



maccabi
*connecting our Jewish
community through sport*

2018 BOARD MEMBER INFORMATION PACK

WELCOME TO MACCABI AUSTRALIA.

Maccabi Australia together with our member States and affiliated Clubs exist to promote Jewish identity and continuity – connecting our Jewish community through sport.

We are the largest Jewish grass-roots organisation in Australia, boasting a 90-year heritage and 6,000 members ranging in age from 5 to 85 years across over 50 clubs.

Sport has enriched the life of the Australian Jewish Community for more than one hundred years, culminating in the establishment of Maccabi Australia in 1957.

Over the years many events have been associated with Maccabi Australia, including at a national level Carnivals, both Senior and Junior and Maccabi Australia International Games (MAIGS), and internationally, the Jewish Community Centre (JCC) Games, Pan American Games, European Games, and the pinnacle - the Maccabiah Games.

Maccabi Australia has been sending a team to the Maccabiah since 1950 as well as playing a significant role in developing sport locally through carnivals. Importantly Maccabi Australia is a Zionist sports organisation and is focused on strengthening its links with Israel and the Jewish community generally. MAI is part of Maccabi World Union (MWU) who represents some 600,000 members in over 80 countries.

Whatever the nature of the event, a common thread runs through the history of Maccabi– the thread of connecting the community. Maccabi Australia symbolises community, friendship and the competitive spirit. Just as sport maintains an important role in society, Maccabi Australia has and will continue to play an intrinsic part of the fabric of the Australian Jewish Community.

Every week our many members connect and form lifelong friendships via their participation in a Maccabi Club. Opportunities exist for all -from Juniors, through to Open athletes and Masters – the State based Club structure has been set up to support all ages and all skill levels.

With the changing nature of society's consum sport, so Maccabi needed to change. In 2018 Maccabi introduced Maccabi Life, a brand extension promoting health and wellbeing for not only Maccabi Members but the wider Australian Jewish Community.

As a Board Member of Maccabi Australia you will play a key role in assisting the organisation achieve its main purpose - best described as “connecting our Jewish community through Sport and Life”.

This document has been designed to help you gain an insight into the Maccabi organisation, its values, structure and your responsibilities as a Board Member.

We look forward to your involvement and hope you enjoy the experience that Maccabi offers.

OUR VALUES

Maccabi honours the following values:

Respect

This value incorporates respect for oneself, one's body, for others, for the rules and regulations, for sport and the environment. Related to sport, respect stands for fair play, to win with humility and for the fight against discrimination and any other unethical behaviour. Treat others as you wish to be treated.

Teamwork

We recognise that success and excellence can only be achieved and sustained by a deep commitment to working as a team and the practice of focusing on collective rather than individual effort and rewards. Compete with passion and have fun.

Community

We act consciously to inspire the trust of everyone whose lives we touch by modeling the highest standards of honesty and integrity. We carry our Jewishness with pride and behave in ways that make the Jewish community proud.

Volunteerism

We remain accountable to our members and value the work of the volunteers who define our organisation. We will promote open and transparent management processes and always engage in authentic consultation with our stakeholders.

All Board Members are required to commit to uphold these values and indeed promote them and the Maccabi brand in a positive light.

Beyond the Values – the Board has determined that some Principles of behaviour to be used to guide the interaction and engagement of its members. These broad principles are noted below. These guiding principles provide a framework in which to work. This is considered important given that most people are volunteers who come to Maccabi with a different perspective, culture and way of achieving and resolving issues.

Our desire is to set up an organisation that seeks to resolve issues through dialogue...

- **Ask First – seek to understand rather than be understood.**
In other words listen to the views of others and don't prejudge. Try and avoid a predetermination of outcome.
- **Acknowledge the other persons feelings/views**
Be respectful of others and their views. Recognise and reward diversity
- **Recognise that two heads are better than one**
Seek out the opinion of others and ensure that the right people are informed of decisions, outcomes and issues
- **Engage in open/honest dialogue – give constructive feedback at the time** Seek out feedback and provide constructive input so that issues remain on the table – avoid politics. Deal with issues as they emerge

MAI MISSION

Develop and strengthen the Australian Jewish community through sporting, cultural and social activities.

