

**CLUB**

**OFFICERS**

**HANDBOOK**

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## **INTRODUCTION**

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Sport is an important part of the New Zealand lifestyle. It enriches our lives, enhances our health and brings people and communities together. It fosters the development of excellence, team spirit, competition and pride.

Sport in New Zealand has become big business. The advent of professional rugby has changed the way the game is played and administered. Many other sports have followed the professional or semi-professional pathway. At grass roots level administrators are having to adopt a strategic approach and find more innovative ways to develop their club. Such development is very much dependent on the ability to attract and retain players.

The clubs that are keeping ahead of the latest principles and practices in marketing and development are achieving some spectacular results not only for their clubs but also for their communities.

By becoming more entrepreneurial clubs have an enhanced public profile, growing their membership and attracting strong commercial partnerships by way of sponsorships and other funding. It is a fact of life that sponsors and funding providers will always want to be associated with successful organisations.

The essence of success, however, is dependent on the dedicated volunteers who provide their time, expertise and energy. These are the real success story of New Zealand Sport. Their contribution to their communities is huge.

The purpose of this Handbook is to provide information to help volunteers effectively operate and manage their Clubs and make them successful in the long term.

## **THE IMPORTANCE OF SUCCESSION PLANNING**

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How many times have we seen a key person leave with no one else really knowing how they operated? This is not untypical of many clubs and societies where people are reluctant to take on the various tasks. In many cases this is a fear of not knowing what to do and there will be a multitude of reasons why a person can't take on the job – too busy, too many family commitments, renovating the house, sick person to look after etc.

There is also an old saying “if you want something done ask the busiest person”.

Clubs that plan for smooth transitions of leadership positions are less likely to experience disruptions to their operations. A succession plan provides opportunities for potential leaders within the club to be identified and trained prior to taking on the role.

For most clubs new officers are elected at the Annual General Meeting. This is normally after the end of the season and completion of the year's accounts. Clubs with a succession plan will move seamlessly from one set of officers to another and the new officers will have a good idea of what is required.

Succession planning should be part of any Club's strategic plan. This involves ensuring that the club does not cease to operate because one or more persons step aside.

A good succession plan will include the following:

### ***Annual Plan***

This should be developed as the strategic plan is reviewed each year. It does not need to be lengthy but should document concisely the club's priorities and be referred to during the year.

### ***Position Descriptions***

If new people can see the tasks required they are more likely to take on the position. If there is no job description there is a fear they could be lumbered with all manner of extra duties. Tasks should be clearly defined as belonging to one position or another.

### ***Club Officers Handbook***

There should be an administrative handbook that sets out the day to day tasks of the club and the persons responsible for their execution.

### ***Training Opportunities***

The annual plan should outline the training opportunities available for the various officer positions as well as for other positions such as coaching. These give volunteers the chance to broaden their range of skills and confidence and also increase job satisfaction.

### ***Barriers to Succession Planning***

Some of the common barriers are:

- One person holding all the knowledge within a system only they understand.
- The belief that some people are irreplaceable (nobody is).
- A lack of formalized reporting procedures leading to poor records.
- Poor management of volunteers.
- A fear of change culture.

*In the end the ideal succession plan should allow existing volunteers to step down without any adverse impact on the club.*

## **THE CLUB PRESIDENT/CHAIRPERSON**

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### ***Objectives***

In most cases the President will also act as the Chairperson. However larger clubs may decide to split the functions between two people.

The President's objectives are to ensure the Club promotes and fosters the participation and achievement of the Club's objectives as set out in the constitution. This includes ensuring members of the Club are actively involved and encouraged to participate and enjoy the activities.

The President is also responsible for ensuring the Club is run efficiently so that the on-field/court activities are well supported.

An effective Chairperson needs to be well acquainted with the constitution, rules and procedures of the Club. He/she should work closely with the Secretary and be aware of future directions and plans of the Club.

### ***Responsibilities***

The President is responsible for:

- Ensuring Officers and Committee Members carry out their responsibilities.
- Attending Meetings of the Affiliated Body when required or to ensure that the Club's appointed delegate attends.
- Presiding at all Club Meetings.
- Managing (with the Secretary) the Club's Annual General Meeting.
- Ensuring that those responsible take required action after meetings.
- Reporting on the Club's activities for the year at the Annual General Meeting.
- Working with the Treasurer to ensure an annual financial budget is produced.

