



Duties of officers (including case studies)

The *Fair Work (Registered Organisations) Act 2009* (RO Act) requires officers and employees of registered organisations to meet certain standards of good financial governance. This fact sheet provides an overview of the duties of officers and employees and case studies to assist with the understanding of these duties. It also provides information regarding the financial training that officers must undertake under the RO Act.

This fact sheet does not cover all matters relating to the obligations of officers or employees arising under the Fair Work legislation.

Summary

Part 2 of Chapter 9 of the RO Act contains general duties regarding financial management. The duties include:

- Care and Diligence (section 285)
- Good Faith (section 286)
- Not to Misuse Position (section 287)
- Not to Misuse Information (section 288)

This fact sheet explains who the duties apply to, provides practical examples of how the duties operate and discusses the legal consequences of non-compliance together with possible defences. It also provides case studies of misconduct considered by the Federal Court with descriptions of the facts, the decisions of the court and lessons for the future.

The requirement for officers to undertake financial training, as per Part 2A of Chapter 9, is also discussed further below.



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The Fair Work Commission cannot provide legal advice. If in doubt, obtain independent legal advice as to your obligations under the RO Act.

General duties of officers and employees

Under the RO Act, officers have responsibilities in relation to financial management called ‘general duties’ (duties), which apply in addition to duties in the organisation’s rules. Some of the duties also apply to employees.¹

Why are these duties important?

The duties placed on officers under the RO Act are central to the good corporate governance and effective operation of organisations. They also seek to encourage high standards of accountability of organisations to their members.

They comprise a set of minimum standards of conduct for officers and employees.

The general duties are similar, but not identical, to the obligations of directors of companies under the *Corporations Act 2001*. However there are a number of attributes of registered organisations that mean understanding the duties of a director might not be sufficient to have a full appreciation of the responsibilities of an officer or employee of an organisation.

An officer must meet the minimum standards of conduct as set by the RO Act,² certain other statutes,³ and the common law.⁴ An officer includes a person who holds an office in a division or a branch of an organisation.

¹ The RO Act also imposes a number of other duties on officers and employees of organisations, for example duties regarding compliance with orders and directions of the Federal Court and the Fair Work Commission (the Commission) - refer sections 294 to 303A.

² Sections 285 to 288, 290A RO Act.

³ Including the *Fair Work Act 2009* and the *Corporations Act 2001*. For example, the general duties under the *Corporations Act 2001* may also apply to officers of registered organisations – refer ss9 and 57A(1)(b).

⁴ Sections 285 to 289 and 290A are in addition to any rule or law relating to the duty or liability of a person because of their office or employment in an organisation or branch. This might include other statutes, common law or equitable obligations.



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What penalties apply?

A failure to comply with the general duties can make an officer liable to significant civil penalties in the Federal Court. Serious contraventions can give rise to a civil penalty of up to 1200 penalty units.⁵

Officers who are recklessly or intentionally dishonest may also be liable for a criminal offence, which can include very substantial fines or imprisonment for up to 5 years, or both.⁶

Employees

The duties do not just apply to persons who hold office. The duties in relation to the proper use of position and information⁷ also apply to employees of organisations. Employees who are found to be in breach of these duties may be liable for significant penalties.

Can anyone else be liable for penalties?

A person who is involved in a contravention of the general duties under sections 286, 287 or 288 may also be liable to a civil penalty.⁸ This could be an officer or employee. However, it could also include a person who is not an officer or employee, for example, a professional advisor.

What are the duties? (section 285, 286, 287, 288 & 290A)

The specific duties of an officer will differ in each organisation. Registered organisations are required to have rules which provide for 'the powers and duties of holders of offices in the organisation and its branches'.⁹ However there can be substantial differences in the roles and responsibilities of a particular office between one organisation and another. For example, two organisations may define the role and obligations of a Secretary very differently. Therefore the duties of each officer will depend upon the organisation's rules and practices, the general duties of officers under the RO Act (as informed by the common law) and the relevant facts in each case.