MAI OBJECTIVES

- To perpetuate and preserve the Australian Jewish community by developing and promoting the opportunity for Jewish athletes to share their identity through sport
- To promote participation in sport by providing the opportunity for Jewish athletes to compete in a range of carnivals and sporting events at the state, national and international level.
- To work actively to support programs that embodies the Maccabi ideals of Jewish continuity, support for the state of Israel and excellence in sport.
- To engender community support and trust through a framework of open, transparent and accountable management practices whilst maintaining a “not for profit” objective.

MAI BOARD STRUCTURE

Maccabi Australia’s Board consists of a President, a Treasurer, the President of Maccabi NSW, the President of Maccabi Victoria, President of Maccabi WA, the Chair of the Board of Governors, five additional elected Directors and the option of two further board members co-opted by the Board.

Board Members are generally elected for a 2 year term. It is the Maccabi States who vote on Board Membership.

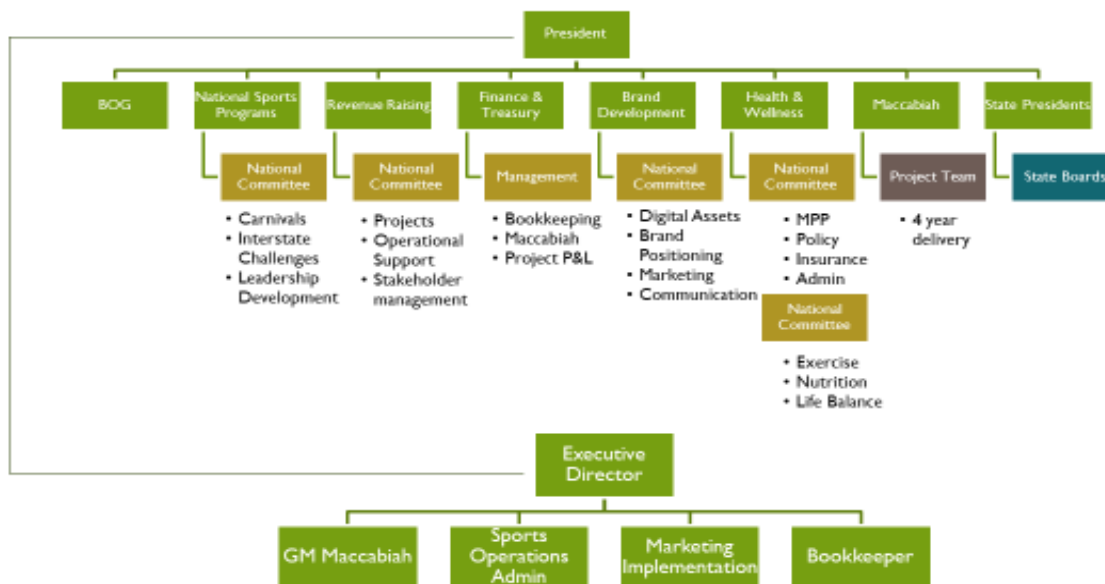
The full Board of Maccabi Australia meets a minimum of six times a year, continuing its commitment to strong governance, sound decision-making and national Jewish strategic leadership.

A portion of the Board will form the Executive team. They will meet on a fortnightly basis to deal with the office administration, detail behind the various projects on foot and to review the priorities of the organisation.

Also, the Board recently recognised the need to maintain the vast Intellectual property that resides with life members and past presidents and as such established the Board of Governors (BOG) – details are noted below.

Finally, the MAI office is run by a full time Executive Director, a full time Sports Development Manager and a part time Bookkeeper. In 2018 a Marketing resource will be engaged.

MAI Board & Office Structure



2018 MAI BOARD POSITIONS

President – Jeff Sher	The formal public face of the organisation for all important matters and the Board’s “orchestra leader”- chair of Board meetings, overviews all portfolios and ensures that the organisation is achieving its objectives and that the board members are working in harmony. Responsible for overseeing the strategy of the organisation
Chairperson/ Head of Delegation – Barry Smorgon OAM	Responsible for the organisation’s ongoing MWU relationship. Engagement with other Jewish organization in Australia To be the ambassadorial head of the next Maccabiah and to assist with fundraising.
Treasury – Sydney Kahn, transitioning to Loren Datt	Responsible for all accounting functions, preparation of monthly financing statements, for funds management and for the development, implementation and management of a national insurance program for MAI and its affiliated entities and clubs. Also responsible for all admin., policy management, governance and legal matters. The Treasurer is the Secretary of Maccabi Australia.
Sport - International – Mikki Silverman	Responsible for Maccabiah, JCC, Pan-Am Games, European Maccabi and all other international sporting events, including policy development, oversight of recruitment of management/volunteers and HODs.