### ***Relationships***

- Reports to Members and the Club Committee.
- Acts as or ensures the appointed delegate acts in the best interests of the Club at meetings of the Affiliated Body.
- Supports all Officers and Committee Members in the running of the Club.

### ***Accountability***

- The President is accountable to members of the Club Committee.
- The President should provide a monthly report to the Committee.

### ***Management of Meetings***

The Chairperson must control and conduct meetings properly if the meeting is to be effective.

### ***Effective Meetings***

To ensure effective meetings the Chairperson should ensure the following aspects are achieved:

- Starting the meeting on time.
- Conducted the meeting in the order set out on the agenda.
- Checking with the Secretary to ensure a quorum is present.
- Ensuring minutes of the previous meeting have been circulated.
- Ensuring any discussion on matters arising from the previous meeting is brief.
- Maintaining an impartial presence during debates.
- Ensuring any points made in debate are relevant.
- Confining speakers to time limits if appropriate.
- Maintaining order and ensuring speakers are not interrupted.
- Ensuring motions are properly phrased and recorded by the Secretary.
- Announcing how votes will be taken.
- Making the casting vote if required.
- Ensuring full explanations are made to the meeting of matters under discussion.
- Announcing date, time and location of next meeting.
- Closing the meeting.

General business should be restricted to minor matters with major items being included as a separate agenda item. Prior notice should be given of major items and not raised at the meeting. Unless of an urgent nature, the Chairperson has the authority to defer them for consideration at the next meeting.

An example of a committee meeting agenda is contained in **Appendix IV**.

### ***Motions***

A motion is a formal recommendation put to a meeting for debate and consideration. The motion should be moved by one person and seconded by another before it is open for discussion. The Mover has the right to speak first followed by the Secunder. Others may then speak either for or against the motion following which the Mover has the right of reply. The Chairperson then puts the motion to a vote.

Motions must be recorded in the minutes whether passed or not. If passed the motion becomes a resolution.

An amendment to the original motion may be moved and seconded. However such amendment must not alter the intention of the original motion. The amendment is dealt with before the original motion and, if passed, becomes the motion.

**Appendix VI** contains a form that may be used for the management of the motions and amendments.

### ***Voting***

The Chairperson must have a clear understanding of the voting rights of members and for this reason the Secretary should always have a copy of the constitution on hand.

Voting may be verbal (“all those in favour say aye”), by a show of hands or by ballot. If a verbal vote is inconclusive then a show of hands can be used with the hands being counted.

A ballot is most often used when electing officers. A ballot may also be used on sensitive issues where those voting may not wish to disclose how they voted.

Constitutions usually provide for the Chairperson to have a casting vote in the event of a tie.



## **THE CLUB SECRETARY**

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The secretary is the chief administration officer of the Club and provides the link between the Committee and the members. The secretary also deals with outside bodies.

The position of secretary is critical to the successful management of any club. The Secretary is often the first point of contact for people seeking information about the Club and its activities.

The secretary plays a key role in virtually all of the club's activities. The success of the club is very much dependent on the efficiency and ability of the secretary.

### ***Skills and Qualities***

A good secretary is well organised and carries out the duties efficiently and in a timely manner. The person must be a good communicator, have some skills in word processing, a good telephone manner and understand office systems and procedures.

Personal qualities a good secretary should possess include energy, enthusiasm, reliability, an interest in people and good listening skills. The person must be capable of exercising initiative and acting tactfully and with discretion when necessary.

### ***Responsibilities***

The secretary's role will vary from club to club. However the normal responsibilities encompass the following:

- Mail & Correspondence
- Meeting Procedures
- Communication & Public Relations
- Record Maintenance & Filing Systems
- Administration

Additional duties may involve organizing other volunteers, arranging functions and supporting club events.

## ***Mail & Correspondence***

### **Inward**

- Regularly clear the mailbox.
- Acknowledge letters promptly.
- Clear the mailbox 24 hours prior to a committee meeting.
- Prepare a list of correspondence prior to meetings and list key points.

### **Outward**

- Answer all correspondence promptly.
- File copies of all correspondence and replies.

## ***Meeting Procedures***

### **Preparation**

- Confirm agenda items with the chairperson.
- Send out Notice of Meeting and agenda showing date, time and location a few days prior to the meeting.
- Enclose minutes of the last meeting.
- Arrange the meeting room – chairs, tables, catering (if required).
- Check resources – diary, correspondence files, minute book, notebook.
- Book meeting room and obtain key if required.

