Dragon Scales Three

Club Management and Governance

Contents:

Updated April 2015

Incorporation

A club does not need to be incorporated, but incorporation can protect members in certain situations and give the club the right to sign contracts, lease premises, apply for grants and funding, and operate bank accounts. Otherwise, the club will need to be auspiced by another club.

Information about incorporation can be found at www.fairtrading.qld.gov.au

All information, forms, and rules regarding incorporation can be found on the link below:

This is the link for the incorporation form (you will need Adobe to access these forms) http://www.fairtrading.qld.gov.au/oft/oftweb.nsf/web+pages/8CB042C9E3B449F04A256B57000A6A02?OpenDocument&L1=Forms

Incorporation Requirements

Once the Certificate of Incorporation has been issued, the association must:

- Obtain a common seal (rubber stamp) with the association's full name (including the word "Incorporated" or "Inc.") and the words "Common Seal".

- Open an account in the association's name. The Bank, Building Society, or Credit Union may require a copy of the rules and/or wish to sight the original Certificate of Incorporation. The people who are appointed signatories to the account will need to comply with the identification requirements of the financial institution.

- Obtain public liability insurance cover by contacting DBQ Insurance Director insurance@dbq.com.au

- Keep a set of books to record the financial transactions of the association and a register of members and committee members. DBQ Smart space database will act as register of members.

- A folder or book to keep minutes of committee meetings and general meetings must also be kept.

- Arrange with the Registrar of Titles for property that is registered in the name of trustees to be transferred to the association.

Constitution

If you are going to incorporate your club, you will need to adopt a constitution. You can write one from scratch, but the Department of Fair Trade has a Model Constitution on their site.

Hint: if you adopt the Model Constitution, your application for incorporation will go through quicker. You can adapt the Constitution down the track, if you need to. There is information on Fair Trading's website about this process.

Model Constitution can be found in this link:
http://www.fairtrading.qld.gov.au/OFT/OFTWeb.nsf/web+pages/BA230CAE88FD808E4A256B57000FCE8D?OpenDocument&L1=Forms

Club Management

Your club has been set up, got all your equipment, signed up enough people to paddle a boat and have elected a management committee, now comes the task of keeping the club running.
Here are few things that may help you build and maintain a successful club:
1. A guide to running meetings
2. Meeting organisation
3. The meeting
4. Volunteer management
5. Documentation templates
6. Sponsorship
7. Planning – Strategic and Business
8. Privacy
9. Risk Management
10. Financial Management
11. Club Development Network

You can do as much or as little of these items to run your club. These are just suggestions to make your club as effective and well run as possible.

Management – Corporate Governance

Effective corporate governance protects the rights of members and stakeholders and assists the continued success and growth of your club or association.

Good corporate governance is all about planning, developing goals and objectives, performance and leadership. It allows clubs to be better managed and more efficient, improve communication, assist with club growth and sustainability, increase membership, enhance a club's reputation, and keep members satisfied.

People who stand for management committee positions need to know and understand their responsibilities, as well as the key operational aspects of their club/association.

The key to club's success is to have a committee that is manned by organised and efficient people. A committee is there to make decisions and is responsible for the over all management and running of a club.

Running a club is not easy and a committee needs to:
- Understand their role

- Conduct efficient meetings
- Plan for the club's future
- Prudently manage the club's finances
- Market and promote the club
- Seek sponsorship and grants
- Effectively manage events
- Manage the club facilities
-

Management Committee

A committee should have a president, (chairperson), a secretary to deal with administration and a treasurer to deal with finances.

If your club is small, it is okay to combine the duties of the secretary and treasurer. It is useful to have a deputy to chair meetings when the president is absent.

A committee can be as big or as small as you require, however it is a good idea to keep it as small as possible! To do this, work out the main areas of responsibility, e.g. fundraising, social - THEN determine the size of the committee. You can determine how long each position is held for – most clubs elect their committees at an Annual General Meeting.

Your club's Constitution will outline the type of management committee positions your club has, term duration and how to elect members and your constitution's by-laws will outline the job descriptions.

Normally, when elections for management committee positions are held, club members nominate, however, in this start up phase, most people do not know each other. At the second organising committee meeting, ask people to volunteer for management positions until an AGM is held allowing club members to nominate.

President

The President is the principle leader of the club and has overall responsibility for the administration of the club. Club members elect the President.

The President sets the overall annual committee agenda (consistent with the views of members), helps the committee prioritise its goals, and then keeps the committee on track by working within that overall framework. At the operational level, the major function of the President is to facilitate effective committee meetings.