⁵ Section 4AA, Crimes Act 1914 defines the amount of a penalty unit.

⁶ Section 290A, RO Act.

⁷ Sections 287, 288 and 290A(2) & (3), RO Act.

⁸ Sections 286(2), 287(2) and 288(2), RO Act.

⁹ Section 141(1)(b)(i), RO Act.



The general duties in relation to financial management which apply to officers and employees of organisations under the RO Act are:

- **Care and Diligence** (section 285) – officers must exercise their powers and discharge their duties with the degree of care and diligence that a reasonable person would exercise if he or she were an officer holding an equivalent position. This obligation is subject to a ‘reasonable judgment’ rule explained further below.
- **Good Faith and Proper Purpose** (section 286) – officers must exercise their powers and discharge their duties in good faith in what the officer believes to be the best interests of the organisation, and for a proper purpose. This involves the subjective question as to what the officer believes but also the objective question as to whether the conduct discloses a proper purpose.
- **Not to Misuse Position** (section 287) – officers and employees must not improperly use their position to gain an advantage for themselves or someone else or to cause detriment to the organisation or another person.
- **Not to Misuse Information** (section 288) – officers and employees must not misuse information (they have obtained as a result of being an officer or employee of an organisation) to gain an advantage for themselves or someone else or cause detriment to the organisation or another person.

Section 290A also provides that a breach of good faith, or the misuse of position or information, that is done with intentional or reckless dishonesty are criminal offences, which could lead to substantial fines, imprisonment or both.

A table summarising the general duties and penalties can be found at Attachment A.

1. Limits on the scope of the general duties

Section 283 limits the scope of sections 285 to 288 and 290A to the exercise of powers and duties ‘related to the financial management of the organisation or branch’. This means that the general duties do not apply to



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conduct wholly unrelated to the financial management of the organisation. However, other statutory provisions or the common law may still apply to such conduct.¹⁰

Officers' duties are not limited to senior officers

The general duties of officers extend to all officers in an organisation as defined in section 6 of the RO Act. This includes the members of a Committee of Management of an organisation or a branch. Accordingly, each member of a Committee of Management should ensure that they are aware of and comply with the duties set out in sections. 285 to 288 and 290A.

2. Practical example – financial reports

The members of a Committee of Management must exercise care and diligence in dealing with financial matters and in the consideration and approval of financial reports. These duties may be comparable to those of directors in a corporation which have been described as follows:

... each director is expected to ... take a diligent and intelligent interest in the information available to him or her, to understand that information, and apply an enquiring mind to the responsibilities placed upon him or her [including] ... adopting and approving the financial statements. Because of their nature and importance, the directors must understand and focus upon the content of financial statements, and if necessary, make further enquiries if matters revealed in these financial statements call for such enquiries.¹¹

Accordingly if the members of a Committee of Management approve a financial report at the end of a financial year without adequately considering it, and the financial report contains significant errors, potentially they may be liable for a penalty under section 285.¹²

¹⁰ This may include common law and/or obligations under the *Corporations Act 2001* which are similar to the general duties under the RO Act, but are not limited to financial management: see generally *Health Services Union v Jackson (No 4)* [2015] FCA 865, and specifically paragraphs [55] – [59].

¹¹ *ASIC v Healey & Ors* [2011] FCA 717 [Centro] at [20].

¹² *Ibid.*



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Officers' duties include a failure to act (section 285)

The general duty to exercise care and diligence under section 285(1) concerns not only actions, but also a failure to act.

3. Practical example – prior approval of expenditure

The rules of many organisations require a committee to give its prior approval for all non-ordinary expenditure. In those circumstances, the committee plays an important role as gatekeeper to oversee the proper expenditure of monies by the organisation. A failure to act can arise where the members of a committee fail to ensure that senior officers comply with the rules of the organisation regarding the approval of expenditure. If the committee abandons its role and enables a senior officer to incur expenditure without oversight, each member of the committee might be exposed to liability for a failure to exercise care and diligence.