### **During the Meeting**

- Bring a copy of the constitution in the event rules need to be clarified.
- Record those present.
- Note apologies and absentees.
- Record for each agenda item – main points, key issues, decisions reached, reports presented and accounts approved.
- Record motions accurately with names of proposer/seconders. (refer **Appendix VI**).
- Record accurately where committee members are being reimbursed.

## **After the Meeting**

- Write up minutes while the details are still fresh.
- Check minutes with chairperson prior to circulation.
- Circulate within one week if possible to ensure actions required can be done before the next meeting.
- Follow up with person required to take action.
- Make diary note for items requiring long-term attention.
- Confirm all important arrangements in writing.
- Send out replies to correspondence.
- Maintain Club equipment register (in absence of a delegated committee member).

## **Annual General Meeting**

- Check Constitution for business to be covered.
- Send notice to members as per rules.
- Prepare agenda (refer **Appendix V**).
- Arrange for attendance register.
- Organise election of officers – check date for nominations.
- Print reports and accounts.
- Make arrangements for guests if applicable.
- Liaise with President on procedure.

## ***Communication & Public Relations***

The key function of the secretary is to be the communications centre of the club. The secretary must therefore:

- Communicate decisions made to those who need to know.
- Inform club members of events and activities through the appropriate channel – telephone, letter, notice boards, newsletters.
- Be the contact person for outside contacts.

The secretary is usually the first point of contact for the club and should:

- Establish and maintain a contact list.
- Ensure there is a listing in directories and newsletters and that this is updated when a new secretary takes over.
- The secretary is usually responsible for keeping the membership list up to date.
- A committee list should include telephone (home/work), fax, email, postal address.
- Check the preferred time for contacting members by telephone.
- Respond to all calls as soon as possible.

### **Membership**

- The secretary is responsible for ensuring all new members have a copy of the rules, procedures and information about the club.
- Information on membership application forms should be reviewed and updated annually where required.
- The secretary should ensure a membership kit is available for new members.

### ***Record Maintenance & Filing***

The secretary is responsible for the maintenance and security of club records and filing. Where clubs are affiliated to regional and national bodies regular information will need to be provided.

The secretary should maintain a list of who holds club records. Computers are able to store a huge volume of information and this data can be stored on a CD which can then be passed to the incoming secretary.

Historical records of past members, club history and other interesting information can be useful at reunions, fundraising and recruitment. Computers are also able to store photographs that may be of great interest to future members.

## ***Administration***

The secretary is responsible for maintaining resources, equipment and security.

### **Resources**

- Diary for managing schedules of events, activities, meetings.
- Notebook for recording meetings.
- Minute book for signed minutes.
- Stationery for letterhead, envelopes and stamps.
- Club seal and address stamp.
- Files for records.

### **Equipment**

- Telephone access – evening (day if possible).
- Computer or typewriter for word processing.
- Fax access if possible.

### **Security**

- List of keys and who holds them.
- List of building procedures.
- Duplicate keys.

## **THE CLUB TREASURER**

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### ***Qualities of a Treasurer***

The Treasurer is responsible for the financial management of the Club.

To be a good treasurer a person needs to be enthusiastic, well organised, capable of keeping good records that others can follow and capable of handling money and cheques securely.

Resources required include calculator, receipt book, deposit books, petty cash tin, filing system for invoices and statements and a cash book. Records may be either manual or computerised.

Previous financial records should be available from the previous treasurer. It is also a good idea to talk to the person responsible for the Club's audit/review to find out what is required at year end.

### ***Role and Responsibilities***

The Treasurer is expected to carry out the following duties:

- To prepare budgets for the forthcoming year.
- To invoice members for subscriptions and other items.
- To ensure that all monies received are receipted and banked promptly.
- To maintain accurate records of income & expenditure.
- To invest surplus funds (after Committee approval).
- To be a signatory on Club bank accounts in accordance with the constitution.
- To prepare and present accounts for payment to the Committee for approval.
- To prepare and file GST and tax returns, if applicable.
- To prepare and present regular financial reports to the Committee.
- To either prepare annual accounts to audit/review stage or to provide the auditor/reviewer with all required information so they can prepare the accounts.
- To present the annual accounts to the Annual General Meeting.

*It should be noted that Clubs with a turnover exceeding \$40,000 per annum will be required to register for GST and file GST returns on a regular basis.*

## ***Receiving and Banking Money***

- The Treasurer should always ensure that Club money is kept separate from personal money.
- Receipts should be written out for all money as it arrives.
- Money received for banking should be receipted to its source – bar takings, subscriptions, fund raising, entrance fees etc.
- Funds should be deposited into the correct account as soon as possible.