Responsibilities and Duties

- Manage committee and/or executive meetings
- Manage the annual general meeting
- Represent the club/group at local, regional, state and national levels
- Act as a facilitator for club/group activities
- Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members.

Knowledge and Skills Required

- Can communicate effectively
- Is well informed of all organisation activities
- Is aware of the future directions and plans of members
- Has a good working knowledge of the constitution, rules and the duties of all office holders and subcommittees
- Is a supportive leader for all organisation members.

Secretary

The Secretary is the chief administration officer of the club. This person provides the coordinating link between members, the management committee and outside agencies. The roles and responsibilities of the Secretary vary greatly from club to club and experienced secretaries will tell you that their duties often expand beyond what is normally expected of the Secretary.
The Secretary is directly responsible to the President and members of club.

Responsibilities and Duties

- Prepare the agenda for club/group meetings in consultation with the Chairperson
- Make arrangements including venue, date, times and hospitality for club meetings
- Send adequate notice of the meetings
- Collect and collate reports from office bearers
- Call for and receive nominations for committees and other positions for the club/group AGM
- Take the minutes of meetings
- Write up the minutes as soon as possible after the meeting
- Read, reply and file correspondence promptly
- Collate and arrange for the printing of the annual report
- Maintain registers of members' names and addresses, life members and sponsors
- Maintain files of legal documents such as constitutions, leases and titles
- Act as the public officer of your club/group liaising with members of the public, affiliated bodies and government agencies.
- With Associations - process transfer applications; enter teams in competitions; represent your club/group at Association meetings; obtain Association sanction for club/group events; communicate information between Association and club/group members, such as event deadlines.
- Other tasks: handle bookings and entries; supervise uniforms; respond to general duties as directed by the club/group committee.

Knowledge and Skills Required

- Can communicate effectively
- Is well organised and can delegate tasks
- Can maintain confidentiality on relevant matters
- Has a good working knowledge of the Constitution.

Treasurer

The Treasurer is the chief financial management officer for the club. The Treasurer does not have to be an accountant, but it helps if this person has some skill with money management.

The Treasurer is directly responsible to the President and members of club.
The Treasurer may chair the Finance Committee at larger clubs/groups or associations.

Responsibilities and Duties

- Prepare a budget and monitor it carefully
- Keep the club's books up-to-date
- Keep a proper record of all payments and monies received
- Make sure financial reports are available and understood at all committee meetings
- Show evidence that money received is banked and documentation provided for all money paid out
- Ensure that information for an audit is prepared each year
- Arrange the audit
- Give Treasurer's report at regular meetings and when required
- Produce an annual financial report
- Send out accounts
- Pay the bills.

Knowledge and Skills Required

- Well organised
- Able to allocate regular time periods to maintain the books
- Able to keep good records
- Able to work in a logical orderly manner
- Aware of information, this is needed to be kept for the annual audit

Other positions

Other management committee positions can include:

- Vice president/chair person
- Club manager
- Publicity
- Sponsorship
- Club Registrar (can be performed by Secretary)

Meeting Guide

A part of running any club or organisation is having regular meetings. A well-organised meeting avoids unnecessary waffle and time wasting, and ensures issues and items that need addressing and actioning are addressed.

Here are a few tips to running a successful meeting:

- *Structured discussion* – There is plenty of talk on the point being discussed. If discussion strays, it is the role of the chair or president to bring the meeting back to order.
- *Commitment to tasks* – every member understands their role clearly and is committed to it.
- *Active listening* – actively listen to each other. Give people's ideas fair hearing and do not get distracted by unrelated discussions.
- *Deal with disagreements* – do not evade disagreement. If there is a disagreement or problem, use the group's energy to focus on it, not the person.
- *Transparency and honesty* – if you disagree with something, speak up. A sign of a weak group is letting things fester and not dealing with issues at the time.
- *Respect and recognition* – make sure people are not personally attacked. Focus on overcoming problems and issues.
- *Leadership* – make sure no one person dominates the meeting. A good committee allows the leadership to shift and use people's specific abilities and skills.
- *Avoid power struggles* – being part of a club or committees is not about personal control; it is about teamwork.
- *Teamwork* – be conscious of team effectiveness and group work.
- *Acknowledge weaknesses and embrace strengths* – be prepared to acknowledge the group's weakness and work to fix them.

Meeting Organisation

Check with your club's Constitution, because it may have specific information about meeting procedures.

The President or Chairperson's role

- control the meetings,
- accept motions and amendments,
- rule on points of order
- see that the wishes of the meeting are
- Carried out correctly and expediently.

