

Leadership Module

- Mission Statement – what, why, when, how, etc
- Constitution
- A.G.M (Annual General Meeting)
- Effective Meetings
- Committee Roles
- Incorporated Societies / Charitable Trust
- National Alignment



Mission Statement:

WHAT IS A MISSION STATEMENT?

Every organisation has a mission, a purpose, a reason for being. As such, every Sports Club needs to define its fundamental purpose, philosophy, and values. The mission statement clarifies the essence of club existence. It describes the needs the club was created to fill, explains why the organisation exists, and what it hopes to achieve in the future. It articulates the organisation's essential nature, its values, and its work.

WHY HAVE ONE?

Without guidance, it is difficult to establish boundaries for appropriate course of action. The mission statement provides the basis for evaluating the success of the club and its programs. It helps to verify if the club is on the right track and making the right decisions. It provides direction when the club faces new challenges or opportunities. Attention to the mission statement helps leadership adhere to its primary purpose and assists during conflicts by serving as a touchstone for every decision. A powerful mission statement can also be helpful in attracting members, volunteers, donors, and community involvement.

WHEN SHOULD IT BE REVIEWED?

It is important to reassess the organisation's mission on a regular basis. If it has been more than five years, now is probably a good time to review and, if necessary, fine-tune or even rewrite the mission statement. All too often an organisation's mission statement, which has been handed down over the years, loses relevance and ceases to speak to members, staff, board members, or supporters. Frequently, the landscape within which a club operates changes so markedly over a period of time, that the original mission must be updated, altered, or changed dramatically in order to address new realities.

WHO SHOULD CREATE OR REVIST IT?

Creating a mission statement is a group effort. Board members, staff, members, alumni and donors can provide valuable input during the creative process. The final wording should be approved by the board or, in the case of another organisational model, the key leaders/owners.

WHAT DO WE DO WITH OUR MISSION STATEMENT?

The mission statement should be referred to continuously. It should be present everywhere: on the letterhead, all communications, all brochures, all official documents, on display in your club rooms.



HOW DO WE WRITE A MISSION STATEMENT?

An effective mission statement is concise, to the point, realistic, operational, inspirational, informative, and even emotional. It is forward- thinking, positive, and describes success.

An effective mission statement must resonate with the people working in and for the organisation, as well as with the different constituencies that the organisation hopes to affect. It must express the organisation's purpose in a way that inspires commitment, innovation, and courage - not an easy task!

At the very least, your organisation's mission statement should answer three key questions:

1. What are the opportunities or needs that we exist to address? (purpose of the organisation)
2. What are we doing to address these needs? (business of the organisation)
3. What principles or beliefs guide our work? (values of the organisation)

You can begin the process of drafting a mission statement by asking staff, volunteers, and constituents to list words, phrases, or ideas that come to mind with respect to the organization and its purpose, business, and values. Give everyone a chance to be heard. Look for language and concepts that enjoy broad consensus.

YOUR MISSION STATEMENT SHOULD:

- Express your organisation's purpose in a way that inspires support and ongoing commitment
- Motivate those who are connected to the organisation
- Be articulated in a way that is convincing and easy to grasp
- Use proactive verbs to describe what you do
- Be free of jargon
- Be short enough so that anyone connected to the organisation can readily repeat it

SAMPLE MISSION STATEMENT:

- Surf Life Saving New Zealand - is to provide a safe beach and aquatic environment throughout New Zealand
- Swimming New Zealand - is the National organisation that represents swimming - helping to ensure **every** New Zealander swims to their potential



- NZ Rugby League – To carve out our future by building on our history. We will do this by focusing on our core.
- Gisborne Netball Centre – to actively promote, support and encourage the game of Netball in the Tairāwhiti district and provide a work and playing environment to be proud of.
- Gisborne Basketball Association – To be the sport of choice for whānau in Tairāwhiti

CONSTITUTION:

Your club may have been active for a while and you need to adopt a constitution. This can be seen as complicated and daunting and is usually avoided by most members of the club.

WHAT IS A CONSTITUTION?

A constitution is a basic set of rules for the daily running of your club or group. It details for your members and others the name, objects, methods of management and other conditions under which your club or group operates and generally the reasons for its existence. It also regulates the relationship between members by setting out the basis for working with other co-members.

WHY DO WE NEED A CONSTITUTION?

- Explain to members and nonmembers what your group is about
- Provide guidelines for the daily running of your group
- Help to sort out internal problems
- Are a legal necessity if your group wishes to become incorporated
- Can help in seeking resources from other organisations, such as a government agency

WHAT LEVEL OF DETAIL SHOULD YOU INCLUDE?

A constitution can be extremely simple, containing only the basic outline to explain who you are, what you are set up for and important management matters. The extent to which you add detail in the rules depends on the needs or formality at the time of setting up the group, and on your group's thoughts about the projected needs of the group as it grows. Many details relating to minor management matters are best included within bylaws or regulations thus keeping your constitution flexible and easy to operate within.



