

Board and Committee Management

A board (or committee) is made up of people who have accepted responsibility for managing a sporting organisation on behalf of its members. The organisation's constitution should dictate:

- the makeup of the board;
- how the board is appointed;
- how the board should function;
- how often the board should meet;
- who is eligible to serve on the board; and
- how long they should serve.

Governance is a key responsibility of boards. Generally, the board is responsible for administration, financial management and leadership.

The role of the board is to

- Conduct long term (strategic) planning of activities so the aims and objectives of the organisation are achieved.
- Develop policies and procedures.
- Manage external relations and advocacy issues.
- Obtain resources including appropriate human and financial resources.
- Ensure all financial and legal matters are properly managed.

- Regularly communicate with, and provide information to members about the running of the organisation.
- Evaluate the performance of any employees, subcommittees, volunteers and the board itself.
- Succession plan and future proof the organisation ensuring the board has the skills it needs to manage and progress the organisation.
- Provide detailed written records and job descriptions to newly elected directors to facilitate transition into their roles.

Roles within a board

The structure of and roles within a board may vary according to its purpose and length of operation. The traditional structure comprises; Chair (President), Treasurer, Secretary and general members, each of which have clearly defined responsibilities.

The Chair (President)

The Chair is the principal leader of the board, with overall responsibility for the organisation's administration. The Chair ensures the board works towards achieving identified goals.

Duties of the Chair (President) include:

- Being well-informed of all the organisation's activities.
- Being aware of and leading the future directions and plans of the organisation.
- Having a good working knowledge of the constitution, other rules (by-laws and

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policies) and the duties of all other directors, sub-committees and key employees or volunteers.

- Managing board meetings.
- Managing the organisation's annual general meeting (AGM).
- Representing the organisation at the local, regional and national level, including to the media where required.
- Acting as a facilitator for organisation activities.
- Ensuring that planning and budgeting for the future is carried out in accordance with the wishes of club members.

The Secretary

The secretary is the chief administration officer for the organisation and provides the coordinating link between members, the board and outside agencies.

The secretary has four main areas of concern:

- Manage inward and outward correspondence (read, respond to and file).
- Prepare the annual report and other reports as required.
- Maintain a current register of members, life members, sponsors and all legal documents, such as constitutions, leases and titles. This involves alerting the board when renewals are due or when a legal deadline must be met.
- Convene meetings as required:
 - prepare the meeting room;
 - prepare and circulate minutes, agenda, reports and correspondence list;
 - carry out the legal and constitutional requirements of the club's AGM with regard to timing of notices, notices of motion, nominations of office bearers, and the annual financial report; and
 - be prepared for secret ballots.

The Treasurer

The responsibilities of the treasurer include budgeting and cash flow management.

Budgeting and cash flow management tasks:

- budget preparation;
- maintain account books, covering receipts, expenditure, assets and liabilities;
- bank money received and issue receipts;
- seek authorisation for disbursements and draw cheques/organise EFT payments accordingly;
- pay accounts for approved expenditure incurred;
- send out accounts for moneys due to the organisation;
- control the bank account; and
- maintain a petty cash float.

Financial reporting tasks:

- periodical treasurer's reports to members and/or board;
- produce an annual financial report;
- where an audit is required by the constitution, make arrangements for it to be done; and
- assist the secretary to maintain membership records.

Issues for board consideration

It is also important that those involved in the board have a good understanding of some of the major issues surrounding sport and recreation clubs.

These issues include:

- public liability and indemnity insurance;
- risk management practices;
- harassment policies;
- child protection legislation; and
- volunteer recruitment and retention.



Subcommittees

Subcommittees are usually appointed by the board to undertake specific tasks.

To enable subcommittees to work most effectively the board should:

- Provide a written brief outlining the tasks, responsibilities and reporting procedures of the subcommittee.
- Maintain the decision-making power at the board level.
- Keep subcommittee member numbers to a minimum (three or four people is usually enough).
- Ensure the subcommittee consists of people with the necessary skills to complete the tasks and who will work together effectively.
- Choose a leader who can get the best out of people.
- Monitor the progress of the subcommittee through regular reports or meetings.

Where can I get more information?

Sport Australia provides more information on board management for clubs.

To find out more visit

https://www.sportaus.gov.au/club_development/governance

For more information on the role of treasurer, see Communities, Sport and Recreation's *Financial Management* information sheet.