4. Practical example – loans, grants and donations over \$1000

The rules of every organisation must require that every loan, grant or donation over \$1000 has the prior approval of the relevant Committee of Management.¹³ Each officer on a Committee of Management of an organisation or branch must be vigilant in ensuring these provisions are complied with to avoid possible personal liability for a failure to exercise care and diligence.

What conduct might give rise to a breach of the general duties?

It is useful to consider various case studies where the Federal Court has found that certain conduct contravened the general duties under the RO Act. A range of case studies which may be of assistance can be found at Attachment B.

¹³ Refer section. 149 of the RO Act. In rare cases a loan, grant or donation of up to \$3,000 may be made without prior approval to relieve a member (or a member's dependant) in severe financial hardship – but the Committee of Management can overrule such a loan, grant or donation at its next meeting – refer section 149, RO Act.



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Some guidance can be also obtained by considering analogous cases regarding the breach of director's duties under the similar provisions of the *Corporations Act 2001*.¹⁴ However there may be relevant distinctions between the two legislative schemes, which could lead to different results in relation to similar fact situations.

As stated above the Fair Work Commission cannot provide legal advice. If in doubt, obtain independent legal advice as to your obligations under the RO Act.

Are any defences available?

5. Reasonable judgment rule – section 285(2)

The obligation under section 285 to act with care and diligence is subject to a 'reasonable judgment' rule. This rule applies to protect an officer who made a judgment to take, or not take, action if the officer:

- made the judgment in good faith for a proper purpose;
- did not have a material personal interest (conflict of interest) in the subject matter of the judgment;
- informed himself or herself before making the judgment; and
- rationally believed that the judgment was in the best interests of the organisation.

A belief that the judgment was in the best interests of the organisation is taken to be rational unless the belief is one which no reasonable person in their position would hold.

6. Acts required to be taken under statute

It is not a contravention of sections 286, 287 or 288 for an officer or employee to do an act that another provision of the RO Act or the *Fair Work Act 2009* requires that officer or employee to do.¹⁵ However an officer must still act with 'care and diligence' under section 285 in doing an act required to be taken under the RO Act or the *Fair Work Act 2009*.

¹⁴ The provisions under sections 285 to 288 of the RO Act are modelled on sections 180 to 183 of the *Corporations Act 2001* and the link between officers of organisations and directors of companies has long been recognised; see *Allen v Townsend* (1977) 31 FLR 431 at 483 - 489 per Evatt and Northrop JJ; *Health Services Union v Jackson (No 4)* [2015] FCA 865 at [56].

¹⁵ Section 290, RO Act.



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7. Reliance on others

An officer may be entitled to rely upon information, or professional or expert advice, from certain persons on whom they might be expected to rely, if they did so in good faith and after making proper inquiries, and relying on that information or advice was reasonable.¹⁶ This is called a ‘rebuttable presumption’ which means that it is assumed by a court to be true unless proven otherwise.

8. Delegated authority

Section 293 of the RO Act provides that an officer is responsible for the exercise of a delegated power (by a person to whom they have delegated power) as if they had exercised the power themselves.

However, an officer may avoid responsibility for the other person’s conduct if the officer believed, on reasonable grounds:

- that the person would exercise power in conformity with the duties imposed on an officer; and
- in good faith and after making proper inquiry that the person was reliable and competent in relation to the power so delegated.

9. Relief from liability

The Court may¹⁷ excuse a person or organisation from liability if the Court finds that the person or organisation has, or may have contravened, a civil penalty provision but:

- the person or organisation has acted honestly; and
- having regard to all of the circumstances of the case, the person or organisation ought fairly to be excused for the contravention.

¹⁶ Section 292, RO Act.

¹⁷ Section 315, RO Act. Section 316 has additional provisions that only pertain to officers of an organisation.