Sport – National inc Leadership – David Cohen	Responsible for all national sporting events undertaken by Maccabi organisation and clubs in Australia. Also responsible for the development of National councils where appropriate, assisting States with national sport programs and responding to the needs of the States. Responsible for ensuring a development program around the volunteers who are integral to the success and delivery of the programs
Sport – Development – vacant	Responsible for developing news ideas around event and product offerings, with a focus on those products that either or both enhance the brand and have revenue earning opportunities, either directly or via partnerships
Revenue Raising – Daniel Parasol	Responsible for the central revenue raising strategies undertaken by Maccabi to ensure that a co-ordinated and planned approach is taken to enhance the Maccabi brand and maximize opportunities. Responsible for developing and implementing strategies to maximize donations from major families and for developing increased income streams for the organisation. Chair of the National Revenue Raising Committee
Marketing and communications – Julian Dunne	Responsible for development and implementation of an effective Maccabi marketing & communications strategy. Responsible for enhancing the Maccabi brand and ensuring universal application across the country. Also responsible for developing and implementing an effective social networking strategy to improve links to and benefits for Maccabi members. Chair of the National Marketing Committee
Health & Wellness inc Governance, MPP, Risk – Phil Sheezel, transitioning to Debbie Rutstein	Responsible for the development of opportunities around Health & Wellness. Responsible for the overseeing and implementation of MAI's Compliance and Governance Requirements, chair the MPP Sub-Committee. Manage the office.
Maccabi NSW – Lauren Ehrlich Maccabi Vic - Brian Swersky Maccabi WA – Justine Sharbanee Maccabi Qld – Josh Magnus (Invitee)	Responsible for management of their State's Maccabi organisation and the development of their affiliated clubs. In addition responsible for providing members of their boards to each of the agreed national committees
Board of Governors – Tom Goldman OAM	Responsible for the management of the Board of Governors

At the first Board meeting after the Annual General Meeting, the Board will confirm the specific accountability of each Board Member across each of the portfolios noted above.

The Maccabi Australia Board of Governors

The Board of Governors (BOG) was reconvened during 2014.

According to the constitution, the BOG shall be established at the discretion of the Board and shall consist of Maccabi Australia Life Members and other individuals as deemed appropriate including past Board Members and other suitable individuals as determined and approved by the Maccabi Australia Board. A senior representative staff member shall also be eligible for inclusion on the BOG or may be appointed by the Chairperson.

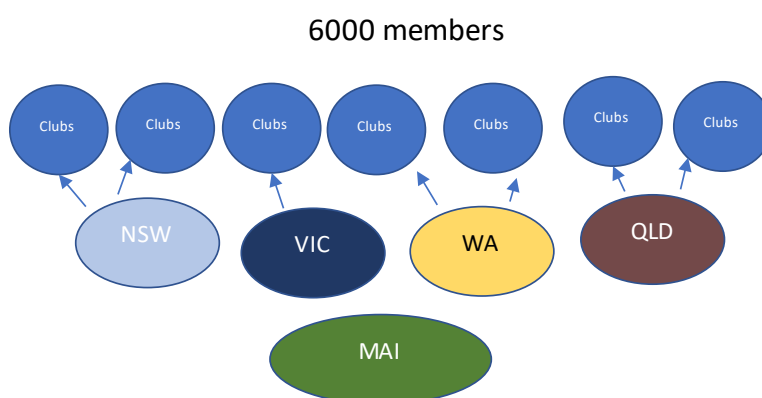
The current Members of the BOG are:

- Tom Goldman OAM (Chair)
- Harry Procel OAM
- Bernie Gold OAM
- Marc Adonis OAM
- Louis Platus OAM
- Jason Steinberg
- Sam Parasol OAM
- Lisa Borowick

The Role of the BOG includes:

- a. Mentoring and coaching of portfolio leaders where appropriate
- b. Passing of IP and History
- c. General counsel
- d. MAI Awards
- e. Community advocacy
- f. Possibly also to act as liaison with affiliates like ECAJ, JCCV etc.