*Doing the above will save confusion and time at a later date.*

## ***Payments***

- All accounts should be paid by due date.
- Apart from being good practice it is important to ensure the goodwill of local suppliers.
- Any out-of-pocket expenses of volunteers should be paid promptly.
- Generally, most items will have been budgeted for and so can be paid promptly with ratification at the next Committee meeting.
- Any unbudgeted items should not be paid until Committee approval has been given.
- No payments should be made without an accompanying invoice and preferably matched against an order number.
- Reimbursement of volunteer expenses incurred should not be made without a receipt evidencing the expenditure.
- Any goods or services being invoiced should be checked to ensure that they have been satisfactorily received/provided.
- Blank cheques should never be issued.

## ***Income & Expenditure***

- If you are running a manual system, all items of income and expenditure should be recorded in a multi column cash book or computer spreadsheet.
- One section should be used to record expenditure and another to record income.
- There should be sufficient columns to provide adequate analysis.
- At month end the columns should be added and reconciled with the entries on the bank statement.
- If your Club is registered for GST an additional column will be required to record GST in and out.

### ***Petty Cash***

- Petty cash is for small amounts paid by cash such as postage, pens, stationery etc.
- A cheque is drawn on the Club account and cashed for a small amount (say \$100) and all expenditure paid from this is recorded and receipts filed.
- Details should be recorded in a petty cash book.
- Petty cash should be kept under strict control of the Treasurer or Secretary.
- Reimbursements for petty cash are subject to audit/review.

### ***Monthly Reporting***

- Each month the Treasurer should prepare a statement showing income & expenditure for the last month and year-to-date.
- This should be measured against the budget and variances explained.

### ***Preparing Budgets***

- The budget is a very important management tool for any organisation. An annual budget should be prepared as part of the planning process and should fit in with the Club's long term Strategic Plan.
- It is the Treasurer's responsibility to co-ordinate the forthcoming year's budget.
- This sets out the likely sources of income and expected expenditure. When preparing the budget worksheet it is useful to have the last two years figures as a guide.
- All Committee Members should have an input into the budget process. Sub-Committees in charge of particular programmes such as coaching must have an input into developing the budget.
- The budget should also detail items of capital expenditure and how these are to be financed (eg from a gaming grant).
- The budget should show a surplus of income over expenditure.
- The budget should be completed as soon as possible after the AGM. This then ensures that the new Committee is working to a budget they own rather than to one prepared by the outgoing Committee.
- They will also have figures for the previous year to use as a guide.
- The budget is the financial estimates of the Club's Annual Plan.



### ***Preparing Cash Flow forecasts***

A cash flow forecast sets out the actual amount of cash available to spend at any given time on operating expenses as well as on capital items. This is important as most Clubs are seasonal and money needs to be set aside to pay expenses in times when income is low.

Generally the off-season is a period of maintenance and replacement and the opportunities for generating income are limited. Ideally the cash flow forecast should be updated monthly and tabled at each Committee meeting.

The budget deals with all the income and expenditure of the Club except balance sheet items such as capital expenditure and loan repayments. The Cash Flow forecast includes all cash items from both the budget and the balance sheet.

### ***End of Year Accounts***

At the end of the Club's financial year the treasurer will need to either prepare or arrange for someone to prepare a set of accounts for presentation to the Annual General Meeting. These will include a Statement of Financial Performance (Profit & Loss Account) and a Statement of Financial Position (Balance Sheet) and a Fixed Asset Schedule. Comparisons with the previous year should also be shown.

Copies of the audited/reviewed annual accounts must be filed with the Registrar of Incorporated Societies each year. These need to be accompanied by a certificate signed by an officer of the Club stating that the accounts have been approved by the members at the AGM.

The Treasurer should also prepare an annual report explaining the major items in the accounts and variances compared to the previous year.

## ***Audited/Reviewed Accounts***

Whether a Club is required to have its accounts audited or reviewed will depend on the constitution. "Audited" means that the accounts have been checked by a person with an accounting qualification who certifies that the accounts are a true and correct record of the performance and position of the Club.

A reviewer may not be qualified but should be competent in financial matters and capable of understanding and interpreting financial statements. The reviewer should check the main areas of income and expenditure and make any appropriate comments on matters such as cash control. An example of a reviewer's checklist is attached as **Appendix VI I**. This includes a typical sign-off statement that a reviewer might use.