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What role does the General Manager and the Fair Work Commission play?

The General Manager and the Fair Work Commission aim to provide education, assistance and advice to organisations and their members. The General Manager and the Fair Work Commission also monitor acts and practices to ensure they comply with the RO Act.

Part of that role involves the investigation of possible breaches of the general duties under sections 285 to 288 of the RO Act. The General Manager or the General Manager's delegate can 'make inquiries'¹⁸ and 'conduct an investigation'¹⁹ into, among other things, whether a civil penalty has been contravened, including in respect of the general duties.²⁰

In addition, the General Manager has other compliance tools, including seeking voluntary compliance, issuing rectification notices, and referring possible criminal offences to State and Federal Police.²¹ For more information on this topic, please refer to the Fair Work Commission's [Compliance Policy](#).

What orders can the Federal Court make?

The Federal Court can, on application by the General Manager, make a range of orders, including:

- an order for a person or organisation to pay a financial penalty regarding a contravention of a civil penalty provision of the RO Act (such as sections 285, 286, 287 or 288);²²
- an order for a person to pay compensation to an organisation;²³
- an order to disqualify a person from holding office in an organisation for a certain period.²⁴

¹⁸ Section 330, RO Act.

¹⁹ Section 331, RO Act.

²⁰ Investigations may also be conducted in other circumstances - refer sections 332 to 334.

²¹ Section 336(2), RO Act.

²² Section 306, RO Act.

²³ Section 307, RO Act. An organisation can also apply to the court for a person to pay compensation to the organisation.

²⁴ Section 307A, RO Act.



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Financial training (sections 293K to 293M)

Section 293K of the RO Act requires officers whose duties include duties that relate to the financial management of the organisation or branch to undertake training that covers each of the officer's financial duties.

Training must be approved by the General Manager and must be undertaken 'within 6 months after the person begins to hold the office'. The legislation does not provide for an extension of this timeframe. Officers who are re-elected to the same office (with the same duties) are not required to undertake new training. However if the officer has been elected to a different office, section 293K requires the office holder to undertake fresh training.

The General Manager can grant an officer an exemption from training (on application by the relevant organisation or branch) if satisfied that the officer has a proper understanding of the officer's financial duties within that organisation or branch because of their experience or qualifications.

Given the importance of financial governance to the democratic functioning of organisations and accountability of officers to members, the Commission encourages all officers to regularly update their training and knowledge. In particular if an officer's duties change while in office (for example if the rules of the organisation or branch are changed or the legislation changes), the Commission recommends that the officer undertake additional training which addresses the changes to their duties.

Further information

If you require further assistance regarding the information in this guidance note please contact the Fair Work Commission at regorgs@fwc.gov.au or call us on 1300 341 665.



Attachment A

Summary of general duties regarding financial management

Section	General duty	Applies to	Maximum penalty
CIVIL OBLIGATIONS:			
285	Care and diligence	<ul style="list-style-type: none">officers	Civil penalty: 100 penalty units or 1200 for a serious contravention
286	Good faith & proper purpose	<ul style="list-style-type: none">officersother persons involved	As above
287	Not to misuse position to gain advantage for self or another or to disadvantage the organisation or another	<ul style="list-style-type: none">officersemployeesother persons involved	As above



Section	General duty	Applies to	Maximum penalty
288	Not to misuse information to gain advantage for self or another or to disadvantage the organisation or another	<ul style="list-style-type: none"> officers employees other persons involved 	As above
CRIMINAL OFFENCES:			
290A(1)	Good faith (not to act with intentional or reckless dishonesty)	<ul style="list-style-type: none"> officers 	Criminal offence: 2000 penalty units and/or 5 years imprisonment
290A(2)	Not to misuse position (with intentional or reckless dishonesty) to gain advantage for self or another or to disadvantage the organisation	<ul style="list-style-type: none"> officers employees 	As above
290A(3)	Not to misuse information (with intentional or reckless dishonesty) to gain advantage for self or another or to disadvantage the organisation	<ul style="list-style-type: none"> officers employees 	As above



Attachment B – Case Studies

[Health Services Union v Jackson \(No 4\) \[2015\] FCA 865](#)

10. Key issue

A union sought compensation against a former National Secretary regarding the alleged misappropriation of more than \$1 million.