A person in the chair leads but does not direct. Although he or she controls procedure and conduct, that person is in charge of the meeting that is conducted for the benefit of the members.

Before the Meeting

- Planning is essential. Before the meeting discuss the agenda with the secretary to determine what should be accomplished;
- Know the constitution and standing orders for the conduct of meetings.
- Departure from any special rules of procedure could make the business of the meeting invalid
- Act as host – meet and greet your members. You are responsible for making them feel welcome and wanted.

At the meeting

- Don't sit in the 'chair' until you are ready to start the meeting
- Follow the agenda strictly, unless directed otherwise by the meeting.
- Know the order of the agenda
- Keeps the meeting moving in the desired direction? Be firm but tactful when members deviate from the issue under discussion
- Try to be impartial – be there for the benefit of the meeting
- Listen attentively and keep a concise summary of proceedings
- Attempt to get all members to contribute to the meeting
- Ensure that there is fair discussion on each issue and that all points are expressed before the meeting is called upon to vote
- Direct the order of speaking – mover first, then others, alternating between speakers for and against a motion;
- Rule on points of order
- Be enthusiastic – zest instills enthusiasm into the members
- Attempt to keep the meeting moving, don't have any awkward breaks
- Arise and leave the chair at the end of the meeting or the beginning of any recess.

Handy phrases – talk the talk, walk the walk

A chairperson should have the following phrases on the tip of his or her tongue:

- "Will someone please move a motion?"
- "A seconder for the motion, please?"
- "Will members please vote?"
- "All in favour please say 'aye'."
- "All against please say 'no'."
- "I think the 'ayes' have it."
- "I think the 'noes' have it."
- "Members, what is your wish?"
- "I suggest..." (here suggest a motion,
- amendment or course of action)
- "I rule the amendment out of order."
- (or such other ruling as is necessary)
- "Thank you members."

Formality

- A meeting does not have to be formal and the chairperson or president dictates how the meeting will run.

Open the meeting at the arranged time.

- Declare the meeting officially open. Once this has been done, the business of the meeting will be recorded
- Identify the meeting by quoting specific title and class of it, e.g. make the opening a firm statement. "I declare this regular… (Monthly) meeting… open".

Attendance and Apologies

- Record all members present;
- Introduce any visitors or special guests and formally welcome them to the meeting
- Call for apologies. Ask for a formal motion that apologies be accepted.

Minutes

- A request for any corrections to the minutes of the previous meeting (amend if necessary) and then call for the motion. "It is the wish of the meeting that I sign these minutes (as corrected, if they were amended) as a true and accurate record of the previous meeting held on… (Date)."
- This is the confirm to accuracy of the previous meeting's minutes (it would take too long to read through the minutes from the last meeting)

Agenda Format

Matters arising from the minutes

- List matters to be decided on the agenda
- Discussion should be confined strictly to matters in the minute that will not be covered in reports
- Matters arising from the minutes are usually confined to specific questions or actions someone was appointed to take.

Correspondence

- The secretary/admin director presents a list of inward and outward correspondence, in chronological order and put it to the meeting;
- A formal motions is requested "that all inward correspondence be received and "that outward correspondence be approved"
- No discussion should be allowed before the motion is presented
- The secretary should read to the club or group, the date, MEANINGFUL contents of the letter and the signatory; and
- Any member may request that the whole context of the letter be read to the meeting.

Reports

The Treasurer

The Treasurer presents the regular financial report

Any discussion arising from the report – "The report is now open for discussion"

A formal motion is needed of a list of all accounts for payment to be paid, as it is a legal requirement for audit

A formal motion is needed to adopt the report. "That the report be received"

Committee

These reports should be brief

The committee chairperson should present them beforehand (in writing) and during the meeting, so that they can be incorporated into the minutes.
If you can insist on written reports, you will speed up your meetings.
WHAT? WHY? WHO? WHERE? WHEN? HOW? HOW MUCH? RECOMMENDATIONS.
Discussion and action may follow each report; and
Each report must be adopted after presentation and discussion. “That the report be received”. No seconder is required.

Other
These should be brief and deal with specific topics.

General Business

The chairperson can decide whether a point should be discussed, although only relatively minor points can be brought up
Notice of motion for the next meeting may be brought up with a written copy of the motion, signed and dated, being handed to the secretary
The chairperson should restrict discussion to the interest of the meeting.

Next Meeting

Discuss the time, date, and venue for the next meeting to ensure everyone knows the details.

