The Secretary’s Workshop!

Everything you ever wanted to know: www.committee.com.au

What is Governance

• Its about
  – watching what’s happening in the club
• Its about
  – thinking ahead to the future
• Its about
  – remembering it’s not your club or your money
• Its about
  – the vibe of the thing, your ethics & those of your club

Mega Trends

• Individualism
• Team Activities Under Threat
• Business Vs Social
• Wary & Clicky
• Disengaged Membership
• Declining Volunteering

Being on a committee

– Be aware of the duties of the Secretary and make sure they are carried out
– Share in the responsibility for financial monitoring
– Perform duties with care & skill
– Act in good faith
– Advise any conflict of interest
– Ensure correspondence addressed to the club is handled by the entire committee
– Make sure all paperwork contains facts and is accurate.
– Be aware of the impression of having relatives on committee
– Address any issues of staff / votes & committee representation
The Secretary’s Role

- Do you tell manage the committee or the paperwork?
  - Role is more complex than minutes & agenda
  - Communication skills are vital
  - Sometimes (wrongly) seen as “second tier”
  - Substantial legislative responsibility

The Handover

The Perfect Committee Member

- Well prepared
- Attend all meetings
- Sets goals for their portfolio or job
- Recruits new committee members and volunteers throughout the year
- Realises their responsibilities and takes them seriously
- Asks questions (best outside of meeting)
- Attends office or club house if there is one
- Attends all functions or activities
- Puts systems in place for the future
- Thinks strategically
- Handles people and conflict with confidence
- Is polite and professional to their colleagues

Secretary’s Position Description

KEY RESPONSIBILITIES
- Constitution & Compliance
- Correspondence
- Meetings
- Records
- Membership

KEY SKILLS
- Communication
- Organisation
- Supervision
- Attention to detail
- Compliant aware
Methods of Incorporation

- Incorporation
  - Incorporated Association
  - Unincorporated Association***
  - Company Limited by Guarantee or With Shares (ASIC)
  - Charitable Trust***
  - Co-operative
  - Special Act of Parliament or Letters of Patent
  - Union of Employers or Employees
  - Church or Religious Group
  - Indigenous Group

Constitution

& some compliance

Association legal compliance

- General Requirements
  - Maintain minimum seven (7) members
  - Have a registered office which could be the Secretary’s home (Sec 17)
  - Obtain a common seal including “Inc” (Sec 31)
  - Ensure all documents show Association’s name, including internal documents (Sec 32)
  - Have a bank account and Keep all property in the club’s name (Sec 24)
  - Obtain public liability insurance (Sec 70)
  - Keep a set of books & have them audited (Reg 9 & Sec 59)
  - Control the Business and operations (Sec 60)
  - Lodge an Annual Return (Form 12)
  - Notify changes to OFT (From 10a)

What’s In The Legislation?

- Members can request annual financial statement. (28 Days) $300 Fine
- New model rules, update constitutions
- Act takes precedent over your rules.
- Membership list restrictions (no advertising).
- Minutes must be supplied on request (28 Days)
- Registration can be cancelled for failure to lodge annual report.
- Incorporation can be refused.
- English only for names & rules
- Using new technology for meetings.
- Quorum minimum changed.
- Casual vacancies, secretaries status & functions all clarified.
- OFT can request documents – failure to provide $1,500 penalty.
Levels of association

Financial limits based on turnover or assets:
• Level 1 – Over $100G
  – No changes to audit
• Level 2 – Between $20G & $100G
  – Accountant to confirm accounts (not audit)
• Level 3 – Up to $20G
  – Treasurer’s Statement Only

Level of public liability insurance

• Level 1 – No changes to insurance
• Level 2 – Can Choose no insurance
• Level 3 – Can Choose no insurance
  – Must review annually, check with your sport, advise members, those nominating for committee, people applying for membership and anyone club MAY have dealings with.
  – Check your rules & sporting body

Your Objects

Classes of Members
**New membership**

1. New membership
   (1) An application for membership of the association must be proposed by 1 member of the association (the proposer) and seconded by another member (the seconder).
   (2) An application for membership must be—
      (a) in writing; and
      (b) signed by the applicant and the applicant’s proposer and seconder; and
   (c) in the form decided by the management committee.

For those who are either members or not, you can find someone on management committee more to accept the whole list and get another to second and still meet the obligations here without changing anything.

**Membership fees**

1. Membership fees
   (1) The membership fee for each ordinary membership and for each other class of membership (if any)—
      (a) is the amount decided by the members from time to time at a general meeting; and
      (b) is payable when and in the way the management committee decides.

For those who are either members or not, you can find someone on management committee more to accept the whole list and get another to second and still meet the obligations here without changing anything.

**Admission or rejection**

9. Admission or rejection of new members
   (1) The management committee must consider an application for membership at the next committee meeting held after its receipt—
      (a) the application for membership; and
      (b) the appropriate membership fee for the application.
   (2) The management committee must ensure that, as soon as possible after the person applies to become a member of the association, and before the management committee considers the person’s application, the person is advised—
      (a) whether or not the association has public liability insurance; and
      (b) if the association has public liability insurance— the amount of the insurance.

The management committee must decide at the meeting whether to accept or reject the application.

(3) If a majority of the members of the management committee present at the meeting vote to accept the applicant as a member, the applicant must be accepted as a member for the class of membership applied for.

(4) The secretary of the association must, as soon as practicable after the management committee decides to accept or reject an application, give the applicant a written notice of the decision.

**When membership ends**

10. When membership ends
   (1) A member may resign from the association by giving a written notice of resignation to the secretary.
   (2) The resignation takes effect at—
      (a) the time the notice is received by the secretary; or
      (b) the time fixed in the notice— the later time.

(3) The management committee may terminate a member’s membership if the member—
   (a) is convicted of an indictable offence; or
   (b) does not comply with any of the provisions of these rules; or
   (c) owns membership fees in arrears for at least 2 months; or
   (d) conducts himself or herself in a way considered to be injurious or prejudicial to the character or interests of the association.

(4) Before the management committee terminates a membership, the committee must give the member a full and fair opportunity to show why the membership should not be terminated.

(5) If, after considering all representations made to the member, the management committee decides to terminate the membership, the secretary of the association must give the member a written notice of the decision.
Appeal process

1. Appeal against rejection or termination of membership
   (1) A person whose application for membership has been rejected, or whose membership has been
   terminated, may give the secretary written notice of the person’s intention to appeal against the decision.
   (2) A notice of intention to appeal must be given to the secretary within 1 month after the person receives
   the notice of rejection or termination.
   (3) If the secretary receives a notice of intention to appeal, the secretary must, within 1 month after
   receiving the notice, call a general meeting to decide the appeal.