11. Bankruptcy

Prior to the proceedings the former officer (who had been a National and Branch Secretary) declared bankruptcy. The court allowed the matter to proceed notwithstanding this.

12. Conduct

Neither the officer nor her bankruptcy trustee appeared at the trial. Therefore the evidence of the union was unchallenged. The court found the evidence substantially supported the claims of the union. The court's findings included the following:

- **Credit card expenditure** – the officer expended more than \$300 000 for personal purposes (such as travel, food and entertainment) on union credit cards;
- **Consultant** – the officer engaged a consultant at \$150 000 per year (whether or not he rendered any services) - as a result the union lost more than \$400 000;
- **Legal bill** – the officer engaged a law firm regarding allegations made against herself and charged the fee of \$34 725 to the union without authorisation;
- **NHDA transfers** – the officer transferred more than \$250 000 of the union's funds without authority into an account (the National Health Development Account) controlled by herself, and the funds were primarily used for personal purposes;
- **Cashed cheques** – the officer signed and cashed out about 40 cheques for a total amount of more than \$200 000 in a manner that was unauthorised (except regarding \$100 sitting fees paid to officers to attend meetings);



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- **Overpayment of wages** – the officer received \$67 912 of normal salary when she should have been drawing on her accrued entitlements (for example by receiving her normal salary while on holidays without drawing on her annual leave entitlement).

13. Contraventions and compensation

The Court ordered the officer to pay compensation of more than \$1.4 million for damage she caused the union due to her multiple contraventions of section 287 (improper use of position to gain an advantage for herself and/or to cause detriment to the organisation).

14. Practical implications

The case demonstrates that officers cannot use members' funds for personal expenditure. It also demonstrates that an organisation itself can apply for a compensation order under the RO Act.

15. Quote from the case

[90 and 91] ... [The officer] ... appears to assume that the expenditure of members' funds to advance factional causes would, in some way, be beneficial to them ... This mindset readily evolves into a pervasive sense of entitlement, on the part of the office holder, to utilise the Union's resources to advance his or her personal interests.



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General Manager of the Fair Work Commission v Thomson (No 3) [2015] FCA 1001

General Manager of the Fair Work Commission v Thomson (No 4) [2015] FCA 1433

16. Key issue

A former National Secretary of the Health Services Union misused the funds of the union for a range of personal purposes - including using the union's funds in the 2007 Federal election to gain a seat in the Australian House of Representatives.

17. Allegations

It was alleged that the former officer used the union's funds to make personal purchases, attempted to conceal the nature of those purchases, directed the union's employees to work on his election campaign whilst employed working for the union and caused the union to enter into sponsorship agreements and to make donations without proper authority.

18. Decision

The Court held that by using the union's funds to make purchases for his own benefit, including hiring escorts and paying for personal travel and accommodation, the former officer contravened section 287 (improper use of position to gain an advantage for himself and/or to cause detriment to the organisation). The former officer was also found to have contravened section 286 (good faith and proper purpose) by seeking to conceal the true nature of transactions by directing staff to record his personal purchases incorrectly as 'meeting expenses' or 'telephone conferences'. The former officer had an obligation to correctly record the true nature of those payments.

The Court also found that the former officer breached his duties under sections 285, 286 and 287 when he directed two employees of the union to work on his political campaign for the 2007 Federal Election (while the employees were paid by the union) and when he caused the union to make donations, enter into sponsorship agreements and pay for postage and advertising expenditure to benefit his election campaign without proper authority.