## ***Internal controls***

It is important to document any policies and procedures agreed to by the Committee regarding the management of money. These policies and procedures should be brought to the attention of the auditor and to those members responsible for handling the Club's money.

Any goods held for sale such as uniforms or liquor should be kept under strict control in a locked cupboard with access by authorised persons only. Stock on hand should be counted regularly (at least twice a year) and matched with the paper records. End of year accounts should be adjusted to reflect the value of stock on hand.

## ***Taxation***

The Income Tax Act sets out a number of income tax exemptions for non-profit organisations. Registering under the Incorporated Societies Act 1908 does not provide a tax exemption. An application must first be made to IRD who will grant exemption so long as certain criteria are met. IRD will require a copy of the Club's constitution.

Where Club's earn interest on surplus funds the bank will deduct resident withholding tax (RWT). If no IRD number is provided then RWT will be deducted at the maximum rate (currently 39%). Therefore an application for RWT exemption should be lodged with IRD.

## ***Goods & Services Tax (GST)***

GST is a tax on most goods and services in New Zealand and is currently charged at the rate of 12.5%.

Registration is mandatory if turnover exceeds \$40,000 in a 12 month period. However organisations may register if their turnover is less than this amount if it is advantageous to do so.

GST may be accounted for on a payments basis, invoice basis or a combination of the two. GST return periods may be anywhere from one month to six months.

## **CORPORATE GOVERNANCE AND THE COMMITTEE**

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Corporate Governance is the system by which your Club is controlled. It is about how your Club can better manage its resources to good effect for members and other stakeholders.

Corporate governance is about:

**Planning** – developing strategic goals and objectives as part of an overall long term approach.

**Performance** – monitoring performance to ensure goals and objectives are achieved.

**Leadership** – ensuring the Club is governed with the best interests of members and stakeholders.

Good governance comes through having sound structures in place and the essence of good governance is the Committee. The delegation of tasks and responsibilities to other Committee members by the President is important because:

- It eliminates the possibility of having one person do all the work.
- It gives other members a sense of involvement, value and worth within the Club.

### **Roles**

The main roles of the Committee are:

- To set objectives, define policy and develop strategic direction.
- To adopt the principles of good governance in daily operations.
- To monitor the performance of the Club and its Officers in line with set goals.
- To ensure the Club will continue in the long term.
- To communicate with all parties involved including members, funding providers and sponsors and supporters.
- To manage risk.
- To ensure compliance with statutory obligations.
- To meet regularly.
- To plan for succession.

## ***Responsibilities***

Committee members are responsible for the daily operation of the Club.

It is the responsibility of all Committee Members to:

- Undertake to attend meetings.
- Arrive at meetings on time.
- Speak clearly and to the point on agenda items.
- Listen attentively without interrupting.
- Respect the views and opinions of other Committee Members.
- Undertake and complete on time the tasks allocated.

## **ANNUAL GENERAL MEETINGS**

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Every Incorporated Society must hold an Annual General Meeting (AGM) of its members. This is a requirement under the Incorporated Societies Act 1908 and also under the Club's constitution.

### ***Purpose of AGM***

The purpose of the AGM is to:

- Receive the president's Report for the past year.
- Receive the audited/reviewed statements of financial performance and financial position for the past year.
- Appoint an auditor/reviewer for the ensuing year.
- Elect Officers and Committee Members for the ensuing year.
- Consider any notices of motion.
- Transact any general business.
- Elect any Life Members.

Normally the Club's constitution will indicate the timeframe within which the AGM must be held – e.g. within 10 weeks of the financial year end.

### ***Notice of AGM***

Notice of the AGM must be forwarded to members at least 14 days before the AGM and the notice should call for nominations for Officers and Committee. Agenda items should be included in the Notice of Meeting. Notices may also be placed in the local newspaper.

Copies of the audited/reviewed financial statements should be made available to all members attending the AGM.

### ***Agenda***

A sample agenda for an Annual general Meeting is shown in **Appendix V**.

## **INCORPORATION**

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A group of at least 15 people can apply for registration as an incorporated society under the Incorporated Societies Act 1908. Once registered the incorporated society becomes a separate legal entity in much the same way as a limited liability company. The members are then not personally liable for the society's debts, contracts or other obligations. Nor do the members have any personal interest in the assets of the society.

An incorporated society will continue as long as it files annual financial statements and other documents or until dissolved by its members or a creditor.

An incorporated society must have a set of rules (constitution) setting out the objectives and how the society is to be run. The constitution is registered with the Registrar and is able to be accessed by the public.