WHAT TO AVOID:

A constitution can be made up of two parts; the rules which include the basic principles of the group and can be changed only by a General Meeting; and the regulations or by-laws which can be changed by the committee.

You can place almost anything within a constitution. However many aspects of your club's operation are more easily handled outside the formality of the rules. For instance, you would not include the membership charges or club colours in the rules. The rules in your constitution should relate to the administration of the club. They should not relate to the conduct of the activities of the club. Additional non-administrative rules should appear in regulations and by-laws. A clause in the rules empowering the committee to make, alter or delete regulations or by-laws should appear in the constitution.

DRAFT CONSTITUTION

(SAMPLE ONLY)

1.0 NAME:

The name of the Association/Club is _____ (Inc.) hereinafter referred to as the "Association" or "Club" (Note: This example draft may refer to either Association or Club.)

2.0 OBJECTS:

The objects of the Association are:-

2.1 To

2.2 To

2.3 To

2.4 To

2.5 To

List as necessary to cover the purposes of the Association.



3.0 ATTAINING OBJECTS

The Association shall be empowered to do all things necessary which are incidental to and necessary for the attainment of the objects of the Association.

4.0 PROPERTY OF THE ASSOCIATION

The Association must apply all property and income of the association towards the promotion of the objects or purposes of the association and no part of that property or income to be paid or otherwise distributed, directly or indirectly, to members of the Association, except in good faith in the promotion of those objects or purposes.

5.0 POWERS OF THE ASSOCIATION: (as conferred by Section 13 of the Act).

- 5.1 To acquire, hold, deal with, and dispose of any real or personal property;
- 5.2 To open and operate bank accounts;
- 5.3 To invest its money –
 - (i) in any security in which trust moneys may be invested; or
 - (ii) in any other manner authorised by the rules of the Association;
- 5.4 To borrow money upon such terms and conditions as the Association thinks fit;
- 5.5 To give such security for the discharge of liabilities incurred by the Association as the Association thinks fit;
- 5.6 To appoint agents and employees to transact any business of the Association on its behalf for reward or otherwise;
- 5.7 To build construct erect maintain alter and repair any premises building or other structure of any kind and to furnish equip and improve the same for use by the Association;
- 5.8 Accept donations and gifts in accordance with the objects of the Association;
- 5.9 Print and publish any information by any media including newsletters, newspapers, articles or leaflets for promotion of the Association;
- 5.10 Provide gifts and prizes in accordance with the objects of the Association;
- 5.11 Organise social events for Members and the promotion of the Association; and
- 5.12 To enter into any other contract the Association considers necessary or desirable.

6.0 MEMBERSHIP:

- 6.1 Membership shall be open to any person who wishes to further the interests of the Association.
- 6.2 Any person seeking membership shall make application to the Management Committee, and the Management Committee shall determine whether the application is successful or not.
- 6.3 Each person admitted to membership shall be;
 - 6.3.1 Bound by the Constitution and By-laws of the Association.



- 6.3.2 Come liable for such fees and subscriptions as may be fixed by the Association.
- 6.3.3 Entitled to all advantages and privileges of membership.
- 6.4 Membership Categories:
- 6.4.1 ORDINARY MEMBER
Any person who is a financial member of the Association is entitled to hold any office and enjoy the privileges of the Association.
- 6.4.2 SOCIAL MEMBER
Persons other than ordinary members who are interested in promoting the Association, but who do not wish to participate in the playing activities of the Association, may become a Social Member.
- 6.4.3 JUNIOR MEMBER
Any person under the age of 18 years may become a Junior Member. Junior Members shall have no voting rights nor be entitled to hold any office.
- 6.4.4 LIFE MEMBERSHIP
The Management Committee as a Life Member may elect any member who has given outstanding service to the Association. Any member may nominate a person to the Management Committee for consideration for Life Membership.
- 6.4.5 PATRON
The Association may, at its discretion, elect a patron/s or vice patron/s of the Association for such period as may be deemed necessary. Such patron/s or vice patron/s shall not be eligible to vote unless they are current members of the Association under another category of membership.
- 6.4.6 AFFILIATED CLUBS OR TEAMS
A club or team desirous of becoming an affiliated club or team must take application in accordance with the by-laws of the Association. Such application must be lodged with the Association Secretary on or before a date as determined by the Management Committee of the Association. Each affiliated club or team shall appoint or elect a delegate as his or her representative to meetings of the Management Committee.
- 6.5 The Management Committee shall appoint a member of the Management Committee to maintain an up to date register of members of the Association.
- 6.6 A member may at any reasonable time inspect the records and documents of the Association.