Closure

This is the signal to say that no further business is being conducted at the meeting
The time for winding up proceedings is up to the chairperson
The chairperson should close the meeting when there is no further business or when continuing would serve no worthwhile purpose
The normal way of closing is for the chairperson to rise, thank members for their cooperation, thank visitors, wait for silence and announce, “I declare this… meeting of the… closed”
The chairperson should emphasise that the meeting is over by leaving the chair as soon as possible whilst declaring that further discussion is unofficial and leaderless.

Motions

Moving a motion

The mover, standing and addressing the chair introduces the motion, “I move that....”

This introduces an item of business for the meeting’s scrutiny and has the floor when there is no other motion before the meeting.

The mover must state their case to the meeting on that motion only and may not be interrupted by the chairperson unless the motion is frivolous or ridiculous and is unlikely to be seconded.

The motion should be clear, concise and unambiguous and not be introduced to the meeting until it is clear. The mover is granted right of reply at the end of the debate.

The Seconder

This implies there is support for the motion.

The speaker must introduce his/her support with ... “I second that motion”. The seconder, who has no right of reply, may speak when he or she seconds the motion or reserve a speech until after further debate.

If there is no seconder the motion lapses.

Immediately a motion has been proposed and seconded the chairperson can save time and cut out repetition by declaring, “Does anyone wish to speak AGAINST the motion?”

If NO, the motion may be put to the vote

If YES, the order of debate should be speaker against, then for (i.e. alternately), with no speaker (except the seconder’s reserved speech and mover’s right of reply, point of order, or personal explanation, e.g. correcting a misquote) speaking more than once.

Amendments
Introduced by Mr Chairperson (or Madam Chairperson),” I would like to make an amendment that…”
Must be clear and precise
An amendment must not negate the motion

A competent amendment may:
Add to the motion
Subtract from the motion
Substitute words within the motion
Alter the wording of the motion

Neither the mover nor the seconder to the original motion or prior amendments may move or second an amendment
Amendments should be placed before the meeting one at a time (taken in the order in which they affect the terms of the original motion
When an amendment is raised, all that have spoken previously may speak again
Before any vote is taken, the chairperson should make sure the meeting understands the points for and against and the actual wording of the amendment
When an amendment is carried, it is incorporated in the motion, which can then be further discussed or amended
If an amendment is lost, the original or previously amended motion again has the floor and the latest amendment is not incorporated into the motion.

Advice on amendments
Restrict the number of amendments to two for each original motion

To avoid confusion, amendments to amendments are not advised
Each amendment must be relevant

Insist that amendments be handed in writing to the secretary before voting

Before members are asked to vote, the amendment is read to the meeting

Amendments should be discussed and ratified ONE AT A TIME.

Debate closure

The chairperson should decide when the vote is to be put.

The mover of the original motion should then be offered their right of reply

The motion or amendment to be ratified must be read out to the members, so that all clearly understand the motion or amendment;

The chairperson could also summarise the arguments for and against.

Formal motions

These are new items of business

All need seconders

May be introduced when either a motion or amendment is under discussion

Further discussion must be suspended until the chairperson accepts or rejects the formal motion at his/her discretion

May not be moved or seconded by a person who has:

- moved the original motion;
- seconded the original motion; and
- spoken on the motion or amendment being discussed prior to the formal motion being moved

All formal motions suspend debate on amendments and motions, except for
"The Previous Question" which only covers motions, not amendments.

Examples of formal motions
"The question is left to lie on the table"
"Proceed to the next business"
"The previous question be voted upon"
"Discussion is closed".

Voting
At the end of a debate, the chairperson puts the motion to the vote. Different forms of voting are:

• By voices
• By show of hands
• By members standing
• By secret ballot
• By a division

Unless specified otherwise in the constitution a SIMPLE MAJORITY VOTE by voices is often enough to cause the chairperson to declare the result.

If there is any doubt on the voice vote, the chairperson may call, or be called upon By a member, for a show of hands.

The Constitution should nominate the necessary majority needed to ensure motions are resolved.

Unless someone demands a ballot or division immediately after the voice or show of hands vote had been declared, the decision of the chairperson is binding.

If there is an equal number of votes for and against on the first and second show of hands and after a ballot, the proposal is rejected.

The CONSTITUTION should provide for voting power of the chairperson who may have:

• a deliberate vote only
• a casting vote only
• a deliberate and casting vote
• no vote.

If the motion (as amended) is lost, the meeting proceeds to the next item of business.