2. General meeting to decide appeal
   (1) The general meeting to decide an appeal must be held within 3 months after the secretary receives
   the notice of intention to appeal.
   (2) The meeting must give the person a full and fair opportunity to show why the application
   should not be rejected or the membership should not be terminated.
   (3) The management committee and the members of the committee who rejected the application or
   terminated the membership must be given a full and fair opportunity to show why the application
   should be rejected or the membership should be terminated.
   (4) An appeal must be decided by a majority vote of the members present and eligible to vote at the
   meeting.

(5) If a person whose application for membership has been rejected does not appeal against the decision
    within 1 month after receiving written notice of the decision, or the person appeals but the appeal is
    unsuccessful, the secretary shall, as soon as practicable, refund the membership fee paid by the person.

Register of members

1. Register of members
   (1) The management committee must keep a register of members of the association.
   (2) The register must include the following particulars for each member—
      (a) the full name of the member;
      (b) the postal or residential address of the member;
      (c) the date of admission as a member;
      (d) the date of death or resignation of the member;
      (e) details about the termination or reinstatement of membership;
      (f) any other particulars the management committee or the members at a general meeting decide.
   (3) The register must be open for inspection by members of the association at all reasonable times.
   (4) A member must contact the secretary to arrange an inspection of the register.

(5) Moreover, the management committee may, on the application of a member of the association,
    withhold information about the member (other than the members full name) from the register available
    for inspection if the management committee has reasonable grounds for believing the disclosure of the
    information would put the member at risk of harm.

Membership Applications

- Must have for any club
- Provides a mine of information
  - Name
  - Address
  - Telephone
  - Mobile
  - Email
  - Job
  - Employer
  - Other Skills
  - Other Qualifications
  - Interests
  - Volunteering Opportunities
  - Interested in Being On Committee
  - Reference
  - Identification Check

& more compliance
Membership Managers

Appointment or election

1. Appointment or election of secretary
   (1) The secretary must be an individual residing in Queensland, or in another State but not more than
   100km from the Queensland border, who—
      (a) is a member of the association elected by the association as secretary;
      (b) is a member of the association’s management committee;
      (c) is another member of the association;
      (d) is another person.
   (2) If a vacancy occurs in the office of secretary, the members of the management committee must
   ensure a secretary is appointed or elected for the association within 1 month after the vacancy occurs.
   (3) If the management committee appoints a person mentioned in subrule (1)(b) as secretary, other
   than to fill a casual vacancy on the management committee, the person does not become a member of
   the management committee.
   (4) However, if the management committee appoints a person mentioned in subrule (1)(b) as secretary
   to fill a casual vacancy on the management committee, the person becomes a member of the management
   committee.
   (5) If the management committee appoints a person mentioned in subrule (1)(b) as secretary, the
   person does not become a member of the management committee.
   (6) In this rule—
      (a) a casual vacancy, on a management committee, means a vacancy that happens when an
      elected member of the management committee resigns, dies, or otherwise stops holding office.

Prohibition on use of information

14 Prohibition on use of information on register of members
   (1) A member of the association must not—
      (a) use information obtained from the register of members of the association to contact, or send
      material to, another member of the association for the purpose of advertising for political, religious,
      charitable or commercial purposes; or
      (b) disclose information obtained from the register to someone else, knowing that the information is
      likely to be used to contact, or send material to, another member of the association for the purpose of
      advertising for political, religious, charitable or commercial purposes.
   (2) Subrule (1) does not apply if the use or disclosure of the information is approved by the association.

Removal of secretary

16 Removal of secretary
   (1) The management committee of the association may at any time remove a person appointed by the
   committee as the secretary.
   (2) If the management committee removes a secretary who is a person mentioned in rule 13(1)(b)(i), the
   person remains a member of the management committee.
   (3) If the management committee removes a secretary who is a person mentioned in rule 13(1)(b)(ii) and
   who has been appointed to a casual vacancy on the management committee under rule 13(1), the person
   remains a member of the management committee.
Functions of secretary

27 Functions of secretary
The secretary’s functions include, but are not limited to—
(a) calling meetings of the association, including preparing notices of a meeting and of the business to be conducted at the meeting in consultation with the president of the association; and
(b) keeping minutes of each meeting; and
(c) keeping copies of all correspondence and other documents relating to the association; and
(d) maintaining the register of members of the association.

Membership of committee

28 Membership of committee
The management committee of the association consists of a president, treasurer, and any other members that the association determines are necessary. The secretary is a member of the management committee, but is not entitled to vote. The committee may consist of any number of members, but no member of the association may hold more than one position on the committee. No person shall hold office as a director, officer, or member of the management committee unless he or she is a member of the association.

Limited terms?

8. A management committee member, who holds office for a period of 3 consecutive 1 year terms, may be removed from office or may resign at any time. A member of the management committee may resign at any time. A management committee member may be removed from office or may resign at any time.

E lecting the committee

29 Electing the committee
(a) The members of the management committee are elected at the annual general meeting. The president of the association must announce the result of the election at the annual general meeting.
(b) No person shall be entitled to serve as the president of the association unless he or she is a member of the association and has held office for a period of 1 year. No person shall be entitled to serve as the secretary of the association unless he or she is a member of the association and has held office for a period of 1 year. No person shall be entitled to serve as the treasurer of the association unless he or she is a member of the association and has held office for a period of 1 year.

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More succession planning?

- Ascendancy vs Nomination
  - Ascendancy produces capable, knowledgeable directors
  - Smooth handovers, continual planning
  - But check your constitution
  - Nomination leaves everything to chance
  - People nominate even if they don’t really want to
  - Lack of motivation to be a good committee member

Recruiting

- Ascendancy Plans
  - Pool of Possible Committee Members
  - Community or Shared Pool of Committee Members
  - Gives President Role Some Cachet
  - Training & support always available
  - Roles are performed better
  - Less pressure on filling committee

Ascendancy Plans

Committee Members

- President
- Vice Pres
- Secretary
- Treasurer

Committee

Past President

Resignation of committee
Vacancies on the committee

23 Vacancies on management committee
(a) If a casual vacancy happens on the management committee, the continuing members of the committee may appoint another member of the association to fill the vacancy until the next annual general meeting.
(b) The continuing members of the management committee may act despite a casual vacancy on the management committee.
(c) However, if the number of committee members is less than the number fixed under rule 14(1) in a question of the management committee, the continuing members may act only if—
   (a) increase the number of management committee members to the number required for a quorum; or
   (b) call a general meeting of the association.