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19. Contraventions, penalties and compensation

The former officer was ordered to pay compensation to the organisation of over \$230 000 plus interest of more than \$146 000 within 74 days of the judgment. He was also ordered to pay a penalty of \$80 050 for multiple contraventions of sections 285 and 287 within 74 days (noting that the penalty would be higher if not paid within that period).

20. Practical implications

This case highlights the significant penalties and compensation orders that officers may face for misusing the funds or resources of an organisation (such as the employees of an organisation) for personal gain. It also highlights the importance of accurate record keeping and the correct authorisation of loans, grants and donations.

21. Quote from the case

[97 of [2015] FCA 1001] ... When it is realised that the respondent himself had only recently moved into the [Dobell electorate] ... with the general project of increasing his own profile in the community to further his own political career, the potential for a conflict of interest to have arisen is all too obvious. ... I would infer that his decision to commit the funds and staff resources of the HSU to Coastal Voice, a group which he himself established, was substantially influenced ... by the advancement of that general project. In short [he] ... used his fiduciary position to benefit himself ... That was a conspicuous impropriety.



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General Manager of Fair Work Australia v Health Services Union [\[2014\] FCA 970](#)

22. Key issues

Senior officers of a branch ignored financial controls and some gained a financial benefit.

23. Conduct

Three branch officers (President, Secretary and Assistant Secretary) signed blank cheques and gave their electronic PINS for the payment of branch expenditure to an unelected employee contrary to the rules of the organisation. The Secretary and Assistant Secretary also had the branch pay personal travel expenses for themselves and their partners to attend a wedding. The Branch Secretary also:

- paid \$15 000 to himself and \$5000 to another employee without authorisation;
- allowed an unelected employee to sign cheques for the branch contrary to the rules;
- failed to retain documents for a reimbursement of \$4128 of credit card expenditure;
- failed to seek and/or obtain authorisation for annual leave he took or cashed out.

24. Contraventions, penalties & compensation

The court:

- found the former President contravened section 285 twice and ordered a penalty of \$4505;
- found the former Assistant Secretary contravened section 285 three times, section 286 once and section 287 once and ordered a penalty of \$6720;
- found the former Secretary contravened section 285 six times, section 286 once and section 287 once and ordered a penalty of \$18 262 (and the court also ordered the officer to pay compensation to the branch of \$26 779.40 including interest).

25. Applications for relief from liability under section 315

The former President and Assistant Secretary sought relief from liability under section 315 (which gives the court that discretion if satisfied a person acted honestly and, in the circumstances, such relief should be granted). The court refused the applications on the basis that it had been unreasonable for those officers to ignore the branch's financial controls.



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26. Contrition

The court noted the genuine contrition of the former Assistant Secretary and the penalty ordered against him included a discount to reflect that.

27. Practical implications

This case highlights the need for adherence to proper controls in the financial administration of organisations. It emphasises the important role of officers as gatekeepers to ensure the proper expenditure of members' funds and compliance with the rules of the organisation.

28. Quote from the case

[137] The proper functioning of the Branch depends on its [elected] leaders using their experience to ensure that the Branch is administered properly. They provide the example to junior officials and staff of the need to comply with ordinary standards of diligence and competence. By ignoring the financial controls in place, the [former President] ... sent a message to other officials and staff that it was acceptable to ignore the rules if they were inconvenient.



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General Manager of the Fair Work Commission v McGiveron [2017] FCA 405

29. Key issue

Senior officers had a conflict of interest when considering a redundancy and the purchase of two vehicles.

30. Conduct

Two officers (a Branch Secretary and the next Branch Secretary) arranged for the branch to purchase two luxury vehicles worth more than \$300 000 in total, allegedly for their personal use, without the approval of the Branch Committee of Management (BCOM).