The activities of an incorporated society must be lawful and it must act in accordance with its rules. It is not allowed to make money to be distributed among its members.

### ***Advantages***

There are a number of advantages of becoming an incorporated society:

- A society becomes a separate legal entity.
- It continues as a separate legal entity even though its membership may change.
- Members are not personally liable for the society's debts, contracts and other obligations so long as activities are lawful.
- An incorporated society may be entitled to exemptions from income tax and resident withholding tax.

Another significant advantage of incorporation is that the society is in a better position to obtain grants from funding providers. Applicants will usually be asked if they are incorporated and funding providers want to be assured that the society has good governance procedures.

### ***After Incorporation***

Once incorporated the society needs to file a set of annual accounts and any alterations to the rules. It is optional to notify changes to Officers.



## **THE CLUB CONSTITUTION**

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The Incorporated Societies Act 1908 requires every incorporated Society to have a set of rules. These rules (the “constitution”) set out how the society is to operate.

Having a set of well drafted rules is extremely important to the smooth operation of a society. To be effective the rules need to be concise and easily understood. If the rules are too complex and wordy they may be difficult to interpret and lead to disagreements.

The Act sets out certain matters that must be included in the rules of a society. Other rules may be added according to the specific requirements of a society so long as they are not inconsistent with either the Act or general law.

The Act requires the following matters to be included in the rules:

### ***Name of the Society***

- The name must end with the word “incorporated”.

### ***Objects of the Society***

- Objects must be lawful and can be wide to ensure that all future activities are covered.
- An incorporated society cannot have an object that allows financial gain for members.

### ***Members***

- The rules must outline who can be members and how people can become members.
- The rules should indicate whether there are different types of members (e.g. active, senior, junior, honorary, life) and the respective voting rights.

## ***Ending Membership***

- The rules must set out how membership is ended either by the society or by an individual member.
- An individual may be able to resign in writing or simply by notifying the secretary.
- The society may be able to end the membership in the event of dishonesty, disreputable behaviour or non-payment of accounts.
- An appeal process may be included.

## ***Meetings***

- **Committee meetings** involve the elected officers and other committee members, often on a monthly basis. These meetings are designed to ensure the society operates smoothly.
- **General meetings** of a society are meetings that all members are entitled to attend. The rules should set out how general meetings are called, run and voting rights and procedures.
- There are two types of general meeting.
- An **Annual General Meeting** (explained earlier) is where the President makes a report, accounts for the year are presented and officers and committee elected.
- **Special General Meetings** are held to deal with a particular issue or to transact urgent business.

## ***Appointment of Officers***

- The rules must specify how officers are to be appointed and this is normally done at the AGM.
- Generally officers would be President, Secretary and Treasurer.
- The President is usually designated to handle the Chairperson duties.

## ***Common Seal***

- Every society must have a common seal and the rules will set down when this is to be used.
- It should be used on legal documents and contracts entered into by the society.

### ***Control and Investment of Funds***

- The rules must indicate how the society's money is to be managed.
- These rules should say who is entitled to sign cheques and invest surplus funds.
- The types of investment allowed for any surplus funds should be specified.

### ***Powers to Borrow Money***

- If the society is allowed to borrow money a rule stating how money can be borrowed must be included.

### ***Distribution of Property on Wind-up***

- The rules must specify what happens to any surplus assets in the event the society is wound up or dissolved.
- Rules may also be included on other matters such as subscriptions, financial year and management.

## **APPENDIX I**

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### ***Sample Position Description for President***

#### **Objectives**

To ensure the Club promotes the participation and achievement of the Club teams at the highest level and that all players are given the highest level of coaching and competition to promote their development.

To ensure the Club is run efficiently administratively, financially and socially to support the on-field activities. The president oversees the overall annual committee agenda and helps to prioritise the goals.

#### ***Skills Required***

- Be an effective communicator.
- Be well informed of all activities.
- Be aware of future directions.
- Have a good working knowledge of the constitution and respective duties of office holders.
- Be a supportive leader.

#### ***Responsibilities***

- To ensure Managers and Committee Members carry out their responsibilities.
- To act a Chairperson at all meetings of the Club.
- To ensure proper minutes are taken of all Committee and General Meetings.
- To submit an annual report to the Annual General Meeting.
- To attend any meetings of the Affiliated Body if the Club delegate.

#### ***Relationships***

- Reports to the Members and Committee of the Club.
- Acts as or ensures the Club Delegate acts in the best interests of the Club at meetings of the Affiliated Body.
- Supports all Committee Members and other Club volunteers.