Meetings

Use Digital Voice Recorders
($0 Phone - $250)

Meetings of the committee

25 Meetings of management committee
(1) Subject to this rule, the management committee may meet and conduct its proceedings as it considers appropriate.
(2) The management committee must meet at least once a year in monthly intervals to exercise its functions.
(3) The management committee must decide when meetings are to be held.
(4) Notice of a meeting is to be given in the way decided by the management committee.
(5) The management committee may hold meetings or permit a committee member to take part in its meetings, by any means technology that reasonably allows the member to hear and take part in discussions over telephone or video link.
(6) A committee member who participates in the meeting as mentioned in subrule (4) is taken to be present at the meeting.
(7) A question arising at a committee meeting is to be decided by a majority vote of members of the committee present at the meeting, and, if the votes are equal, the question is decided in the negative.
(8) A committee member must not absent himself/herself from a meeting of the management committee without reasonable notice to the association. A committee member absent from a meeting of the management committee without reasonable notice who is a member of the association at the time of the meeting who has an interest in the subject or proposed subject of the meeting, if the member does not vote on the subject or proposed subject at the meeting.
(9) The president is to provide as chairperson a management committee meeting.
(10) If there is no president or if the president is not present within 30 minutes after the time fixed for a management committee meeting, the members may choose 1 of their number to provide as chairperson at the meeting.
Quorum for committee meetings

24 Quorum for and adjournment of management committee meetings

(1) No business shall be transacted at any management committee meeting which does not have Quorum.

(2) If at any time during a meeting it appears that the Quorum is not present, the chairman shall immedi-ately adjourn the meeting.

(3) Any member of the management committee may be called upon to second the proposal for adjournment.

Minutes of committee meetings

26 Minutes of management committee meetings

(1) The secretary must keep full and accurate minutes of all questions, matters, resolutions and other proceedings of each management committee meeting and enter them in a minute book.

(2) To ensure the accuracy of the minutes, the minutes of each management committee meeting must be signed by the chairman of the meeting, the secretary or the next management committee meeting, verifying their accuracy.

Special meetings of committee

25 Special meeting of management committee

(1) If the secretary receives a written request signed by at least 25% of the members of the management committee, the secretary must call a special meeting of the committee by giving each member of the committee notice of the meeting within 14 days after the secretary receives the request.

(2) If the secretary is unable or unwilling to call the special meeting, the president must call the meeting.

(3) A special meeting must state—

(a) why the special meeting is called; and

(b) the business to be conducted at the meeting.

(4) A notice of a special meeting must state—

(a) the day, time and place of the meeting; and

(b) the business to be conducted at the meeting.

(5) A special meeting of the management committee must be held within 14 days after notice of the meeting is given to the members of the management committee.

Committee Meeting Schedule

1. Annual General Meeting
2. Planning, Induction & Authorities
3. Budget & Personal Goals
4. Normal Meeting & Report
5. Normal Meeting & Report
6. Normal Meeting & Report
7. Review Budget & Club Plan
8. Normal Meeting & Report
9. Report & Succession Plan
10. Normal Meeting & Report
11. Normal Meeting & Report
12. Review Audit & Prepare for AGM
**Prepare For Effective Meetings**

10 Days Before Meeting
- Ask for brief written reports from committee

7 Days Before Meeting
- Send out Agenda, Minutes & Reports

1 Day Before Meeting
- Text to Remind Committee of Meeting

During The Meeting
- Consider using mobiles for reminders
- Ask for completion dates

1 Day After Meeting
- Send out minutes or Action List

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**Other Management Committee**

- Report on last month’s accomplishments and this month’s goals
- Participate in debate
- Suggest new things
- Take part in strategic planning
- Use good manners

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**Decision Making In Meetings**

- Voting
  - Assumes some won’t agree
  - Clear & open
  - Proves commitment to the motion
- Consensus
  - Assumes all can agree
  - Is democratic & equal
  - Can avoid conflict in the meeting
Resolutions without meeting

- A resolution without meeting (RWM) is an action taken by the directors of an association without the need for a formal meeting. It is recorded in the minutes of the next meeting as a decision. RWMs can be via email, fax, or letter. All directors vote on RWMs, and each RWM should be individually numbered and state a concise motion with background information.

Working Apart

- Flying Minutes or Resolutions By Circular:
  - Can be via email, fax, or letter
  - All Directors vote
  - Is recorded in the minutes of the next meeting as a decision
  - Should be individually numbered and state a concise motion with background information.

Annual General Meetings

- Annual general meetings (AGMs) are essential for the governance of associations. Each AGM must be held:
  - at least once each year,
  - within 6 months of the end date of the association’s reportable financial year.

The Secretary

- Preparation is Key
  - Plan the meeting
  - Advise the committee and prepare the agenda of the meeting
  - Take minutes at the meeting
  - Prepare & circulate the minutes
  - Follow up on business from the meeting
  - Sort and delegate correspondence
Meeting agendas

- **Meeting Agendas**
  - Should show proposed motions
  - Should include Clubs aims or mission
  - Should not be amended after distribution unless it’s an emergency
  - Should be available at least a week ahead of a meeting
  - Should include the minutes of the last meeting, written reports & action list

General Business

If you choose to use it
Always ask at the beginning of the meeting
Advise members you won’t make a decision at the meeting at which a problem is raised

If you choose not to use it
Have an alternative way for members to have their issues addressed

Ordinary Motions In Committee

- Motions should
  - Be specific
  - Be clear & concise
  - Be on behalf of the Club, not the person
  - Be brief
  - Begin with ‘that’
    - Eg MOTION: THAT the club purchase a new trailer for ground maintenance.
    - Nominated By: Leisa Donlan  Seconded By: David Duchovny  Carried Unanimously

Taking Minutes

- Follow the agenda
- Try not to detail every point of discussion. If discussion is lengthy, summarize.
- Accurately record the motions.
- Attendance, apologies & guests
- If using the strategic committee model, ensure all reports have been written and included with the agenda.
- A hard copy must be kept in a book, even if you keep electronic ones
Notice of general meeting

14 Notice of general meeting
(1) The secretary may call a general meeting of the association.
(2) The secretary must give at least 14 days notice of the meeting to each member of the association.
(3) If the secretary is unable to send the notice to the meeting, the president must call the meeting.
(4) The management committee may decide the time in which the notice must be given.
(5) However, notice of the following meetings must be given in writing—
   (a) a meeting called to hear and decide the appeal of a person against the management committee’s decision—
       (i) to reject the person’s application for membership of the association; or
       (ii) to terminate the person’s membership of the association; or
   (b) a meeting called to hear and decide a proposed special resolution of the association.
(6) A notice of a general meeting must state the business to be conducted at the meeting.