Australian Sport Commission

A well run club is essential to providing quality sports participation at the grass roots level.
The ASC is recognized as a world leader in the development of high performance sport and sports participation. Services are provided in a range of fields including:

- high performance coaching
- sport sciences
- sports information
- sports management
- facility management
- education and resources
- participation development
- delivery of funding programs to national sporting organizations

For more information visit the Australian Sports Commission
http://www.ausport.gov.au/

Club Planning

A club needs to have a clear idea of what their long-term viability is. Sitting down and planning for the future is crucial to a club's future.

Why plan?

Direction - where the club has come from and where it is now, where it wants to go and how it is going to get there
Objectives - Identify the main objectives of the club
Club Development – get everyone involved
Adjustment - adapt and adjust to changes in club
Resource management - Ensure that resources (human, physical and financial) are used effectively.
Evaluation

Strategic Planning (Club Development Plan)

A Strategic Plan is a document that is designed to give the organisation some direction in the short to mid term (2-4 years).

It takes into account the internal strengths and weaknesses plus the external opportunities and threats to the organisation, and details strategies to address or build on these.

Strategic plan items:

- Vision and/or Mission statement.
- Core Business areas of the organisation.
- Goals/Objectives related to these business areas for the period of the plan.
- Strategies/Tasks to be undertaken to achieve the Goals/Objectives.
- Timelines for the completion of those Strategies/Tasks.
- Resource Implications, i.e. what will it cost to do in people and monetary terms?
- Performance Indicators that is how will you know when the Strategy/Task is completed?
- Priorities for action, what should be undertaken in year 1, what in year 2, what is year 3 and so forth?

All those tasks that are to be achieved within the forthcoming 12 month period can be separated out of the Strategic Plan, and can be placed into a separate document called and Operational Plan i.e. those priorities for action over the next 12 months.

Preparation of Strategic Plan

A strategic plan can be as big or as small as the club wants. If this is your club's first plan, keep it simple, it can grow and evolve with the club.

Things to address:

- Does the plan have a clear direction?
- If a new Board or Staff member picked it up could they easily use it to find out where the organisation is going in the next few years?
- Are there details on how objectives are going to be achieved?
- Has the plan been developed through a consultative process with major stakeholders – national and state bodies, members, sponsors? This develops ownership.

Business Plan

A Business Plan is a very detailed document that includes all of the information from a Strategic Plan and considerably more information about the business/organisation.

Contents:

Title Page - detailing the nature of the document, the name of the organisation, the period of time it relates to, and the date prepared.

List of Contents - detailing the sections within the document and page references.

Executive Summary - a broad statement of the background of the organisation, the purpose of the document, what is in it, how it was prepared, and what its intentions are?

Marketing Plan - details information and research related to market demographics, products and services, price structures, place of delivery of products or services, an analysis of the competition, product life cycle, and promotional strategies.

- Financial Plan - details current and projected budgets, cash flows and details as to any assets and liabilities.
- Strategic Plan - detailing organisation Mission Statement, Goals/objectives, etc.
- Management Plan - details of the structure of the organisation in terms of membership, board structure and staff employed - may include an organisation chart and constitution or other related legal documents relating to ownership of the business.
- Appendices - lists all documents that may be referred to in body of the business plan.
- Business Plans are documents that require a significant amount of time, resources, and expertise. They are more often developed by the commercial sector and well-resourced non-commercial organisations.

Organisational Chart

- An Organisational Chart is a flow chart showing the responsible people within your club, their roles, and relationships to each other. It can include both paid and voluntary positions.

Financial Management

With money coming from new members, fundraising, sponsors, grants and other sources, managing the finances of the club can be a time consuming and complex task.

Good financial management is essential to running a club. You will need:

- Constitutional requirement for an annual financial report
- A suitably trained treasurer
- Appropriate accounting system e.g. MYOB.
- Existence of approved bank accounts
- Cheque signing authorities - at least three registered with two signatories required at all times
- Set reporting practices for the management committee - standing agenda item for finance
- Asset register and management of assets
- Auditor (if incorporated, the club will need to submit an audit to Fair Trade)
- Adopt an annual budget.

Tips for the Treasurer (see Management Committee job descriptions)

- Issue receipts for all money received.
- Promptly bank all money received.
- Seek out the safest and most productive place to bank club's cash.
- Do not pay out any money without the authority of the committee.
- Do not issue petty cash without receiving a voucher.
- Clearly distinguish between capital, revenue, and expenditure.
- Record receipts and payments clearly and accurately.
- Make sure that the balance shown on the bank statements can be reconciled to the balance in the cashbook.
- Report the past, present and future financial progress and position of the organisation to all committee meetings and the AGM.
- Faithfully discharge your responsibilities to the committee of the organisation, its members, its sponsors, and others with whom it does business.