ORGANISATION FOCUS



MAI was developed to enable the organisation to leverage the national capability and to unify the organisation under one banner. The MAI board exists to serve the imperatives of the States and assist them to deliver value and meaning to the Clubs.

The State bodies are responsible for engaging with the clubs to assist with the development of programs and events. The State offices also play a significant role supporting the clubs with administration, governance and membership matters

Each Club has its own constitution and is responsible for the operational management of the club and the competitions, events and training that its members engage in.

The key message here is that MAI is only involved in matters that have national implication and or have universal benefit. The extent of the centralisation of activity is determined by the States.

STRATEGIC OBJECTIVES (Current Year)

As a result of a strategic review that was independently conducted in 2017 a matrix was generated that clearly defined the roles and responsibilities of each the Maccabi stakeholders. The objectives that were defined as the key accountability for MAI are noted in the bottom right hand box of the matrix noted in the table below. These objectives are reviewed at least 3 times a year through the Presidents forum.

To ensure that there is a focus on these objectives and that they are implemented in a timely manner – a Board member is allocated responsibility for the objectives and ensure that there is progress on this to expectation. The management of these objectives is via a National Committee headed up by the MAI board member responsible. More about this in the section that follows

An understanding of the level of Integration between MAI and the States

	State Specific Activity	Common initiatives
Day to day	<ul style="list-style-type: none"> - Club Management - Venue organisation - Newsletters - Financial administration 	<ul style="list-style-type: none"> - Operational implementation of National Committee objectives - National Sport Programs eg Carnival - Digital Assets implementation - Awards
Important projects and campaigns	<ul style="list-style-type: none"> - Club sustainability <ul style="list-style-type: none"> - Financial - Leadership succession - State branding/marketing - National policy implementation - Community Engagement - All Abilities - Pathways - Sport Development 	<ul style="list-style-type: none"> - International Sport Programs <ul style="list-style-type: none"> - Maccabiah - JCC, European Games, Pan AM - National Sport Programs incl Leadership (NC) <ul style="list-style-type: none"> - Carnivals - Interstate Challenges - Health/ Wellness (NC) <ul style="list-style-type: none"> - MPP, Insurance, Thought Leadership - Wellness - National Revenue Raising (NC) - Brand Development & Marketing (NC) <ul style="list-style-type: none"> - Digital Assets eg website - Brand Positioning - Stakeholder communication

MAI Lead with State implementation
 MAI Lead
State Lead
 NC = National Committee

The Strategic objectives for 2017/18 are summarised in the chart below.

VISION STATEMENT	CORE PURPOSE	CORE VALUES		
Develop and strengthen the Australian Jewish community through sporting, cultural, social and wellness activities.	<ul style="list-style-type: none"> • To increase participation in Maccabi by providing opportunity for the Jewish Community to compete in a range of carnivals / sporting events at the club, state, national and international level • To become the thought leader for health and wellness by presenting information, programs and products that are relevant to juniors, open and masters athletes and weekend warriors • To work actively to support programs that embodies the Maccabi ideals of Jewish continuity, support for the state of Israel and excellence in sport 	<ul style="list-style-type: none"> • Respect • Teamwork • Community • Volunteerism 		
Sustainability	Relevance	Centralise Marketing and Communication	Centralised Shared Service	Thought Leadership in Health & Wellness
Strategic Priorities - year a head				
<ul style="list-style-type: none"> • Build an endowment fund to satisfy the needs of the States, Clubs and Members so that the organisation can continue supporting the programs needed to engage the changing demographic • Create a community sports hub eg Virgin Active 	<ul style="list-style-type: none"> • Develop new products eg Swim School • Build sport programs with schools so that Maccabi is their first choice • Create an unstructured event driven Model for Masters • Build on the carnival program to create a youth leadership program 	<ul style="list-style-type: none"> • Use the national and club member database to enable true community engagement • Develop demographically segmented engagement and interaction via planned and pro-active digital communication • Generate revenue raising options using the database and central comms as a vehicle to attract sponsors. 	<ul style="list-style-type: none"> • Build an effective and cost efficient administration /support function across the country • Leverage skills and share knowledge across the organisation to deliver the best outcome for our members 	<ul style="list-style-type: none"> • Develop a "thought leadership" position in the community for Health & Wellness providing information, support and insight to issues such as Obesity, Nutrition, Work/Life Balance, exercise across the demographic, Better Ageing etc • Once a trusted position has been created develop revenue based programs/products eg Life Insurance etc