Quorum & adjournment

25 Quorum & adjournment of general meeting
(1) Notice for a general meeting is at least the number of members elected or appointed to the
    management committee at the close of the association’s last general meeting plus 1.
(2) However, if all members of the association are members of the management committee, the quorum is
    the total number of members plus 1.
(3) The business may be concluded if a general meeting commences there is a quorum of members when the
    meeting is called.
(4) If there is no quorum within 30 minutes after the time fixed for a general meeting called on the request
    of members of the management committee or the association, the meeting_lapse.
(5) If there is no quorum within 30 minutes after the time fixed for a general meeting called other than on
    the request of members of the management committee or the association—
    (a) the meeting_lapse;
    (b) the management committee to decide the day, time and place of the adjourned meeting;
    (c) the chairman may, with the consent of a meeting, adjourn the meeting from time to time and from place to
        place;
    (d) if a meeting is adjourned under subsection (c), only the business left unfinished at the meeting from which
        the adjournment took place may be concluded at the adjourned meeting;
    (e) the quorum is not required at the meeting of general meeting by virtue of an adjournment or of the meeting’s
        adjournment.
(6) A meeting is held for at least 30 days notice of the adjourned meeting must be given in the
    same way notice is given for an original meeting.

Procedure at general meeting

36 Procedure at general meeting
(1) A member may take part and vote in a general meeting in person, by proxy, by attache or by using any
    technology that reasonably allows the member to hear and take part in the discussion as they happen.
(2) A member may take part and vote in a general meeting in person, by proxy, by attache or by using any
    technology that reasonably allows the member to hear and take part in the discussion as they happen.
(3) A member is entitled to one vote at a general meeting in person, by proxy, by attache or by using any
    technology that reasonably allows the member to hear and take part in the discussion as they happen.
(4) A member who participates in a meeting as mentioned in subsection (3) is taken to be present at the
    meeting.
(5) A member who is present at a general meeting—
   (a) the president is to preside as chairman; and
   (b) if there is no president or if the president is not present within 15 minutes after the time fixed for the
       meeting or is unwilling to act, the members present must elect 1 of their number to be chairman of
       the meeting.
(6) The chairman must conduct the meeting in a proper and orderly way.

Voting at general meeting

37 Voting at general meeting
(1) At a general meeting, each question, matter or resolution, other than a special resolution, must be
    decided by a majority of votes of the members present.
(2) Each member present and eligible to vote is entitled to 1 vote only end, if the votes are equal, the
    chairman has a casting vote as well as a primary vote.
(3) Each member present and eligible to vote is entitled to 1 vote only end, if the votes are equal, the
    matter shall be decided in the negative.
(4) The method of voting to be decided by the management committee.
(5) However, if at least 20% of the members present demand a secret ballot, voting must be by secret
    ballot.
(6) If a secret ballot is held, the chairman must appoint 2 members to conduct the secret ballot, in the
    way the chairman decides.
(7) The result of a secret ballot as declared by the chairman is taken to be a resolution of the meeting at
    which the ballot was held.
Special general meeting

(1) The secretary must call a special general meeting by giving each member of the association notice of the meeting within 14 days after—
(a) being directed to do so by the management committee;
(b) receiving a written request signed—
(1) at least 10% of the number of members of the management committee when the request is signed;
(2) at least the number of ordinary members of the association equal to the number of members of the association on the management committee when the request is signed; or
(c) being given a written notice of an intention to appeal against the decision of the management committee:
(1) to reject an application for membership;
(2) to terminate a person’s membership;
(3) why the special general meeting is being called; and
(4) the business to be conducted at the meeting.
(2) A special general meeting must be held within 2 months after the request is made.
(3) A special general meeting must be held within 2 months after the written notice of an intention to appeal mentioned in subclause (c) or
(4) if the secretary is unable or unwilling to call the special meeting, the president must call the meeting.

Managing the proxy process

(1) Each instrument appointing a proxy must be given to the secretary before the start of the meeting or adjourned meeting or within the time permitted in the notice of the meeting or adjourned meeting.
(2) Each instrument appointing a proxy must be given to the secretary at least 48 hours before the start of the meeting or adjourned meeting or within the time permitted in the notice of the meeting or adjourned meeting.
(3) An acceptable instrument to manage proxies must still enable it to manage proxies after the time permitted in the notice of the meeting or adjourned meeting.
(4) The acceptable instrument is the proxy of the Secretary of the Association and must be signed by the Secretary of the Association.
(5) The acceptable instrument must also be signed by the Secretary of the Association.
(6) The acceptable instrument must also be signed by the Secretary of the Association.

Proxy type 1

39 Proxy

(1) An instrument appointing a proxy must be in writing and be in the following or similar form—

<table>
<thead>
<tr>
<th>[Name or title of the association]</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Name of association]</td>
</tr>
<tr>
<td>[Proxy]</td>
</tr>
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<td>[Address of proxy]</td>
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</tbody>
</table>

(2) The person appointing a proxy must—
(a) if the appointer is a corporation, be a properly authorized officer or attorney of the corporation;
(b) if the appointer is an individual, be a properly authorized officer of the corporation;
(c) if the person appointing a proxy is a corporation, be a person who is authorized to act on behalf of the corporation;
(d) if the appointer is an individual, be an individual who is authorized to act on behalf of the appointer;
(e) if an individual, be a person who is authorized to act on behalf of the appointer;
(f) if an individual, be a person who is authorized to act on behalf of the appointer;
(g) if an individual, be a person who is authorized to act on behalf of the appointer.

(3) The instrument appointing a proxy is not to be used unless the person appointing the proxy is satisfied that the person appointing the proxy is authorized to act on behalf of the appointer and that the person appointing the proxy is not a person who has been involved in the organization of the meeting.

Proxy type 2

40 Proxy

(1) A person appointing a proxy is not to be used unless the person appointing the proxy is satisfied that the person appointing the proxy is authorized to act on behalf of the appointer and that the person appointing the proxy is not a person who has been involved in the organization of the meeting.