7.0 SUBSCRIPTIONS:

7.1 (to be paid by different classes as and when they are due)

8.0 TERMINATION OF MEMBERSHIP

8.1 Any person's membership may be terminated by the following events;

8.1.1 Resignation

8.1.2 Expulsion

8.1.3 a Member's annual membership fee remains unpaid after [insert period] falling due;

8.2 The Management Committee shall have the power to suspend or expel any member of the Association for:

8.2.1 any of the events in Item 8.1

8.2.2 False or inaccurate statements made in the member's application for membership of the Association,

8.2.3 breach of any rule, regulation or by-law of the Association and

8.2.4 by any act detrimental to the Association.

After having undertaken due inquiry.

8.3 Any member who is expelled, suspended or has their membership terminated, shall have the right to appeal against their suspension or expulsion by presenting their case to a General Meeting called for such purpose, and the decision of the General Meeting shall be final.

9.0 MANAGEMENT COMMITTEE

N.B (1) sometimes called Executive Committee.

(2) Committee persons are sometimes referred to as Office Bearers.

(3) the main Office Bearers are often referred to as The Executive.

9.1 Management of the Association shall be vested in the Management Committee elected by the members at the Annual General Meeting and consisting of;

9.1.1 President

9.1.2 Vice President

9.1.3 Secretary

9.1.4 Treasurer

9.1.5 _____ Committee Members (Number to be nominated)

9.1.6 Club or Team delegates

9.2 No person shall hold more than one position on the Management Committee at any one time. A person shall cease to be a member of the Management Committee at the conclusion of the Annual General Meeting which follows his/her election and he will be eligible for re-election.

9.3 A quorum of the Management Committee shall be half of its members plus one.



- 9.4 If the President or Vice President is unable to attend, then a chairperson nominated by the meeting shall chair that meeting.
- 9.5 A member of the management committee may lose his or her seat on the committee for either of the following;
- Absence from three or more meetings without leave of absence.
 - Found not to be a financial member.

10.0 POWERS OF THE MANAGEMENT COMMITTEE

10.1 The Management Committee shall carry out the day-to-day running of the Association and shall have the power to:

- 10.1.1 Administer the finances, appoint bankers, and direct the opening of banking accounts for specific purposes and to transfer funds from one account to another, and to close any such account;
- 10.1.2 Fix the manner in which such banking accounts shall be operated upon, providing the Management Committee passes all payments;
- 10.1.3 Fix fees and subscriptions payable by members and decide such levies, fines and charges as is deemed necessary and advisable, and to enforce payment thereof;
- 10.1.4 Adjudicate on all matters brought before it which in any way affect the Association.
- 10.1.5 Cause minutes to be made of all proceedings at meetings of the Committee and General Meetings of members;
- 10.1.6 Make, amend and rescind rulings and By-laws;
- 10.1.7 Have the power to form and appoint any sub committee/s as required for specific purposes;
- 10.1.8 May at their discretion employ a person or persons to carry out certain duties required by the Association, at salaries or remunerations for such period of time, as may be deemed necessary.
- 10.1.9 Should a vacancy occur on the Management Committee during the season, the Management Committee shall appoint a successor until the next Annual General Meeting.
- 10.1.10 Appoint an officer/s or agent of the Management Committee to have custody of the Association's records, documents and securities.

11.0 AUDITOR

- 11.1 The Annual General Meeting shall elect or appoint an Auditor or Auditors.
- 11.2 The Auditor/s shall examine and audit all the books and accounts of the Association annually, and have the power to call for all books, papers, accounts, receipts etc., of the Association and report thereon to the Annual General Meeting.



12.0 GENERAL MEETINGS:

12.1 Annual General Meeting

12.1.1 The Annual General Meeting of the Association must be held within four months of the end of the club's financial year.

12.1.2 The Secretary shall give at least fourteen (14) days notice of the date of the Annual General Meeting, to members.

12.1.3 All financial members may attend the Annual General Meeting.

12.1.4 The quorum at the Annual General Meeting shall be a minimum of _____ members. If, at the end of 30 minutes after the time appointed in the notice for the opening of the Meeting, there be no quorum the meeting shall stand and adjourn for one week. If at such meeting there is no quorum those members present shall be competent to discharge the business of the meeting.

12.1.5 The agenda for an Annual General Meeting shall be;

- Opening of Meeting
- Apologies
- Confirmation of Minutes of previous Annual General Meeting
- Presentation of Annual Report
- Adoption of Annual Report
- Presentation of Treasurer's statement
- Election of New Executive and appointment of Auditor
- Vote of thanks to outgoing Executive
- Determination of Annual Membership Fee
- Notice/s of Motion
- Urgent general business
- Closure

12.2 General Meetings

12.2.1 General Meetings may be called by the Management Committee or at the request of the President and Secretary or on the written request of _____ members of the Association.

12.2.2 The Secretary shall give at least seven (7) days notice, in writing, of the date of the General Meeting to the members. Notice of General Meetings shall set out clearly the business for which the meeting has been called. No other business shall be dealt with at that General Meeting.