***Accountabilities***

- Accountable to the Members and Committee.
- Provides a regular report to the Committee.

***Estimated Time Commitment***

- .... hours per week

***Term***

- The president is appointed for a term of .....

## **APPENDIX II**

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### ***Sample Position Description for Secretary***

The Secretary is the chief administrative officer of the club and is the link between the Committee and outside organisations.

#### ***Skills Required***

- Be an effective communicator.
- Be well organized and capable of delegating tasks.
- Able to maintain confidentiality.
- Have a good working knowledge of the constitution.

#### ***Objectives***

- To ensure that the appropriate administrative support is provided to the President, Committee and Volunteers.

#### ***Responsibilities***

- To establish a meeting schedule for the Committee for the current year.
- To provide secretarial and administrative support to the Committee.
- To maintain an up to date copy of the constitution.
- To maintain a complete record of Club activities.
- To be familiar with the constitution and to give advice when necessary.
- To prepare minutes of all Committee and General Meetings of the Club.
- To distribute minutes as required.
- To receive all correspondence sent to the Club.
- To send out correspondence as directed by the President or Committee.
- To ensure all licences required by the Club are current.
- To act as the Public Officer of the Club

### ***Relationships***

- Reports to the President and Committee.
- Liaises with President and Committee Members as and when required.
- Liaises with external contacts.
- Provides support to volunteers.

### ***Accountabilities***

- Accountable to the President and Committee

### ***Estimated Time Commitment***

- .... Hours per week

### ***Term***

- The secretary is appointed for a term of .....

## **APPENDIX III**

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### ***Sample Position Description for Treasurer***

#### ***Skills Required***

Ideally the person taking on the position of Treasurer should have some training in accounting/money management.

#### ***Objectives***

To ensure that a financial management and reporting systems are in place so that the Committee has an accurate understanding of the financial status of the Club at all times.

#### ***Responsibilities***

- To prepare an annual financial budget for the Club for presentation at the first meeting after the AGM.
- To attend to all banking activities.
- To maintain accounts of all income and expenditure.
- To report monthly to the Committee.
- To present all accounts for payment for approval.
- To manage the Club bank accounts to ensure all cheques are honoured.
- To ensure all tax commitments are met, if any.
- To ensure the Club's financial records are correctly audited/reviewed.
- To present the annual accounts to Members at the AGM.

#### ***Relationships***

- Reports to the President and Committee.
- Liaises with Committee and volunteers on financial matters.
- Liaises with debtors and creditors.

#### ***Accountabilities***

- Accountable to the President and Committee.
- The Treasurer seeks ratification of the annual budget from the Committee and has authority to act within the limits of the budget and strategy approved.



***Time Commitment***

- .... hours per week

***Term***

- The Treasurer is appointed for a term of .....

## **APPENDIX IV**

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### ***Sample Committee Meeting Agenda***

Meeting of XYZ Club Committee to be held on Monday 20<sup>th</sup> November 2008 at the Clubrooms at 7.30pm.  
Committee Members: (List names)

### **AGENDA**

**Welcome** President to welcome those attending.

**Present** Secretary to record names of those present and to note any guests due to attend and time of arrival.

**Apologies** Apologies to be recorded

Motion "that the apologies be accepted"  
Moved..... Seconded.....  
Put motion to meeting.

### **Minutes of the Previous Meeting**

Minutes of the previous meeting either read by the Secretary or taken as read if previously circulated.

Motion "that the minutes of the meeting held on ..... be signed as a true and correct record of that meeting"  
Moved.....Seconded.....  
Put motion to meeting.

### **Matters Arising From Previous Minutes**

Matters from the previous minutes may be dealt with at this point. If a major item then it may be deferred for a fuller discussion in General Business (Chairman's decision).

## **Correspondence**

**Inward** Secretary to read the inward correspondence

Motion "that the inward correspondence be received"  
Moved.....Seconded.....  
Motion put to the meeting.

**Outward** Secretary to read the outward correspondence.  
Motion "that the outward correspondence be endorsed"  
Moved.....Seconded.....  
Put motion to meeting.

**Reports** President's/Chairperson's report.  
Financial – Treasurer's report on Club's financial position  
and approval of accounts for payment.

Motion "that the accounts totaling \$..... as per the  
schedule be approved for payment"  
Moved...../Seconded.....  
Put motion to meeting.