In 2018, the launch of Maccabi Life, saw the formal introduction of the Health & Wellness strategic imperative. Maccabi Life's will work to offer:

- Access to health and wellbeing content via an online portal;
- Access to education, seminars, and workshops ;
- Development of unstructured sport activities;
- A loyalty program;
- Health and Wellbeing products/services; and
- In time, health and wellbeing centres

Maccabi National Committees

As a result of the need to gain alignment across the Maccabi organisation, to utilise the expertise that exists as centres of excellence and to facilitate the sharing of knowledge, a series of national committees have been created.

National Committees have been established in each of the following areas:

1. Sport Development
2. Brand Development - Marketing incorporating Website, social media and communication
3. Revenue Raising
4. Health and Wellness inc Member Protection Policy (MPP)
5. International Sporting Events eg Maccabiah

These five areas cover the key shared strategic imperatives of the Maccabi State bodies and Maccabi Australia on behalf of the members and clubs. The fourth item was added as an extension of the Member Protection Program in early 2018. A collective view has been formed in relation to extending Maccabi's reach into a thought leadership role in Health & Wellness for the community.

BOARD MEMBER RESPONSIBILITY

Joining any Board generally indicates that you have a strong belief in the values and primary objectives of the organisation you are joining. Furthermore it highlights your interest in providing leadership in your community.

Different to joining a club which is generally done for some personal benefit, joining a Board means (or should mean) putting the needs of the organisation ahead of your own.

It is the Board's job to (on behalf of the community)

- Define and re-evaluate from time-to-time the long-term strategy by which the organisation fulfils its mission and monitor the performance of the organisation in implementing the strategy;
- Approve budgets, financial plans and financial statements; review and approve material capital allocations and expenditures; monitor and ensure the integrity of the organisation's financial reporting processes, internal control systems and audit; hire the independent auditor (if any) and assure itself of the auditor's independence;
- Balance constituency interests in a manner that is consistent with the mission;
- Understand the organisation's risk profile and review and oversee the organisation's management of risks;
- Ensure compliance with all applicable laws, regulations, policies and ethical standards of the organisation;
- Assist in obtaining resources through making personally meaningful financial contributions, fundraising and/or sponsorship;
- Establish the composition of the board and its committees, and determine governance practices;
- Appoint the Executive Director to whom responsibility for the administration of the organisation is delegated; and
- Ensure that the organisation is true to its mission and managed responsibly. This doesn't mean that the Board "manages" the organisation but rather provides oversight to ensure that management is doing its job. For MAI the tasks and roles of staff and Board may intersect, but this in no way absolves the Board members of responsibility for proper oversight.

Ultimately the Board has primary responsibility to set up the organisation with the appropriate processes, structure and governance to ensure its continuity.

AUTHORITY OF THE BOARD

The extent of the board's decision-making authority is set out in the Maccabi Australia Constitution. The board as a group has authority to make decisions for the organisation; individual board directors *do not* have this power, without the consent of the group.

The level of authority delegated to the Executive Director of MAI should be recorded in a delegations policy, describing what types of decisions the ED has authority to make and which matters are reserved for the Board.

RIGHTS OF BOARD DIRECTORS

According to the Australian Sports Commission, board directors have a set of 'rights' that they are entitled to in order to be able to effectively fulfil their legal and moral responsibilities. In relation to sound governance and decision making in sport and recreation, the rights of board directors are to:

- receive or access information from management or staff in a timely manner,
- question management and receive truthful responses,
- access and utilise professional advice,
- have their views heard by fellow board directors,
- claim reimbursement for expenses incurred,
- receive reasonable notice of meetings, and
- receive minutes of meetings in a timely manner.

Insurance

In addition to the above Maccabi Australia has a national Directors and Officers Insurance program in place to mitigate the personal and financial risk that may potentially be associated with a board directorship.

