisis

As well as preparing a risk management strategy it is a good idea for community groups to set up a "crisis communications plan". This will ensure that senior staff, volunteers and committee members know exactly what should happen should Pine Rivers United Sports Club Inc. be faced with a media crisis.

This plan will ensure that Pine Rivers United Sports Club Inc. has:

- An appointed spokesperson/s.
- A process where everyone in the organisation knows who to call should a major incident or media crisis develop.
- An established process where senior staff or Executive Committee Members can gather as much accurate information as quickly as possible.
- A process whereby accurate information can be provided to the media as soon as practicable.

So what happens when the media comes calling about something that has gone wrong and it involves Pine Rivers United Sports Club Inc.?

### Don't run. Don't hide.

The first reaction – and the worst – for most groups is to try to ignore the attention and hope the story will go away. Resist the temptation to circle the wagons or stick your head in the sand. It doesn't go away and as long as what's on display is Pine Rivers United Sports Club Inc.'s failings, you're risking the ongoing haemorrhaging of support for Pine Rivers United Sports Club Inc.

The reality is that Pine Rivers United Sports Club Inc. will end up having to address the issue publicly. The longer it takes, the longer the media and the public believe you have something to hide.

The other reality is that the media will run a story. What you want as much as possible is to influence the nature of that story and ensure that what is run is accurate and fair. It is a bit rich to complain about not having your side of the story aired when you have refused to provide it.

The other theme that you want to stand out is that the incident is not acceptable and not normal and that Pine Rivers United Sports Club Inc. is doing everything in its power to ensure that it's not repeated. Organizations that come out of a media crisis with their reputations intact are those that deal with the issue quickly, effectively, honestly – and just as importantly, are perceived to be doing exactly that.

So how does a small non-profit organization with no money for public relations expertise deal with the situation?

1. **Decide that there is a crisis.** The successful handling of a crisis can be decided in the first hours or days. By recognising early in the piece that you actually have a crisis on your hands, you can start to rectify it. The sooner you take action, the better your chances of coming out with your reputation intact.
2. **Understand who the media represent.** While "the media" is chasing you for details, the people who are going to be most interested in reading or listening to your response will be "the public" – and that means your members, donors, supporters, businesses, sponsors, potential supporters etc. Frame your responses with the real audience in mind.

3. **Decide who will be the spokesperson or public face.** Where possible ensure it is the highest-ranking person (e.g. The President) who has the important mix of authority and access to all the latest information. You also need to have someone who is accessible and available to journalists. You need to stay on top of a crisis, not create a vacuum where yours is the only voice not being heard.
4. **Release as much as you can as quickly as you can.** Sometimes you will be responding to an incident, such as someone getting injured, or a fraud, or a complaint of wrongdoing by an employee, but other times there may be serious and unfounded allegations. The more information you can release that puts the incident in context and puts your side of the story across, the better. And the quicker the better. The sooner you respond and show that you are acting in a sincere, honest and reliable manner, the sooner your voice is listened to and trusted.
5. **Avoid the Bart Simpson defence.** What you emphatically do not do is give the Bart Simpson defence –"I didn't do it, nobody saw me do it, you can't prove a thing."
6. **Say only what you know to be true.** If you don't know the answer, don't guess at it. Be honest and stick to only confirmed information you know to be accurate and correct. If necessary, tell the reporter you don't know but will check it out and get back to them. Better to provide a correct answer than to flail around and guess incorrectly.
7. **Remember that first impressions count.** No matter how much they try not to, the media will come with some sort of preconceived idea which normally boils down to whether you or Pine Rivers United Sports Club Inc. are sinners or saints (in this particular incident or generally). Your attitude, openness and commitment to resolving the issue is important in ensuring they leave with a positive impression.
8. **Work out what you can legally release.** If there are legal issues that come into play, be aware of where the line is drawn on what you can say. Also be aware that many legal advisers will advise you to say nothing at all and that is advice that should be challenged. You have to publicly address the issue, it is only the manner or amount of information that is up for discussion.
9. **Avoid speculation or answering hypothetical questions.** Try to stick to the facts and what did happen, not what might have done. You can fend questions off by saying things such as "I don't want to speculate on that" or "I would prefer not to deal in hypotheticals. What we do know is ....."
10. **Challenge information you know to be wrong.** Don't leave wrong facts out there. If something is running that's wrong, let others know before it becomes common knowledge. Let the media organisation know the information is wrong and let other organisations know so they don't repeat it. Wrong facts left unchallenged are often more damaging than the truth.
11. **Show concern.** You are a community group. Your main mission is to care/service/support the community so you need to be mindful of the feelings as well as the issues. If someone has been badly affected or hurt, mentally or physically, by an action of Pine Rivers United Sports Club Inc., express your concern and demonstrate your compassion.
12. **Don't bother blaming the media.** If there is something wrong, point it out. If you have a different view, point it out. But avoid personal slanging matches. If it is a serious issue you want to be seen to be treating it seriously and dealing with it, not wasting time blaming the media for bringing to light an incident involving Pine Rivers United Sports Club Inc..
13. **Ban the words "no comment".** Forever. Even if you keep repeating the same information you have released. Say: "All I can say is ..." or say "I can't provide that information until I have all the details ..." or "I can't answer that until I have a full report" or "I am happy to try to answer those questions once I have spoken to the right people ..." You never see seasoned media performers respond "No comment". The reason is that it sounds as though you know the answer but don't want to provide it.
14. **Don't run from the cameras.** The one piece of vision you are absolutely guaranteed to see on television that night is the vision of someone running from the media, or shielding their face, or slamming the door in their face. Again, it makes you look like someone who has something to hide. If you have nothing new to add, say that.
15. **Stay calm.** It's important you stay calm under pressure or swap places with someone who can. Anger makes good vision for TV stations and bad news for community groups. Avoid it.
16. **Consider bringing the media into Pine Rivers United Sports Club Inc.** Hold frequent media briefings rather than have reporters camped on the nature strip. It lets them show how you are dealing with the crisis and the difficulties and problems that you face. And that you're human. And that you have nothing to hide.
17. **Talk in common, easily understood language.** Avoid jargon. Speak in a manner that ensures people can actually understand the message you are trying to portray.

## **What if the story is just plain wrong?**

It makes it even more important to react when the story is wrong or malicious. And this does happen. It may not get into print, it may not get on TV but it may cause you some pain dealing with unfounded allegations.

The British Red Cross was recently tainted by allegations that it had overstated the sum raised for Iraqi Kurds in 1991. It hadn't, but that wasn't going to be enough. "We had to very rapidly clarify our position and committed ourselves to carrying out a thorough investigation," the organization said afterwards. "Our supporters are essential to us and it is vital that they remain confident in us."

And that is one of the most important aspects of a media crisis. Community groups rely on their credibility. That's what brings in donations, support, members. It is imperative to come out of any crisis with that credibility and standing intact.