## **Reports by Committee Members**

Reports on special projects/fundraising  
Reports from delegates on Affiliated Body.  
Reports from Coaches.  
Safety Report.  
Facilities, grounds.  
Important upcoming events.

## **General Business**

### **Next Meeting Date**

### **Close of Meeting**

## **APPENDIX X**

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### ***Sample Annual General Meeting Agenda***

#### **Annual General Meeting XYZ SPORTS CLUB**

Monday 16 October 2006, 7.30pm  
Clubrooms, Southside, Sportville

#### **AGENDA**

1. Welcome and Introductions
2. Obituaries
3. Apologies  
  
Motion "that the apologies be accepted"  
Moved.....seconded.....
4. Minutes of 2005 AGM  
Motion "that the minutes of the AGM held  
..... be taken as a true and correct record of  
that meeting"  
Moved.....seconded.....
5. Matters arising from 2005 AGM Minutes
6. President or Chairperson's Report 2006
7. Presentation of Financial Accounts for 2006  
Treasurer's Report  
Motion "that the audited/reviewed financial statements  
for the 12 months ended .....be received and  
adopted  
Moved.....seconded.....  
Discussion/questions on accounts

8. Notices of Motion, if any
9. Appointment of Auditor/Reviewer  
  
Motion "that ..... be re-appointed as  
Auditors/Reviewers for the ensuing year"  
  
Moved.....seconded.....
10. Election of Officers
11. Presentation of Honours, Life Memberships
12. General Business
13. Close of Meeting

## Appendix VI

### *Format for Motion Management*

<b>Motion</b>	Record exact wording of the Motion
<b>Mover's Name</b>	
<b>Secunder's Name</b>	

### Speaking Order

<b>1. Mover</b>	Must speak first to the motion.
<b>2. Secunder</b>	Can speak immediately or reserve the right to speak but can only speak once.
<b>3. Speakers for the Motion</b> (Record names as they speak)	Can only speak once.
<b>4. Speakers against the motion</b> (Record names as they speak)	Can only speak once.

<b>Right of Reply</b>	Only Mover can speak. Can only speak to or answer questions introduced during the debate. Cannot introduce new material.
<b>Vote is taken as soon as right of reply is completed</b>	
<b>Secretary records result</b>	<b>Adopted Yes/No</b>

### *Format for Amendment Management*

<b>Amendment</b>	Record exact wording of the Amendment
<b>Mover's Name</b>	Cannot be Mover or Secunder of Original Motion
<b>Secunder's name</b>	Cannot be Mover or Secunder of Original Motion

### **Speaking Order**

<b>1. Mover</b>	Must speak first to the Amendment.
<b>2. Secunder</b>	Must speak immediately after the Mover.
<b>3. Speakers for the Amendment</b> (Record names as they speak)	Can only speak once
<b>4. Speakers against the Amendment</b> (Record names as they speak)	Can only speak once
<b>Right of Reply</b> The Mover of the Amendment does not have a right of reply	<b>Only Mover of the Original Motion can speak</b> Can only speak to or answer questions introduced during the debate. Cannot introduce new material.

<b>Vote is taken as soon as right of reply is completed</b>	
<b>Secretary records result</b>	<b>Adopted Yes/No</b>

## Appendix VII

**REVIEW CHECKLIST**

**YEAR ENDED:**

**CLUB:**

**TREASURER:**

**TEL:**

No	ITEM	YES	NO	REVIEWER'S COMMENTS
1	Club Minutes			
2	List of Office Bearers			
3	Cheque Books			
4	Summary of Payments			
5	Deposit Books			
6	Summary of Deposits			
7	Receipt Books			
8	Bank Statements			
9	Bank Reconciliations			
10	Receipts for each payment & deposit			
11	Petty cash analysis			
12	Statement of Club assets			
13	Summary of financial			



	Position			
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Other comments:

I have reviewed the records for the year ended .....In common with similar organizations, control over income prior to it being being recorded is limited. Subject to the possible effect of the limited control over income referred to, in my opinion the financial statements give a true and fair view of the financial position of the Club for the year.

**Reviewer's signature** ..... **Date** .....

## **Appendix VIII**

### *Acknowledgements*

This Handbook was prepared by **GREYTOWN COMMUNITY SPORT & LEISURE SOCIETY INC** with the assistance of the following organisations:

**GREYTOWN DISTRICT TRUST LANDS TRUST**

**SPARC (formerly the Hillary Commission)**

**SPORT WELLINGTON/SPORT WAIRARAPA**