DUTIES OF BOARD DIRECTORS

In summary, the directors' duties are:

- to act with good faith and honesty in the best interests of the organisation. This includes the duty:
 - not to deceive or defraud the organisation, its members or creditors
 - not to make improper use of any information obtained by virtue of their position to gain directly or indirectly any pecuniary benefit or material advantage to himself or herself or any other person or so as to cause detriment to the organisation
 - not to make improper use of his or her position to gain directly or indirectly any pecuniary benefit or material advantage to themselves or any other person or so as to cause detriment to the organisation.
- to act with reasonable care and diligence. This duty requires directors to take an active part in the governance of the organisation and includes:
 - guiding and monitoring management
 - being informed about the organisation, the environment in which it operates and about stakeholders' expectations
 - attending meetings, and preparing for meetings by reading board papers and seeking further information if required
 - making enquiries about any untoward circumstances
 - seeking expert advice if required

- forming an independent and informed view about matters for decision by the board
- ensuring that the organisation is financially sound and does not trade while insolvent
- ensuring that the organisation manages its risks and complies with its legal obligations.

Conflict of Interest

As a board director you must declare any known conflicts of interest prior to accepting a position on the board. You must also advise the Board of any new conflicts of interests as they arise.

Confidentiality

As logic would dictate, the nature and content of many of the discussions undertaken at the board level and amongst board members must be treated with the utmost confidentiality.

Work With Children Check

As a requirement of the Maccabi MPP, all Directors of Maccabi Australia require a valid Working with Children Check

Member Protection Policy (MPP), incorporating Code of Conduct

With a formal Member Protection Policy (MPP) being put in place that commenced roll out during 2014 / 2015, it is be important that every individual and body that forms part of Maccabi within Australia understands that they will be bound by this Policy. As a Director you are required to complete and sign an agreement, which marks your commitment to abiding to the MPP Handbook and agreement to follow prescribed codes of conduct and to follow the procedures outlined therein. You further commit to undertaking formal MPP training.

MEMBERSHIP

Membership with Maccabi Australia, its States and Clubs is open to all Eligible Persons as defined in the Constitution. An eligible person is defined as an individual who is Jewish or has at least one of their parents is Jewish. Maccabi takes advice from a Rabbi in determining whether or not a person is Jewish.

If a Club so elects and its members vote in acceptance, it is able to include in its constitution the option of participants. If a Club does have the participant clause in its constitution, it falls under the purview of their State's Oversight Committee.

Further documentation exists in relation to these Oversight Committees.

ONE TEAM ONE VOICE

Most sporting organisations were formed with the purpose of developing and coordinating grass root activities, encouraging participation and pursuing goal achievement. In this regard the Maccabi organisation is no different; however, it was founded on the basic premise of Jewish Nationalism through sporting prowess, encapsulated in the words of Max Nordau,

"We will renew our youth in our aging years: We will develop wide chests, strong arms and legs, a brave look. We will be warriors. What is lacking physically, we will develop through exercise. But our recovery to health is not only through the body, but also in the spirit, for as Hebrews will attain more achievements in

sport, so will our self-confidence improve. Long lives Sport! Hebrew Sports clubs go forward and bloom".
1898 Max Nordau

Our forefathers realised from the early 1920s the value of sport as a tool in increasing the social interaction of their youth in a Jewish environment. Around the world Jewish spokesmen had proclaimed the value of physical activity in fighting the traditional anti-Semitic view of the Jew as weak and bookish.

"It has a symbolic purpose, for behind it has the aim of keeping the Jewish people together and preserving the creed, perpetuating the faith; it is to prevent the regrettable drift that is making many of our people cease from owing allegiance to the religion of their fathers."

Sir John Monash at the opening of the Maccabean Hall 1923

Intermarriage was the major concern for Australian Jewry as they entered the 1920's. It has been noted in the history journals that it was concern over intermarriage that was the overriding factor in the advent of the Maccabi Games. The limitations of the synagogue were realised by communal leaders who believed that the establishment of communal centres and the fostering of sporting and social activities for young people would provide a rallying point and so help the rising intermarriage rates. Thus the ONE BIG CLUB IDEA developed as a central theme.