(2) The person appointing a proxy must—
(a) if the appointer is a corporation, be a properly authorized officer or attorney of the corporation;
(b) if the appointer is an individual, be a properly authorized officer of the corporation;
(c) if the person appointing a proxy is a corporation, be a person who is authorized to act on behalf of the corporation;
(d) if the appointer is an individual, be an individual who is authorized to act on behalf of the appointer;
(e) if an individual, be a person who is authorized to act on behalf of the appointer;
(f) if an individual, be a person who is authorized to act on behalf of the appointer;
(g) if an individual, be a person who is authorized to act on behalf of the appointer.

(3) The instrument appointing a proxy is not to be used unless the person appointing the proxy is satisfied that the person appointing the proxy is authorized to act on behalf of the appointer and that the person appointing the proxy is not a person who has been involved in the organization of the meeting.
Minutes of general meetings

(1) The secretary must ensure full and accurate minutes of all questions, matters, resolutions and other proceedings of each general meeting are entered in a minute book.
(2) To ensure the accuracy of the minutes—
(a) the minutes of each general meeting must be signed by the chairperson of the meeting, or the chairperson of the next general meeting, verifying their accuracy and
(b) the minutes of each annual general meeting must be signed by the chairperson of the meeting, or the chairperson of the next meeting of the association that is a general meeting or annual general meeting, verifying their accuracy.
(3) If asked by a member of the association, the secretary must, within 28 days after the request is made—
(a) make the minute book for a particular general meeting available for inspection by the member at a reasonably agreed time and place and
(b) give the member copies of the minutes of the meeting.
(4) The association may require the member to pay the reasonable costs of providing copies of the minutes.

AGM Reality

– Usually poorly attended
– Danger of them being controversial
– Danger of lack of nominees
– Can be made fun or entertaining
– Can be catered for in budget
– Embrace controversy but handle it professionally
– Plan well ahead for succession to take the pressure off
– Remember if your constitution is silent your committee makes a decision about process

The Annual General Meeting

• Tasks 6 Months Before The Meeting
  – Begin recruiting new committee
    • Quality people may take time to recruit
    • You need to consider candidates ethics
    • They need to be prepared to agree to codes of behaviour
  – Arrange six monthly audit with your accountant
  – Decide on a proposed date for the AGM & let members know through future newsletters (particularly before the end of year break)
  – Consider options to ensure a good turn out

• Tasks 3 Months Before The Meeting
  – Send financial information to the accountant & advise date of AGM (always give date one month prior to real date)
  – If you are preparing a constitutional change, begin to talk to members
The Annual General Meeting

• Tasks 1 Month Before The Meeting
  – Follow up with accountant for financial information & ensure the final
    report is accepted at a committee meeting
  – Arrange meeting location & time
  – Send out notification of the meeting according to your rules
  – If necessary send out proxies
  – Send out notification of resolutions & agenda
  – Read the constitution
  – Update your membership list & ensure you know who is entitled to a
    vote

Annual General Meetings

Your Club Audit

– Make sure your financial reports are done every month
– Talk to your auditor about quarterly or six monthly audits
– Advise your auditor the exact date you require the reports
– Auditor must be certified.
– Qualified audit indicates a problem.
– Always read the notes to accounts.
– Remember sometimes when you pay peanuts you really do get
  monkeys

Duties, Acts & The Law

• Incorporated Associations Act - Incorporated Association
  • Committees
    – Require a minimum of three positions
    – President cannot be Treasurer
  Committee Members Must Be
  • Members
  • Living
  • 18 years or older
  • Reside in Queensland & Secretary (65kms of border)
  • Not be insolvent or a bankrupt
  • Not be a mental patient within the legal meaning (Mental Health Act)

Nomination Form & Notice of AGM

NOTICE OF GENERAL MEETING
The Association's next Annual General Meeting will be held at:
Our Club House, 17 Sports Lane, Olympia   Qld   4000
On Thursday 10th August, 2019 At 7.00pm

Nominations:
• At the Annual General Meeting of the Association, all the members of the Board for the time being shall retire from office, but
  shall be eligible upon nomination or re-election. Any two members of the Association shall be at liberty to nominate any
  other member to serve as an officer of the management committee. Nominations for the Board are to be received by the
  Association in writing at least 14 days prior to the Annual General Meeting. The nomination to be signed by the member, the
  members nominator and seconder. Nominations can be made on another's behalf. If no written nominations are received,
  nominations will be taken from the floor. Should written nominations be received for each position, no nominations will be
  taken from the floor.

To be eligible to serve on the Committee you must:
• Be an adult and be a financial member of the Association.
• Not be a bankrupt or one who has compounded with their creditors or otherwise taken advantage of the laws in force for the
  time being relating to bankruptcy.
• Not be a person who is a patient within the meaning of the Mental Health Act 1974 or;
• Not be convicted of an indictable offence or of an offence punishable on summary conviction for which the person is
  sentenced to imprisonment otherwise than in default of payment of a fine.
• Agree to abide by the policies of the Association.

Voting:
• Voting will take place at the Annual General Meeting. For Board positions, where more than one nomination is received,
  voting will be by secret ballot.

Meetings:
• Meetings of the committee will take place on the second Tuesday of each month. As a committee member you cannot miss
  more than two meetings per year without a leave of absence granted by the rest of the committee.
NOMINATION FORM

Sporting Club
Committee Member Nomination Form

To nominate for a position on the Committee, you must reply to the Association by 26th July, 2019 by faxing or posting this form.

I wish to nominate for the position of:

☐ President
☐ Vice President
☐ Treasurer
☐ Registrar
☐ Press Officer
☐ Secretary

I hereby confirm I am able to meet all the conditions stated in the Notice of Annual General Meeting and therefore eligible to serve on the Club’s Committee.