In addition:

- the first Secretary proposed and voted for a more generous redundancy policy at a BCOM in circumstances where:
 - the new policy was likely to, and did, benefit him when he left the branch; and
 - he did not declare a conflict of interest or absent himself from voting on the policy at the BCOM;
- the next Secretary:
 - approved a termination payment to the former Secretary of over \$348 000 without proper authority;
 - had the branch pay for personal expenditure items (a restaurant meal, car hire and attendance at a football function);
 - did not inform the Branch Finance Committee and/or the branch auditor of the purchase of the luxury vehicles from October 2012 to February 2014.

31. Contraventions and penalties

The court found:

- the first Secretary contravened section 285 once and section 286 twice, and was ordered to pay a penalty of \$16 000 (discounted to \$11 000 if paid in 74 days);
- the next Secretary contravened section 285 five times, section 286 five times and section 287 three times, and was ordered to pay \$49 900 (discounted to \$27 300 if paid in 74 days).



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32. Practical implications

Officers have a positive duty to avoid conflicts of interests in the decisions they make. This case highlights the significance of personal interest disclosures and the impropriety of expending the funds of an organisation for personal benefit. The potential penalties for serious contraventions of the general duties of officers have also now increased and if these contraventions occurred now the penalties could exceed \$250 000 for each contravention.

33. Quote from the case

[121] ... Senior union officials ... who have the power to control or influence outcomes, including outcomes that might benefit them or others close to them personally in the running of union affairs and have the duty to act in good faith and for proper purposes, must understand that they will feel the full weight of the law if they deliberately contravene the law governing their conduct as union officials.



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General Manager of the Fair Work Commission v Musicians' Union of Australia [2016] FCA 302

34. Key issues

The union and two of its branches failed to prepare and lodge financial reports for many years and the Federal Secretary failed to discharge his duties to remedy this.

35. Conduct

For many years the organisation and two of its branches failed to prepare a General Purpose Financial Report (GPFR), provide a full financial report to members and present the full financial report to prescribed meetings. Such failings led to contraventions of sections 253, 265, and 266 of the RO Act.

The former Federal Secretary of the organisation also admitted that he had contravened his duty to exercise care and diligence (section 285) by failing to attend to the organisation's compliance with these requirements.

As the conduct was admitted by the organisation and the officer, the issue for the court was the penalties which should be imposed for the admitted contraventions.

36. Contraventions and penalties

The Court ordered the organisation to pay total penalties of \$76 500 and the former Federal Secretary to pay total penalties of \$17 000 within 134 days.

In deciding upon the above penalties, the court considered the small size and resources of the organisation, its prior good record, its contrition, the steps taken by the organisation to minimise the prospect of such contravening conduct occurring in the future, and its cooperation with the Fair Work Commission.

The Court also considered that the former Federal Secretary only worked with the organisation on a part time basis and that over a period of five years he had sole responsibility for the records and accounts of the organisation and its branches.

These considerations were balanced against the fact that the organisation and the officer were regularly reminded of their obligations under the RO Act and prior legislation and were urged to attend to them. This led the Court to conclude that the conduct was wilful, as distinct from inadvertent. Having regard to the inaction of the organisation and the officer in the face of repeated reminders, and the seriousness of these



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requirements under the RO Act and prior legislation, the Court considered that the above penalties were justified.

37. Practical implications

This case demonstrates the importance the court places on proper financial administration and the obligation of the relevant officers to ensure that these requirements are met.

38. Quote from the case

[25] ... the scale of [the organisation's] contraventions make specific deterrence an important consideration for the court.

[26] So too is general deterrence an important consideration... Were this proceeding to have no other consequence, if it alerts other small organisations to the importance of compliance with the RO Act it will have served a salutary public purpose...

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This guidance note is not intended to be comprehensive. The Fair Work Commission does not provide legal advice. Users must rely upon the relevant legislation, which is set out in the *Fair Work (Registered Organisations) Act 2009*, the *Fair Work Act 2009*, the *Fair Work (Transitional Provisions and Consequential Amendments) Act 2009* and the *Fair Work (Registered Organisations) Regulations 2009*.