No different to the earlier period the Maccabi organisation has a definite agenda to maintain a connection to the Jewish community. However we are faced with many challenges

- Our participation numbers are in decline
- We are struggling to attract young adults to leadership positions
- Fundraising is becoming more difficult
- The perception of Maccabi has diminished recently
- The "Brand" is not valued by many Clubs
- Maccabi does not take up a leadership role in community thinking

And there are many external factors we are up against.....

Despite the fact that the Australian Jewry is growing fast – (increasing by almost 10 percent in the last five years) the community is at risk for a number of reasons identified in a recent Monash study.....

- The cost of Jewish school, which can amount to more than \$15,000 per child per year, is exorbitant. Thirty percent of parents with children under 21 said that these spiralling costs have prevented them from sending a child to a Jewish school.
- Intermarriage is on the rise, with a 30 percent rate registered across the age groups in Melbourne in 2006, in Sydney, 45 percent of marriages between 25-29-year-olds involved a partner who is not Jewish.
- Australian Jewry is ageing faster than other communities because the period of the baby boomer generation coincided with mass immigration to Australia. The survey predicted that by 2020 the over-65 sector of the community would increase by 28 percent.

With this in mind coupled with the societal challenges it is time just like our forefathers to raise the value and profile of the Maccabi organisation in the minds of the Jewish community in Australia. This can however, only be achieved with some meaning if we are bound together in a unified way. Our structure is by nature fragmented and our state biases get in the way of true alignment.

Thus the MAI Board has determined that a *One Team One Voice Objective* is strategic and important for the continuity and relevance of the organisation. Its objective in this regard is to leverage the relevant strengths of the Maccabi sporting bodies around the country to ensure that the organisation is efficient, effective and able to move forward with one mission, one voice.

This will be achieved by:

- An inclusive process where all affiliate members of MAI are represented in the strategic development of the organisation
- Enabling the best use of resources - removing duplication of effort wherever possible – developing central committees to act on behalf of all bodies
- Agreeing to a common set of objectives established through regular strategic reviews
- Consolidating fund raising activity

Board members are expected to consider this important principle in all engagements, activities and work undertaken.

“We are only as strong as we are united, as weak as we are divided.”

J.K. Rowling, Harry Potter and the Goblet of Fire

OPERATIONAL MATTERS

Reporting

Each Director is to provide a report to the ED one week prior to a Board meeting with a brief summary of activities undertaken and a draft of any resolution or action point they wish to bring to the Board for decision. The ED will circulate Board reports at least 3 days before a Board meeting.

There is a standard reporting requirement.

Each Board member is also required to submit a report for the annual AGM.

Meetings

- President’s Forum – Quarterly
 - As an outcome of the strategic review conducted in 2016, it was determined that the Presidents of the Maccabi States be given the role of determining the strategic focus of work undertaken by Maccabi Australia, in so doing confirming their agreement of the key priorities affecting the entire organisation and the need to undertake these activities centrally and once only.
- Board meetings – every 4 – 6 weeks
 - Meetings of the complete Board will focus primarily on sport, but not be limited to sport. These meetings will deal with matters affecting the broader organisation. As

issues arise, where decisions and mandates are required they will be noted on the agenda for decision. All appointed Board Members must attend board meetings in person.

- Executive Management Meetings – Fortnightly
 - The purpose of these meetings is to provide guidance to the ED, prioritise activities, resources and deal with the detail of matters raised at the Board meeting. By the day before the meeting the ED is to have liaised with all Board Members before the Exec meeting and to have provided the Exec members with a written list of matters for consideration.
- Management Meetings –
 - The ED and President are to meet regularly to ensure outcomes are managed in a timely manner. Also a review of priorities will be conducted and feedback provided to the Board of the issues at hand.

Travel Policy

MAI's philosophy is to provide a standard for convenient, safe and efficient travel in order to conduct business on behalf of the organisation;

Where required, travel will be booked by the MAI Office and is the subject to the approval of the ED. To make bookings an email request is to be submitted to the MAI Office at least 3 weeks in advance of the required travel in order to take advantage of advance purchase discounted fares.

Our preferred airline is Qantas.

All MAI office bearers must fly economy class domestically and internationally. Individuals may choose to self fund an upgrade or use points.

Other Travel Related Expenses

Domestic Travel

Where no alternative is available other than an overnight stay, MAI will either prearrange and pay for or reimburse hotel, car and meal expenses which are deemed fair and reasonable as determined by the President and/or the Board.