My Name: Seconded By:

The Annual General Meeting

• Tasks 1 Week Before The Meeting
  – Get change of signatory forms from the bank, ready for the meeting
  – Arrange copies of the agenda and audit for members to view
  – Follow up any positions you haven’t received nominations for.
  – Outgoing committee must arrange a President, Secretary & Treasurer as a minimum
  – Arrange for someone to Chair the meeting during change over

The Annual General Meeting

• Let’s Talk About Motions or Resolutions
  – Special Resolutions Are:
    • Decision to Incorporate (Sec 6)
    • Change of Name (Sec 35)
    • Change to the Rules (Sec 48)
    • Decision to wind up (Sec 89)
  – **No postal votes are allowed for special resolutions (Sec 3 (4) ) & they need a 75% majority**
  – Ordinary Resolutions are everything else, but you must follow the rules in your constitution
The Annual General Meeting

- Changing The Motion
  - Read motion & ask for comment
  - You may need to outline rules for comment
    - Eg 2 minutes per person only
  - When comments are finished ask for vote
  - Once seconded motions can only be changed with the unanimous approval of both the committee and the members, at the discretion of the chair
  - If members agree to change its clearer to vote draft a new motion, vote down the old one and then vote to accept the new
  - No changes allowed if you are using proxies

The Annual General Meeting

- Let’s Talk About Proxies
  - Most “rules” give a choice of two kinds
    - Specific yes or no
    - Power of a vote
  - Both responses need careful management and a system to ensure they work legally
    - You need a minimum of two officials to count
    - CHECK YOUR RULES ABOUT WHO CAN BE A PROXY, IT MAY NOT NEED TO BE SOMEONE WHO IS A MEMBER!!

The Annual General Meeting

- Let’s Talk About “The Floor”
  - Prior nomination is always best
  - If nominating from the floor you must ask if they meet the criteria
  - Business from the floor is strictly optional at the discretion of the chair, committee & members
  - Special Resolutions not previously notified can’t be accepted, only discussed
  - Illegal resolutions can’t be acted on, even if the members vote in favour
  - Don’t let members bully you during an AGM

The Annual General Meeting

- Changing The Constitution
  - Notify members prior to the AGM according to your constitution
  - Make sure the proposed change doesn’t contravene the Act
  - At AGM read motion & ask for comment
    - (you may need to outline rules for comment)
    - When comments are finished ask for vote
    - General Resolutions can only be changed with the unanimous approval of both the committee and the members, at the discretion of the chair
The Annual General Meeting

- Tasks After The Meeting
  - Prepare the minutes as soon as possible
  - Make sure you know where the attendance list is and keep it with the minutes for next year
  - Notify FTO about any changes in the committee
  - Submit your annual report to FTO
  - Advise your insurance company or Association of new committee members
  - Safely store the attendee book if you use one

By-laws

41 By-laws
(1) The management committee may make, amend or repeal by-laws, not inconsistent with these rules, for the internal management of the association.
(2) A by-law may be set aside by a vote of members at a general meeting of the association.

Alteration of rules

42 Alteration of rules
(1) Subject to the Act, these rules may be amended, repealed or added to by a special resolution carried at a general meeting.
(2) Resolutions: an amendment, repeal or addition is valid only if it is registered by the chief executive.

Common Seal

43 Common seal
(1) The management committee must ensure the association has a common seal.
(2) The common seal must be:
  (a) kept securely by the management committee, and
  (b) used only under the authority of the management committee.
(3) Each instrument to which the seal is affixed must be signed by a member of the management committee and counter-signed by:
  (a) the secretary; or
  (b) another member of the management committee; or
  (c) someone authorised by the management committee.
Common seal

- Contact Office of Fair Trading
  - Request copy of your Certificate of Incorporation
- Take the copy to a rubber stamp maker (most newsagents can help)
- Office of Fair Trading Ph: 13 13 04
  Monday to Friday 8 am to 6 pm

Documents

All Documents
The management committee must ensure the safe custody of books, documents, instruments of title and securities of the association.

Meeting Technology

Online SGMs & AGMs

www.surveykmonkey.com
Compliance

& more compliance

Who Needs Blue Cards?
Churches, clubs and associations involving children

Volunteers and their student need a blue card if they work in pastoral placement in a church, club, association or similar entity includes, or is likely to involve, providing services that are directly directed at children or conducting activities that directly involve children, unless an exemption applies.

Police officers and registered nurses do not apply for a blue card and should instead apply for an exemption and under certain circumstances the service which is outside of their professional roles. More about exemptions for police officers and nurses (PSO, 2009).

If you are a great person who provides for disabled children providing (PSO, 2009).

Examples of people who need a blue card...

- Volunteer coaches for children at sporting or recreational clubs
- Volunteers conducting children’s activities at churches
- Parents volunteering in an official capacity on a church’s committees, even if their child is a member of that club.
- Trainee students doing placements in a church, club or association as part of their studies with an education provider.

Who Doesn’t Need Blue Cards?

Volunteers don’t need a blue card if:

- the activity is for a social, cultural or recreational benefit and:
  - the activity is for no more than 10 hours a year;
  - the activity is with a child under the age of 16 years or a non-complex
  - the activity is for no more than two occasions per year;

- the person is attending a course or training in a child education or care area.

- Volunteer parents coaching or managing a team at a sporting or recreational club if their child is a member of that club and receiving the same or similar services as those provided by the parent (note – volunteer parents should speak to the volunteer coordinator of the organisation they intend to volunteer for about the nature of the child-related activities they will be undertaking and whether they differ from the activities in which their child participates);

- Cleaners or grounds keepers employed in a voluntary capacity by a church, club, association or similar entity as this service is directed to the organisation, other than children;

- Administration staff employed in a voluntary capacity by a church, club, association or similar entity as this service is directed to the organisation, other than children.

Documents

& more compliance
What Is What?

- By-Laws, Policies and Procedures provide information about “the way we do things around here”. It isn’t uncommon for these different documents to become blended through the years or to have a constitution, By-Law & Policy on a particular matter that all say something different!
- By-Laws often have two functions. If you’re a sporting organisation for example you may have By-Laws that talk about how the sport has to run, what the rules of play are and how on field complaints must be handled. For other organisations, By-Laws might describe the meeting process or give more details to a matter that is in the constitution eg your rules may say you have Life Members and a By-Law may say what conditions have to be met to be eligible for Life Members, who votes on nominations and when that whole process must take place. (taking the place of both a policy & procedure).

What Is What?

- Policy - is a clear and definite statement of the organisation’s views on a particular matter or of its intent to act in a certain way (the ‘what’).

What Is What?

- Procedure - is a step-by-step sequence of activities or course of action that must be followed to implement a Policy (the ‘how’).
- Standard Operating Procedure (SOP) – is a set of written instructions that document a routine or repetitive activity. SOPs should provide enough detail so that someone with limited experience or knowledge of the procedure, but with a basic understanding, can successfully reproduce the procedure when unsupervised. SOPs need to be readily accessible in the work areas of those individuals actually performing the activity. Where they pay particular attention to meeting Health and Safety requirements SOPs can be called Safe Work Method Statements (SWMS).