12.2.3 The quorum at the General Meeting shall be a minimum of _____ members.



13.0 VOTING

13.1 Voting powers at the Annual General Meeting and General Meetings:

13.1.1 The President shall be entitled to a deliberate vote and, in the event of a tied vote; the President shall exercise a casting vote.

13.1.2 Each individual financial member present shall have one (1) vote.

13.2 Voting powers at Management Committee Meetings;

13.2.1 The President shall be entitled to a deliberate vote, and, in the event of a tied vote, the President shall exercise a casting vote.

13.2.2 Each individual committee member present shall have one (1) vote.

14.0 FINANCE:

14.1 All funds of the Association shall be deposited into the Association's accounts at such bank or recognised financial institution as the Management Committee may determine.

14.2 All accounts due by the Association shall be paid by cheque after having being passed for payment at the Management Committee Meeting and when immediate payment is necessary, account/s shall be paid and the action endorsed at the next Management Committee Meeting.

14.3 The Secretary shall not spend more than a set amount Petty Cash without the consent of the Management Committee, and shall keep a record of such expenditure in a Petty Cash Book.

14.4 A statement showing the financial position of the Association shall be tabled at each Management Committee Meeting by the Treasurer.

14.5 A statement of Income and Expenditure, Assets and Liabilities shall be submitted to the Annual General Meeting. The auditor's report shall be attached to such financial report.

14.6 The financial year of the Association shall commence on _____ (date) each year. The accounts, books and all financial records of the Association shall be audited each year.

14.7 The signatories to the Association's account/s will be the Treasurer and any one (1) from the following;

- President
- Vice President
- Secretary
- Treasurer

14.8 All property and income of the Association will apply solely to the promotion of the objects of the Association and no part of that property or income shall be paid or otherwise distributed, directly, or indirectly, to members, except in good faith in the promotion of these objects.



15.0 COMMON SEAL

(A rubber stamp on which is engraved the Association's name)

The common seal of the Association shall be kept in the care of the Secretary. The seal shall not be used or affixed to any deed or document except pursuant to a resolution of the Management Committee and in the presence of at least the President and two members of the Committee, both of whom shall subscribe their names as witnesses.

16.0 ALTERNATIONS TO THE CONSTITUTION AND BY-LAWS:

16.1 No alteration, repeal or addition shall be made to the Constitution except at the Annual General Meeting, or General Meeting, called for that purpose and notice of all motions to alter, repeal or add to the Constitution shall be given to members fourteen (14) days prior to the Annual General Meeting, or seven (7) days prior to a General Meeting called for such purpose.

16.2 The Secretary shall forward such notices of motion to each Management Committee member at least fourteen (14) days prior to the Annual General Meeting or seven (7) days prior to a General Meeting.

16.3 Alterations to the By-laws can be made only at Management Committee Meetings provided notice of the proposed alteration/s has been duly notified to Committee Members.

16.4 Such motions, or any part thereof, shall be of no effect unless passed by a seventy five percent (75%) majority (Special Resolution) of those present and entitled to a vote at the Annual General Meeting, General Meeting or Management Committee Meeting, as the case may be.

16.5 Within one month of the passing of a Special Resolution, the Secretary shall notify the Department of Consumer and Employment Protection of the amendment. (In the case of a licensed club, the Director of Liquor Licensing must also be notified.)

17.0 DISSOLUTION

If, on the winding up of the Association, any property of the Association remains after satisfaction of the debts and liabilities of the Association and the costs, charges and expenses of that winding up, that property shall be distributed

- (a) Another incorporated association having objects similar to those of the Association;
or
- (b) For charitable or benevolent purposes, which incorporated Association or purposes, as the case requires, shall be determined by resolution of the members.



AGM:

WHAT IS AN AGM?

An Annual General Meeting (AGM) is a meeting that is required by law (or the constitution, charter etc. governing the body) and is held every year. The AGM is the forum for the election of officers for the organization and to pass the financial report for the operating year. General business can be put forward from any member and this is the forum for Life Memberships to be put forward.

RATIONALE BEHIND AN AGM

It is important to make sure that the AGM is well publicised and welcoming to ALL members. The members need to be involved in the AGM to ensure that the club's decision-making process is fair and representative of the club. Members should be encouraged to take an active part in discussion. It is also an opportunity to recruit 'new blood' onto the committee.