International Travel

For approved MAI delegates/representatives to Maccabi conferences and meetings or attendance at an International Games, accommodation and transport in Israel will be covered by Maccabi Australia.

Entertainment

Entertainment expenses must be authorised by the President.

Insurance

No domestic travel insurance is taken out on your behalf. Should you travel overseas on behalf of the organisation, Maccabi will take out travel insurance on your behalf.

Record of Expenses

Receipts and accounts for all expenses to be provided to the Treasurer, along with a completed form for reimbursement.

Reservations

Reservations for all travel and accommodation expenses should be made through our travel partner, Goldman Travel Corporation Pty Limited via the MAI Office

Media Policy

In the event of your organisation being approached by the media, the following steps are to be employed:

1. Our primary spokesperson is the President. The Executive Director or the Strategy & Policy Director may respond, in the event that the President is unavailable to speak with the media in the timeframe required, or if they are deemed the appropriate person to make comment. No other staff or Board members are authorised to comment to the media on the organisation's behalf.

2. Any staff or Board member who initially receives a call from a journalist should not put the journalist straight through to our spokesperson. Rather, this script is to be employed:

"Maccabi Australia President, <insert name>, is the only person authorised to speak with the media. They are unavailable right now, but I will arrange for them to call you back as soon as possible. Could I please get your name [if not given already], media outlet and phone number?"

We should also ask: a) for any details regarding the purpose of the journalist's call and any particular questions they would like answered (NB – the journalist may not give much information); and b) if the journalist needs to speak with the President by a particular time (ie is there a particular deadline they need to hear back from us by?)

3. The person who has spoken with journalist must provide an immediate brief to the President and the ED, based on the feedback to the questions in point two above.

Once the spokesperson feels appropriately prepared, they contact the journalist and conduct the interview. We should aim to be speaking with the journalist within a couple hours of their initial call.

Expense Reimbursement

A Board Member may be reimbursed for any reasonable out-of-pocket expenses actually and necessarily incurred from time-to-time in the course of their authorised duty.

A template form is required to be completed and submitted with all receipts attached.

Other Important Information

MAI Affiliations

MAI is a member of:

- Maccabi World Union,
- The Zionist Federation of Australia,
- The Executive Council of Australian Jewry and
- The Australian Sports Foundation.

State & Club Information

The contact details for each state are listed below.

www.maccabi.com.au

Facebook – Maccabi Australia

Maccabi Australia

Ellana Aarons – Executive Director
 Level 1 / 176 Bambra Rd Caulfield South
 Tel. 03 9563 5865
 Mobile: 0411 112 016
ellana@maccabi.com.au

Maccabi New South Wales

Daniel Kresner – General Manager
 White City Tennis Centre
 Alma Street Paddington
 Tel. 0403625540
danielk@maccabi.com.au

Maccabi Victoria

Sheryl Furman – General Manager
 Level 1 / 176 Bambra Rd Caulfield South
 Tel. 03 9563 5885
sfurman@macvic.com.au

Maccabi Western Australia

Haley Koff - Administrator
 Maccabi WA (Inc)
 Email: adminwa@maccabi.com.au
 Office Phone: 08 9375 8785
 Mobile: 0439 937 593

The sports on offer in each State are listed below. Western Australia is currently going through resurgence and focussing back on the club structure. WA is also different to other states in that they own and manage property – the Jewish Centre – in Perth

New South Wales	Victoria	Western Australia
Aquatic Club Basketball East Cricket Junior Futsal Golf Lawn Bowls Monash Soccer Club Netball Eastside Netball – Social mixed Rugby Soccer Junior Maccabi-Hakoah Football Club South East Tenpin Super League Tenpin Swimming Eastside Swimming Northside Tennis Touch Football Triathlon NSW Tenpin	AFL Junior AFL Senior All Abilities Athletics Basketball Cricket Junior Cricket Senior Cycling Football Junior Football Senior Golf Hockey Lawn Bowls Netball Skiing Snooker Squash Swimming Table Tennis Tennis Tenpin Bowling Toastmasters Volleyball Waterpolo	Bridge Chess Junior Cricket Football Junior Football Senior Golf Israeli Dancing Martial Arts Netball Social Club Swimming Table Tennis Tennis
		Queensland
		Social activities