So…….

- By-Laws might be policies (it’s really a matter of symantics)
- Usually By-Laws are about constitutions or competition
- Many clubs moving away from By-Laws and into Policy
- Policies should never be procedures
By Laws

- Keep constitutions simple and brief
- Document the “how to” in By-Laws
- OFT don’t need copies
- Can be changed in the format that best suits your club (Eg either members only or management committee)

Policy Checklist

- Have you identified the essential policies for your organisation?
- Are you clear on the difference between policy and procedure?
- Are all your policies kept together and are they easily accessible?
- Do you have a policy development framework?
- Are your policies written in plain English and are they easy to understand?
- Are your policies living documents (used and reviewed regularly)?
- Do you know when to review your policies?
- Are all your documents aligned?
Every Organisation Needs Them

- to provide the ethical framework for everything the organisation does
- to set boundaries (generally - what's in is ok, what's out is not!)
- to meet legal requirements
- to help manage risks
- to increase accountability
- to meet requirements of funding / registering bodies
- so that everyone has the same 'authoritative' information
- so everyone knows what they can expect from the organisation
- so that similar treatment is applied to similar circumstances
- to give ability and flexibility where circumstances vary
- to avoid or minimise confusion, disagreement, disruption and disputes
- to save time, cost, delays and effort
- to improve your organisation's image and reputation
- to improve your organisation's internal and external performance

Which Laws Apply To You?

- Corporations Law
- Associations Incorporations Act
- Trade Practices Act
- Civil Liability Act
- Liquor & Alcohol Service
- Food Service
- Australian Consumer Law
- Gambling or Gaming
- Employees / Volunteers (PAYE, Superannuation, Discrimination, WH&S)
- Taxation
- Children
- Products & Imports
- May be others depending on services offered

Compliance Policies

Corporations Law

AS A COMMITTEE MEMBER YOU ARE REQUIRED TO
- Duty to act in the interest of the members, so should operate independently and free from influence
- Act in good faith
- Exercise due care & diligence
- Ensure solvency
- Meet legislative requirements

TOOLS TO HELP REDUCE RISK INCLUDE
- Code of Conduct
- Conflict of Interest Policy
- Register of Related Party Transactions
- Insurance for officers & club
- Induction for new committee members
- Rules about managing information & other compliance issues
**Associations Incorporations Act**

Incorporated Association

Committees

- Requires a minimum of three positions
- President cannot be Treasurer

Committee Members Must Be

- Members
- Living
- 18 years or older
- Reside in Queensland if Secretary (within 65kms of border)
- Not be insolvent or a bankrupt
- Not be convicted of an indictable offence (in last ten years)
- Not be a mental patient within the legal meaning (Mental Health Act)

**Food Safety**

- Permit is required when meals are prepared by the organisation in a designated place, and sold (includes giving away) food or beverages on at least 12 days of the year.
- Charities and other non-profit community groups are exempt from this requirement if:
  - There is no personal financial gain, i.e., all the money raised from the sale of food is used for charitable or community causes;
  - Food sold is shelf stable, i.e., not potentially hazardous food (e.g., biscuits, cakes without cream, jams, chutneys);
  - Food is consumed immediately after thorough cooking (e.g., meat sold straight from the barbecue).

- Permits are required when handling or selling potentially hazardous foods that are not served immediately after cooking. This is likely to occur where food is being pre-cooked and then re-heated for sale, e.g., lasagne, roast meat rolls, curries, stews.

- Act covers requirements for clubs to address: skills & knowledge, purchasing, preparing, labelling, transporting, storing & cleaning for volunteers.

**Manage Risk of Behaviour**

- Fair Work Act & Bullying

  - Changed last year to include volunteers and non-profit organisations
  - Volunteer is considered an employee under the Act
  - If a volunteer feels they have/are being bullied they can ask for assistance
  - Non-profit must have appropriate policies & procedures
  - If volunteer is found to have case they can receive a judgement in their favour
Member Protection

- Most clubs have access to protection policies but often don’t use or understand them
- Proof of policies is not enough in defence, clubs must prove they are utilised and advertised
- Complaints systems should always be used and reviewed (discrimination, bullying etc)

Privacy Amendment Act

- The Act covers private sector ‘organisations’: an individual, body corporate, partnership, an unincorporated association or a trust
- Businesses (including nonprofit organisations such as sports clubs, charitable organisations and unions) with an annual turnover of more than $3 million
- Sports that keep health records still need to have strong policies around the use of that information

Social Media

LinkedIn

Workplace Health & Safety

- **Volunteers:** Under WHS law a volunteer is a person who works for an organisation without payment or financial reward (but they may receive out of pocket expenses). The law also recognises volunteers as workers. This means that their organisation must provide the same protections to its volunteers as it does to its paid workers.
- **Workers:** As a worker, a volunteer has duties under the WHS Act (see Officer Duties). A volunteer may also be an officer of a business or undertaking with due diligence duties under the WHS Act (see Officer Duties).
Child & Youth Risk Management Strategy

To comply with the requirements that are set out in the Commission’s legislation, a child and youth risk management strategy must include:

- A statement of commitment
- A code of conduct
- Policies for recruiting, selecting, training and managing employees (including volunteers)
- Procedures for handling disclosures and suspicions of harm
- A plan for managing breaches of their child and youth risk management strategy
- Policies and procedures for compliance with Chapter 8 (screening requirements)
- A risk management plan for high risk activities and special events
- Strategies for communication and support

Service of Alcohol

Community club licence

Principal activity:
The licence may only be granted to a non-profitable club such as a sporting club, RSL club or other club. The club must operate for charitable purposes and is run and controlled by volunteers.

Service of alcohol may only be permitted between 10am and 10pm unless otherwise specified in a regulation.

You may also apply to trade between 9am and 10pm if a community need can be demonstrated.

Trading conditions:
You may acquire alcohol on or off the premises:

- members of the club
- members of clubs with formal reciprocal rights
- visitors authorised by the management controlled playing a sport that is part of the club’s business, incl.

Smoking Policy

Civil Liability Act 2003

Protection of volunteers

A volunteer does not incur any personal civil liability in relation to any act or omission done or made by the volunteer in good faith when doing community work—
(a) organised by a community organisation; or
(b) as an office holder of a community organisation.

Liability not excluded for criminal acts

(a) was intoxicated when doing the work;
(b) failed to exercise due care and skill when doing the work.