ENCOURAGING ATTENDANCE

It is often difficult to encourage ordinary members to attend AGMs. Some suggested methods of improving attendance are:

- Provide refreshments before the meeting and / or a social event afterwards
- Include the event in the middle of a tournament / Finals Day / workshop / conference etc.
- Invite a speaker on a topic of interest
- Build agendas around members' concerns and interests
- Include agenda items on campaigning issues
- Ensure full disabled access to the meeting
- Hold the meeting in pleasant surroundings
- Ensure the venue is easily accessible. Include a map with the paperwork sent to members
- Ensure the venue is not off-putting to members
- Find out what time and venue is most convenient for members. Venues can include: clubhouses, leisure centers, public houses, large cafeteria, sponsor's venue, etc

NOTICE OF AN AGM

- The Secretary shall give written notice of not less than 21 days prior to the date of the AGM (the actual process and requirements will be set out in your clubs constitution).
- This notice shall be circulated to all Adult and Life Members of the club
- Appended to the notice of the AGM shall be:
 - Agenda
 - Minutes of the last AGM
 - Note of the process governing alteration to the Constitution
 - Any Bye-Laws / Club Rules
 - Applications for nomination for the Management Committee
 - Application for motions



ELECTION OF OFFICERS

Nominations for Club Officers and other members of the Management Committee shall be submitted in writing, the actual process and requirements will be set out in your clubs constitution.

MOTIONS

Proposed alterations to the Constitution and Bye-Laws and notices of motion must be received by the Secretary prior to the AGM – again the timeframe will be set out in the constitution. The Secretary shall arrange for all nominations, motions and proposed alterations to be circulated to club members again prior to the meeting and within the timeframe set out in the constitution.

THE MEETING

The order of business for AGM could follow:

- Presidents Remarks
- Apologies for Absence
- Approval of minutes from previous AGM & matters arising
- Annual Report, including financial Report
- Proposed changes to Constitution
- Proposed changes to Bye-Laws
- Election of Management Committee Members
- Life Membership Awards
- Other relevant business

As with any ordinary committee meeting, minutes should be taken at the AGM. The minutes should correspond to the items on the agenda and should record the main decisions. For example, they should include the names of those who sent apologies, record that the minutes of the previous meetings were approved, record that the chairperson gave his/her report and that this was approved and so on. If there was an extended discussion on any item, the minutes should simply record that there was a discussion, the main points raised and the final decision.

The quorum for the meeting will be set out in the constitution. The minutes from the previous AGM need to be circulated to the members and approved at the meeting.

VOTING

- With the exception of changes to the Constitution, decisions put to a vote shall be resolved by simple majority at General Meetings
- Voting shall be by a show of hands unless decided otherwise by a majority of those attending the meeting
- In the case of an equality of votes, the Chair shall be entitled to a casting vote in addition to any other vote he may have



EXAMPLE OF ANNUAL GENERAL MEETING AGENDA

Fifth Annual General Meeting
Date

1. Welcome and Introductions
 - Present
 - Apologies
2. Confirmation of Minutes of previous Annual General Meeting on (date)
3. Adoption of Annual Accounts for year ended (date)
4. President's Report
5. Notices of Motion
6. Treasurer's Report
7. Committee Reports
8. Election of Officers
9. Report of Honors Award Committee (presentation of honors, life memberships, etc)
10. General Business
11. Close of Meeting

EFFECTIVE MEETINGS:

The prospect of finding yourself in the unfamiliar surrounds of a meeting in progress can be quite daunting. Fear of the unknown and the lack of knowledge in correct meeting procedures have stopped people from taking on roles or positions on committees. Obtaining an understanding of these procedures will allow you to break through this barrier and make a contribution to your sports club.

MONTHLY MEETINGS:

Meetings occur when groups of people gather to discuss, and try to resolve matters (e.g. regular Committee meeting, a meeting for a special event etc). At meetings, recommendations are made, directions are given and courses of action are decided. For this to happen there needs to be a structure in place. Without a structure, results can be unproductive.



THE AGENDA:

Prior to the meeting, an agenda is prepared and circulated to all members. This agenda forms the structure of the meeting. It states where and when the meeting will take place and what matters will be discussed. A draft copy of the minutes of the previous meeting, along with any other relevant material that the members should read prior to the meeting, should be distributed at the same time as the agenda.

THE MEETING STRUCTURE:

<p>Opening the Meeting</p>	<p>The meeting is unable to begin until the Chairperson declares a quorum. This means that there are enough people in attendance to allow debates to be conducted and decisions to be voted upon. The quorum info will be in the club constitution. If a Chairperson has not taken the chair 15 minutes after the meeting was due to begin, the meeting should elect another Chairperson from among the members present to act temporarily.</p>
<p>Apologies</p>	<p>The Chairperson states those members who formally notified that they were unable to attend the meeting and can ask for any further apologies.</p>
<p>Minutes of the Previous Meeting</p> <p>... the Chairperson moves that the minutes of the previous meeting be accepted or adopted.</p>	<p>The Chairperson tables the minutes of the previous meeting making them open as a topic of discussion. At this point the Chairperson will ask the members to adopt the minutes. If the members do not agree that the draft minutes are accurate, changes may be suggested. The Chairperson should ask the meeting to vote on those corrections. If there are only a few minor corrections, the Chairperson may ask the members to accept the minutes with the corrections. The vote to adopt the minutes can then go ahead on that basis.</p> <p>It is not appropriate at this time, to indulge in debates on decisions which were made at the previous meeting. Anyone who wishes to change a motion should wait until the same subject arises in the general business of the current meeting or raise it in the part called "Any Other Business".</p> <p>The most important advice about the minutes of a previous meeting is to make sure you read them.</p>