Liability of volunteer not excluded if acting outside scope of activities or contrary to instructions

(a) outside the scope of the activities authorised by the community organisation;
(b) contrary to instructions given by the community organisation.

Liability not excluded if insurance required

This division does not confer protection from personal liability if the liability is a liability that is required under a written law of the State to be insured against.

Liability not excluded for motor accidents

Relates to CTP insurance claims

Volunteering Queensland have an excellent pdf to help...
Volunteering Policy
• Restriction on hours
• Mandatory training
• Induction
• Tasks
• Communication
• Authorities

Risk Policies

Liability (Broadform) Insurance
• Usually included for sport as part of their “affiliation” payment
• Each policy is basically the same, however specific conditions may vary
• Usually covers cost of lawyers to defend and some cover judgement or fines
• Always a relatively high excess (between $1000 and $5000)
• Clubs MUST notify insurance company as soon as they become aware of an issue

Disclosure Statements
• Meaningless to get participants to sign “I agree not to sue you” form
• Helpful to get them to sign “I have been told of the dangers” form
Delegations Policy
• Financial delegations
• Rules about banking
• Who can make decisions

Governance Policies
• Meeting attendance policy
• Grievance policy
• Meeting procedure policy
• Committee member induction policy
• Confidentiality policy
• Legislative compliance policy
• Conflict of interest policy
• Risk management policy

Operational Policies
• Managing People (staff, volunteers, members)
• Managing Money
• Managing Facilities
• Managing Equipment
• Managing Contracts
• Managing Relationships (funders, partners, sponsors, donors)

Documenting Policy
• Decision can get lost in the minutes
• Templates in meetings make them easy to develop
• Can be quick or extensive
• Each handle a different situation
• Should be kept on permanent record
• Allocate reference & subject
Development & Approval

- Committee develops or endorses By-Laws that are imposed on an organisation by another group in the hierarchy eg State Sporting Body or a Charity, School or Church that allows groups to auspice activities under their own incorporation. In some cases By-Laws may need to approved by the members (check your constitution to make sure you are treating By-Laws in the proper way. Remember too, that when a By-Law or Policy is endorsed by the members, it cannot be changed later by the Committee without going back to the members at a general meeting!

Development & Approval

- Committee develops and approves Governance policies and the ‘subject experts’ (the people on the ground) develop and approve Operational policies. You need to decide what works best for your organisation, taking into account its purpose, structure and range of activities. Some organisations decide that the Committee should be responsible for approving all Policies.

Development & Approval

- Procedures are developed by the people who are performing the task and are approved by their manager or responsible Committee member.
- Safe Work Method Statements and Standard Operating Procedures are developed by the people who are performing the task and are approved by their supervisor. Equipment operating instructions and Materials Safety Data Sheets are often used as the basis for developing SWMSs and SOPs

Managing The Change

Controlling Conflict
Succession & Recruitment Policy

1. Identify a Short List of People Who Currently Volunteer or Who Are Interested in Committee Service
2. Decide On 4 Candidates For Each Available Position
3. Allocate a current “Recruiter” for Each
4. Role Play / Prepare Your Arguments
5. Make the Initial Approach
6. Follow Up With Another “Recruiter” if Necessary
7. Fill Out The Nomination Form

Permanent Storage Of Information:
Have key documents scanned to electronic copies

Clouds

Planning
### Planning myths
- If the plan is unsuccessful then it was a waste of time
- Planning can help with understanding the environment
- Planning can eliminate change
- Helps you to cope with change
- Planning reduces flexibility
- Planning helps develop alternatives and contingencies

### The Power Of SWOT
- It's ALL about you
- Clarifies thoughts, feelings & perceptions
- Focuses on truths
- Is the vital first step to planning
- Gives clubs confidence & focus
- Sticking to the goal enforces change
- Doesn’t work in a drawer

### Strategic Planning
1. Decide On Your Club's Vision
2. Make Some Assumptions About The Future
3. Assess The Issues (External & Internal)
   - Economy, Statistics & Demographics, Culture, Technology, Environment
4. Set Goals
5. Implementation
6. Review

### SWOT Analysis

<table>
<thead>
<tr>
<th>STRONGS</th>
<th>WEAKNESSES</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
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<td>Consult For Members to Sport</td>
<td>Few Active Members</td>
<td>New Directions For Sport In Queensland</td>
<td>Lack of Resources</td>
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<td>Support of Sport</td>
<td>Constitution</td>
<td>Recruit New Members</td>
<td>Larger Sports</td>
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<td>Dedicated Parents On Committees</td>
<td>Low Pay &amp; Part Time</td>
<td>Reform Decision Making Process</td>
<td>Drought</td>
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<td>Core of Dedicated Workers</td>
<td>Parent &amp; Friends Time</td>
<td>Use New Ideas</td>
<td>Lack of Parent &amp; Friends Input</td>
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<td>Junior / Volunteers</td>
<td>Communication Between Governing Body &amp; Us</td>
<td>Volunteering Of Gov. Members &amp; Body in Real Partnership</td>
<td>Lack of Trust Between Committee &amp; Governing Body</td>
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<td>Determination</td>
<td>Lack of Support From Parents</td>
<td>To Build A Strong Supportive Community and Focus On Moving The Sport Forward</td>
<td>Baggage From The Past Rumor &amp; Scandal</td>
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<td>Well Meaning Executive</td>
<td>Small Band of Volunteers</td>
<td>To Work With New Members, Find Their Skills &amp; Encourage Participation</td>
<td>Members Feeling Undervalued and Uninformed Withdrawing Support</td>
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<td>Members, Parents, Coaches, Life Members</td>
<td>Members’ Contributions Sometimes Not Noted</td>
<td>Other Who Do Not Feel Involved</td>
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<td>Highly Motivated Executive With Great Skills &amp; Abilities</td>
<td>Lack of Planning</td>
<td>Success For Those Involved</td>
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Strategic Plan – 6 Easy Steps

1. SWOT Analysis
2. Wish List
3. Prioritize
4. Write Out Plan
5. Develop Actions
6. Update & Report

Planning workshops

An opportunity to involve a variety of people from the club in the planning process
10-30 people maximum
All interests should be represented
Use of an independent facilitator can help
Space and equipment needs should be assessed

Instigating Change In Your Club

- Stay enthusiastic
- Change something immediately (agenda or minutes etc)
- Instigate or review a policy within a month
- Sneak Strategic Management onto the agenda
- Plan a Strategic Plan BBQ or Dinner
- If it’s not working get outside help through funding (club governance)