<p>Business arising from Minutes of the Previous Meeting</p>	<p>Often the issues for Business arising from the Minutes of the Previous Meeting are listed in the agenda. Any reports, pieces of information or other matters of substance that were requested at the previous meeting are debated and a vote is taken on the appropriate action to take.</p>
<p>Correspondence</p> <p>... letters that have been sent to the meeting are tabled and debated, if the meeting wishes to do so.</p>	<p>Any letters, faxes, emails etc. which have been received by the committee are discussed here. The Chairperson should summaries correspondence which cover similar issues, or express similar opinions and discuss them as a single issue.</p> <p>The Chairperson presents a piece of correspondence to the meeting by putting a motion that the meeting "receive the correspondence". This is an acknowledgment by the meeting that the correspondence as been formally received and that it may now be discussed and acted upon, if necessary.</p>
<p>Reports</p>	<p>Reports and submissions that have been written for the meeting or include information relevant to the work of the meeting are tabled and discussed. A motion is required to be put that a report be received. This means that the report exists, as far as the meeting is concerned, and a discussion or debate may now take placed on the contents, interpretation and recommendations of the report. Motions are able to be put for or against the recommendations of the report or ask the author to consider further issues or reconsider issues on the basis of particular information. A member of a meeting can put forward a motion to change the wording of a report or submission.</p>
<p>General Business</p>	<p>General business items are announced singly by the Chairperson and a discussion or debate follows each one. Motions that suggest methods of resolving issues are put forward and to a vote. Once the motions receive a simple majority, or a majority as defined in the standing orders, they become resolutions. Sometimes amendments to a motion are put forward. Only after the amendments are debated and voted upon can the revised substantive motion be brought to the vote. In the case of more formal meetings, general business consists of motions that are moved and seconded by participants of the meetings. A</p>



	<p>seconded is someone who agrees that a motion should be debated. In most meetings however, the need for a member to support a motion is ignored.</p>
<p>Any other Business</p>	<p>It is at this point in time, that the members are able to raise issues they feel are important. No extremely important or complex issues should be raised unannounced during this part of the meeting. If an urgent matter must be dealt with by the meeting, the Chairperson should be informed before the meeting begins. If the Chairperson feels that any of the issues brought up for discussion are too complex or troublesome, he may call for another meeting to discuss the issue or alternatively, put it on the agenda for the next scheduled meeting.</p>
<p>Close of Meeting</p>	<p>Once all the issues have been put forward and discussed, the Chairperson advises members of the date and time of the next meeting. The meeting is now officially closed.</p>

What can you do to be active and effective member of meeting?

- be well prepared – read the previous meetings minutes and all other readings
- make sure you have read the agenda
- be aware of the topics that will be discussed
- be involved
- be a good listener

COMMITTEE ROLES:

The structure of committees and therefore roles within committees, may vary according to their purpose and length of operation. The traditional structure includes the formalised tasks and roles of the President (usually the Committee Chairperson), Treasurer and Secretary, each with defined and distinctive roles. This structure might not necessarily suit all organisations. Sport and recreation organisations should be sufficiently flexible in their approach so that the committee can be structured around the plans of the organisation and the skills of its members.



When appointing specific roles to support the club structure job descriptions should be developed to outline role expectations – see President /Chairperson Job Description example

TITLE	MAIN DUTIES	OFFICER
President (ELECTED)	<ul style="list-style-type: none"> • Chairs and organises Club Executive Committee meetings • Welcomes new members • Oversees Club Development • Delegates tasks to members of Club • Co-ordinates Club advertising (i.e. for new members) 	[Name]
Vice President (ELECTED)	<ul style="list-style-type: none"> • Assists President in their duties • Assists with representative duties at Club Executive Committee meetings 	[Name]
Treasurer (ELECTED)	<ul style="list-style-type: none"> • Sign cheques and pay bills/expenses • Produces annual accounts • Monitors expenditure throughout year • Sign cheques along with Club Secretary / Deputy Treasurer • Produces budget for forthcoming season 	[Name]
Club Secretary (ELECTED)	<ul style="list-style-type: none"> • Composes/distributes and collects Club registration forms to all members • Register members with [national or regional sports organisation] • Maintains club membership database • Distributes agenda prior to executive meetings • Distributes minutes of executive meetings • Distributes information from partners (including, national / regional sports organisation and Sport Gisborne Tairāwhiti) • Composes and maintains Club information sheets • Sign cheques along with Club Treasurer / Deputy Treasurer • Regularly reviews email account and responds to emails 	[Name]

NAME	MAIN DUTIES	OFFICER
Deputy Treasurer	<ul style="list-style-type: none"> Assists in collection of all membership fees General assistance to the Treasurer Sign cheques along with Club Secretary / Treasurer 	[Name]
Social Convenor	<ul style="list-style-type: none"> Organises social events, including the collection of monies Advertises social events Organises fundraising events 	[Name]
[Regional Sports Organisation] Representative	<ul style="list-style-type: none"> Represents club at [Regional Sports Organisation] meetings – including voting rights Informs Club of important events/details from [Regional Sports Organisation] Provides [Regional Sports Organisation] with changes to committee and Club contact details etc 	[Name]
Junior Representative	<ul style="list-style-type: none"> Represent Junior Club interests on the committee Co-ordinate volunteers from seniors to assist with juniors 	[Name]
Purchasing Officer	<ul style="list-style-type: none"> Maintains team kits Purchases items for team kit bags and anything needed for coaching purposes Coordinates sale of club kit, in collaboration with Treasurer Maintains an up-to-date list of team equipment and expenditure 	[Name]
Communications Officer	<ul style="list-style-type: none"> Maintains and updates club web site Maintains club's Yahoo! groups site – ensuring up-to-date and relevant information is posted. Provides user support for Yahoo! Groups 	[Name]
Additional Games Officer	<ul style="list-style-type: none"> Organises any games and tournaments outwith the normal competition (advertising, funds, umpires etc) Coordinates teams in tournaments and games 	[Name]



NAME	MAIN DUTIES	OFFICER
Coaching Coordinator	<ul style="list-style-type: none"> • Organises trials and trial selectors • Assists with team selection and advertises team selection • Organises Team Coaches at beginning of year • Devises and oversees club coach development • Maintains a coaching roster for accurate payment at end of season • Ensures coaching equipment is available to all teams/coaches • Places additional members into relevant teams (with the assistance of the President) • Ensures coaches are aware of relevant courses 	[Name]
Officials Coordinator	<ul style="list-style-type: none"> • Maintains a roster for regular and consistent competition officiating • Co-ordinates the [Referees/Umpires] Mentoring Scheme • Advertises and co-ordinates club members on local officials courses • Ensures officials are paid accurately • May be asked to find officials for tournaments, extra games etc. 	[Name]
Newsletter Editor	<ul style="list-style-type: none"> • Produces monthly newsletter • Ensures that important committee information is contained, as required, within the newsletter 	[Name]
Training Coordinator	<ul style="list-style-type: none"> • Informs Teams of all training dates and times • Books training venues 	[Name]
Sponsorship / Grants Officer	<ul style="list-style-type: none"> • Researches potential sponsorship and grants available • Prepares and processes any applications for grants • Organises sponsorship, if available 	[Name]



Team Captains	<ul style="list-style-type: none"> • Communicates information from Committee to team members • Ensure team members contact details are accurate • Co-ordinates their team for games and other requirements • Option to attend Committee meetings 	[Name]

COMMITTEE MEMBER WELCOME PACK

A committee member welcome pack is an important aspect of volunteer management. It gives new committee members important information about their new role.

Things it might include:

- A personal welcoming letter from the Club President or CEO
- A copy of the job description
- A list of members in the club, their roles, responsibilities and phone numbers
- Volunteer code of conduct
- Explanation of the structure and size of the club – as well as its history
- Dates and times of practices and competitions
- Schedule of club fees and what are they used for
- Details of any fund-raising events
- Information on upcoming training course dates and costs
- Reimbursement information for out-of-pocket expenses
- A Sport Gisborne Tairāwhiti Volunteer Card

Why Sports Clubs become Incorporated?

Most large sport and recreational clubs choose to have ‘formal’ organisational structures and register their organisations as such. The most popular structures are incorporated societies and charitable trusts.

There is no need for a formal structure but these structures protect individual members in certain situations and give your organisation the right to sign contracts, lease premises, operate bank accounts, and apply for government grants.

However, please remember that incorporation does not prevent legal action being taken against individual members for negligence in any circumstances.



Incorporation of a club means that it becomes a legal identity separate from its individual members. Put another way, the association is considered by law to have a distinct identity that continues regardless of membership.

The benefits of an incorporated society's structure include:

- the ability to create documents in the club's name
- the ability to enter into contracts in the club's name
- the ability to buy, sell, own, lease and rent property subject to the club's rules
- the ability to borrow money and give securities subject to the club's rules
- the ability to sue and be sued in its own name

Charities Rules:

Getting started - what you need to do before you can incorporate:

It is not compulsory to incorporate as an incorporated society under the Incorporated Societies Act 1908, but it is convenient for associations of people who meet for cultural, hobby, leisure-time and sporting purposes, or for trade, professional or ratepayer groups. Incorporation means that the association's property (lease of premises, money, trophies etc) will in future be held by the society instead of by the members for the time being. The society will enter all contracts and be liable for debts. The members will only have to pay their subscriptions. If you are unsure about the value of incorporation for your association, you should take legal advice.

Prepare a set of rules

Assuming you decide to go ahead with incorporation, you will need to prepare a set of rules that will state what your society is to do and how it will operate internally. Section 6 of the Incorporated Societies Act 1908 sets out the minimum requirements for every set of rules. The rules will expand on these and may contain other material, but they need to be clear and comprehensive. There is a basic form of rules available through this website, but you should also have two or three members review a few sets of rules in use for societies with objects (purposes) similar to yours and others that are quite different. This will give you a good indication of how other societies operate and which rules can be adapted usefully for your society's rules. Again, seek legal advice if you need assistance.

Choose a name

You will also need to choose a name for your society and that name must be included in the rules. The name you choose cannot be identical or deceptively similar to that of another incorporated society or other body corporate. If you do choose a name that is identical to the name used by another body corporate (e.g. a company) it can only be used if the other organisation gives its written consent to the Registrar.



Hold a meeting of members

When you have a suitable draft set of rules, you can circulate these for comment among the members of your association. You will then be in a position to call a meeting of the members to:

- resolve to incorporate,
- approve the rules and
- decide who will be the first
- President
- Secretary
- Treasurer
- choose who will fill the committee positions that the rules provide.

Complete and file an application

Assuming this is done, 15 people then or later must sign the application form. If a body corporate such as a company or another incorporated society is to be an applicant, it will count as three members. With the application, there is a certificate to attach to the rules to confirm that they were approved for registration. The application and certificate are available through this website. Send your completed application, certificate and rules to the Registrar of Incorporated Societies with the fee.

After incorporation

At its first meeting the executive committee will need to decide on a number of things, such as resolving to open a bank account. They will also need to adopt a common seal for the society. You can obtain a common seal from commercial stationers. It is used when the society signs serious contracts, as evidence of its agreement to honour its commitments. You should check Inland Revenue's website for non-profit groups as there could be advantages in applying for an income tax exemption. Some incorporated societies may also be eligible to register under the Charities Act 2005 and if you believe this will be the case with your society, the Charities Commission's website has further information.



What are the differences between incorporated societies and charitable trusts?

	Incorporated society	Charitable trust
Suited to...	Not for profit organisations where members have a common interest (e.g. sport, hobby and community interest)	Not for profit organisations with a charitable purpose (e.g. education, religion, relief of poverty and other purposes that benefit the community)
Charitable purpose	Can have a charitable purpose	Must have a charitable purpose
Size	Minimum of 15 members	Minimum of two trustees
Decision making	By members at general meetings and by the committee in accordance with the rules	By the trustees in accordance with the trust deed
Members	Who can be a member is determined by the rules	No members – the trustees run the trust to benefit the beneficiaries
Accountability	Committee accountable to the members	Trustees are accountable to the beneficiaries and must comply with the trust deed and the Trustee Act 1956
Liability	Limited liability - unless members run the society for their own profit (pecuniary gain)	Trustees not liable unless they fail to comply with requirements of trust deed or the Trustee Act 1956
Audit	No – unless required by the rules*	No – unless required by the trust deed*



Profits	Must be used to run the society to achieve its purpose. Profits cannot be distributed to members	Must be used to run the charitable trust to achieve its purpose.
How to incorporate	<p>Send applications to the Registrar:</p> <ul style="list-style-type: none"> • an application form with • one copy of the rules • rules certification • NZ\$102.22 	<p>Send applications to the Registrar:</p> <ul style="list-style-type: none"> • application form • a copy of the trust deed or rules • statutory declaration
Maintaining registration after incorporation	<p>Send this information to the Registrar:</p> <ul style="list-style-type: none"> • annual financial statements • rule changes (including names) • change of contact details 	<p>Send this information to the Registrar:</p> <ul style="list-style-type: none"> • rule changes (including names) • change of contact details
Winding up	According to the rules – surplus assets can be distributed amongst members	According to the trust deed – surplus assets must be distributed to other charitable organisations

National Alignment:

Many sports in New Zealand have both regional and national bodies that will be able to support and advice clubs. Having a strong relationship with these parent organisations can often be very beneficial to a club. Some of the ways a national body could provide support to a club could be:

- Foster a range of business skills, especially in leadership, governance and management of finance and people.
- Provide tools, resources and share good practice to help organisations improve their knowledge and processes.
- Provide technical expertise to the sector in specialist areas such as leadership, human resources, strategic planning and commercialisation.
- Provide clubs with development and pathways for competitors, coaches, officials, administrators etc...
- Provide up to date information and resources to support their sport delivery.

